2013 UNITED NATIONS PUBLIC SERVICE AWARDS WINNERS

The United Nations Public Service Awards (UNPSA) is the most prestigious international recognition of excellence in public service. It rewards the creative achievements and contributions of public service institutions to a more effective and responsive public administration in countries worldwide in five categories. These are Preventing and Combating Corruption in the Public Service, Improving Delivery of Public Services, Fostering Participation in Public Policy-making Decisions through Innovative Mechanisms, Promoting Whole-of-Government Approaches in the Information Age and Promoting Gender-responsive Delivery of Public Services.

Through an annual competition, the United Nations Public Service Awards Programme promotes the role, professionalism and visibility of public service. It encourages exemplary public service and recognizes that democracy and successful governance are built on a competent civil service. In brief, the Awards aim to discover innovations in governance; reward excellence in the public sector; motivate public servants to further promote innovation; enhance professionalism in the public service; raise the image of public service; enhance trust in government; and collect and disseminate successful practices for possible replication.

The UNPSA programme has grown tremendously since its inception, from an initial eighty one nominations in 2003 to a six hundred and one nominations submitted for the 2013 cycle marking a 28% increase from the 2012 Public Service Awards nominations at four hundred and seventy nominations for 2012. In the past biennium alone there has been over a 100% increase. Category of Improving the Delivery of Public Services continues to receive the highest number of nominations at 52% this year and the region with the highest nominations continues to be Asia and the Pacific at 35%.

The growth also represents an increase in the number of participating Member States, at 82 participating Member States, an increase from 73 participating Member States for the 2012 cycle and 57 Member States in 2011. Eleven Member States participated for the first time: Congo, Costa Rica, Ecuador, El Salvador, Ethiopia, Fiji, Iran, Lesotho, Namibia, Sri Lanka and Yemen.

Asia and the Pacific has the highest percentage of winners at 26% of the total number of winners, with the Europe and North America and Western Asia regions both coming in second place at 21% of winning initiatives. Africa and Latin America and the Caribbean have 19% and 13% of winners respectively.

The region with the highest nominations is Asia and the Pacific at 35% of the total (210 nominations), which also had the highest percentage over the past few years. Other regions representation of this year's nominations were: Western Asia - 24% ; Africa - 18%; Europe and North America – 12%; Latin America and the Caribbean - 11%.

This year, 47 public organizations from 28 countries will be awarded with the most prestigious recognition of excellence in public service on 27 June, in commemoration of the United Nations Public Service Day, celebrated every year on 23 June. The winners are as follows: 1st place -, Brazil, Ecuador, Egypt, Germany, India, Italy, Morocco, Nigeria, Oman, Pakistan, Peru, Republic of Korea, Moldova, Slovenia, South Africa, Spain, Thailand, Trinidad and Tobago, United Arab Emirates ; 2nd place - Bahrain , Botswana, Brazil, Ethiopia, Georgia, India, Jordan, Kenya, Mexico, Morocco, Nigeria, Republic of Korea, Singapore, Slovenia, Spain, United Arab Emirates, United States of America.

Category 1

Preventing and Combating Corruption in the Public Service

AFRICA
2013 Category 1 Winner
Morocco

Initiative: Integrity Reinforcement
Institution: RCAR - Régime Collectif d'Allocation de Retraite

Integrity Reinforcement is a customer-oriented initiative seeking to enhance transparency and accessibility in the process of retirement funds allocation. RCAR manages fourteen funds, with 632 529 contributors and 200,221 pensioners and there was limited transparency in the management of the funds, leading to loss of confidence among clients. At times, officials received gifts, which compromised impartiality and integrity. With limited information available online, pensioners could only get information on their transactions through telephone calls, which were not automatically traced and recorded. The fund faced risks of potential "ghost pensioners" and collusion between managers and customers. A user-friendly portal was developed to automate the process for transactions more vulnerable to corruption, and improve access to information. Denouncing corruption was made easy and accessible through the government portal, in accordance with Parliament's recent recognition of legal protections for whistle-blowers. A helpdesk is now available 24h, 7 days a week and reducing paper has significantly reduced costs.

Asia and the Pacific
2013 Category 1 Winner
India

Initiative: Mass Contact Programme (MCP)
Institution: Chief Minister's Office

This initiative is the Mass Contact Programme (MCP) in the local government of Kerala, India (a state located in the south-west region of India on the Malabar coast with a population of 33,387,677. Before the Mass Contact Programme was started, there was a low follow-up rate on complaints received from citizens. Characterised by high bureaucracy, the state faced efficiency challenges and a very low responsive rate, which led to a large volume of complaints. Complaints about government officers were not entertained properly by the senior government officials and people had limited options for solutions to their problems with public services. This led to piling of files in various departments and government secretariat, with 132,000 files pending in Secretariat by mid-2011. The MCP was launched in 2011, with a primary objective of combating red tape and bureaucracy in the administration. It enabled interaction between the people and the government by encouraging them to approach the government directly to get their concerns addressed without delay or corrupt practices. The Chief Minister of Kerala State visits each town and organises massive events where people can address their queries personally. By going directly to the people and ensuring direct access to decision makers, the programme has improved accountability in the state. The initiative has reduced the time usually taken to respond to complaints and actions and has fast tracked problem solving in the state.

Asia and the Pacific
2013 Category 1 Winner
Republic of Korea
Initiative: Anti-Corruption Clean Construction System
Institution: Seoul Metropolitan Infrastructure Headquarters

Korea has taken a number of measures to improve the transparency level of its construction industry since the mid-1990s. According to data released by the Supreme Public Prosecutor's Office (SPO), 412 corruption cases out of a total of 765 cases were related to the construction industry. Contractors often did not pay subcontractors, who in turn could not pay workers, leaving them destitute. A survey conducted by the Ministry of Labour revealed that 18,000 construction workers didn't receive their wages worth 86 billion won in 2011, almost double the amount over the second worst industry in Korea. For a long time, papers, including progress reports on construction projects were prepared manually and it was difficult to verify the inaccuracies presented. The initiative entailed automating payment systems, paying contractors and subcontractors separately and making payment information online as soon as payments are made, making it difficult to exploit funds for workers wages for other purposes. Progress reports are now submitted online and all stakeholders in a project can monitor project information in real time. The system also addressed accessibility of information for disabled people, incorporating text, voice information and special keyboards. The initiative has improved construction work efficiency, increased citizens' convenience through easy access to critical information and prevents mismanagement of funds.

Europe and North America
2013 Category 1 Winner
Italy

Initiative: INPS: Our fight and synergy against corruption
Institution: INPS Regional Management (National Institute of Social Welfare), Apulia, Bari

National Institute of Social Security (INPS) is the country's main institute providing social security and welfare. In the south of Italy there is a higher concentration of economic and social problems which the global crisis of recent years has exacerbated. The Italian regions of Apulia, Calabria and Lazio are areas characterized by high social security fraud. Many individuals defraud the Istituto Nazionale della Previdenza Sociale (*INPS*) through false registration within false employers company. This false registration allows them to claim; retirement benefits, welfare, unemployment benefits and pensions, from the social security system. The initiative focused on ways to detect fraudulent misuse of social security and assistance benefits including retirement benefits and pensions. Measures such as training of inspectors and streamlining and standardization of inspection procedures were introduced. The programme has enhanced transparency and accountability in social welfare services, with a number of senior officials arrested and fired because of illicit concession of contributory benefits to local companies. The project has made it possible to uncover fictitious employment relationships and large-scale benefit fraud.

Europe and North America
2013 Category 1 Winner
Slovenia

Initiative: Supervizor
Institution: Commission for the Prevention of Corruption (CPC)

The Commission for the Prevention of Corruption (CPC) had gathered and analysed data about all payments of the public sector bodies during the period 1 January 2003 till 31 December 2010. The analysis showed controversial practices in budget expenditure indicative of corruption. The data also revealed that the Slovenian business environment lacked transparency. Overall, there was only minimal or no data about public expenditures accessible to the public and no proactive approach towards creating such transparency of public finances. The Commission for the Prevention of Corruption created an online application that provides information on business transactions to the public as well as regulatory bodies. This includes direct and indirect budget users such as the bodies of all three branches of power, independent judicial and state bodies, public institutes, public funds and public agencies. The data is updated daily and provides the general public with information on public sector spending. This new level of information about financial flows significantly increased transparency and prevention of systemic corruption in the country. People at local levels of government now use the system to actively participate in the creation of policies and in the allocation of public financial resources.

Western Asia
2013 Category 1 Winner
Oman

Initiative: Complaints Window
Institution: State Audit Institution

There are a total of 220 government entities that are auditable by the State Audit Institution (SAI) in Oman. In addition, SAI has authority to audit private companies in which the government has a stake of more than 51%. However, SAI was were limited to conducting financial audits of organizations and companies and to issuing recommendations without a mandate to enforce and monitor the implementation of its findings even in the case of mal practices. Implementation of recommendations made by SAI depended solely on the audited entities, limiting its overall effectiveness in ensuring transparency. There were also no effective channels for the public to submit their complaints to the SAI contributing to the perception of lack of transparency and accountability. SAI was reformed to strengthen its mandate to conduct financial and administration audits. The public can now submit their complaints and feedback through the SAI portal and dedicated hotlines. Between 2010 to 2011 approximately 1.3 billion OMR (3.38 USD) of public funds were recovered and saved because audits were more effective and targeted based on the feedbacks received. Most importantly, SAI was able to strengthen the level of transparency and accountability in the government entities, thus boosting public confidence in public service.

Western Asia
2013 Category 1 Winner

Georgia

Initiative: Online Asset Declaration System (OADS)
Institution: Civil Service Bureau

The lack of transparency around the financial assets of public sector officials in Georgia left room for corruptions and negatively impacted on the confidence in government. The assets and income of top government officials have long been the subject of public interest in Georgia. However, Georgian society was largely unaware of the financial situation of their public officials. The government did not provide such information on the assets of public officials. Such conditions were conducive to corruption and the media and civil society were unable to monitor the activities of public officials with view to unlawful behaviour or conflict of interest. Overall, this impacted the public's confidence in government and candidates for government positions. In 2010, the Civil Service Bureau launched an online system to collect financial information of public officials. Through this online system government officials are required to fill out an asset declaration on an annual basis, reflecting the position of the assets owned by them and their family members. In total, there are more than 2,800 senior officials obliged to submit online asset declarations annually. This availability of such information has greatly contributed to accountability and transparency in Georgia and has increased public monitoring of public expenditures.

Category 2
Improving the delivery of public services

2013 Category 2 Winner

South Africa

Initiative: Communal Ablution Blocks for Informal Settlements
Institution: E' Thekwini Metropolitan Municipality Water and Sanitation Services

Informal settlements in Durban, with an approximate population of 1 million people had inadequate provision of water and sanitation services. With an ever-increasing influx of people into the city, searching for employment opportunities, shack dwellers lived in unhygienic and hazardous living conditions. 150,000 families are estimated to occupy 417 informal settlements in eThekwini. Standpipes and water tanks are the main sources of water supply, whilst open defecation, pit latrines or Ventilated Improved Pit (VIP) latrines are the most common sanitation options, creating environmental pollution and making residents vulnerable to water-borne diseases. Women and children walk long distances in poorly lit areas to obtain water or use toilets, making them vulnerable to crime. The Municipality has designed an effective solution known as the Communal Ablution Blocks (CABs). These are modified shipping containers, with showers and flush toilets. Lighting is provided at night and improves the safety of users, particularly women and children. The CABs are connected to the municipal sewerage and water systems and are provided on 350 sites in informal settlements. 1000 households, and an estimated 200 000 residents of informal settlements in Durban now have access to sanitation services. This initiative has significantly reduced costs of building and maintaining sanitation facilities in the informal settlements and reduced environmental pollution.

AFRICA
2013 Category 2 Winner
Nigeria
Initiative: Federal Capital Territory Administration Mobile Integrated Primary Health Care Service Delivery "MAILAFIYA"
Institution: Federal Capital Territory Administration, Abuja, Nigeria

The Federal Capital Territory, Abuja, Nigeria faced challenges on provision of primary health care services. At the forefront of these challenges were limited availability of medical commodities, lack of comprehensive policies, poor data management practices and poor inter-departmental cooperation. A baseline survey conducted within the Federal Capital Territory (FCT) in 2008 revealed that 60% of residents of over 800 communities were poor and 74% of communities did not have access to health care services. The World Health Organization (WHO) estimated that in FCT, adequately serving the population would require 434 Primary Health Centers (PHCs). Only 179 existed, many of which were operating at sub-optimal levels. Rural populations had to travel long distances to reach these centres. The project sought to address these through integrating data banks into a central database and improving health care services using mobile teams to reach remote areas with extremely difficult terrain. The programme generates real time data from the field. This resulted in the reduction of the cost of providing healthcare delivery of services and enhances planning and evaluation of the health system. A preliminary survey report revealed that, there has been an increase in access to health care from 17% to 71% in all the communities of the Federal Capital Territory. The programme has created a dependable database for improved management of health care.

Asia and the Pacific
2013 Category 2 Winner
Thailand

Initiative: Child First-Work Together (CF-WT)
Institution: Rajanagarindra Institute of Child Development - Ministry of Public Health

The public health care in Thailand had limited provisions for children with delayed development and mainly focused on provision of primary health care and prevention of communicable diseases. Families had limited support from the public health care system to ensure that they receive appropriate training and are equipped with skills necessary for their future employment. The health personnel had little knowledge and skills on screening or assessing child development and there were no targeted interventions for children with delayed development. The situation was exacerbated by inadequate health care facilities that led to congestion at the centres and limited treatment time for patients. In the year 2007, there were an estimated 1,269,483 Thai children with special development needs, and 209,393 of these children were in the northern part of Thailand.The institute implemented a project called "Child First – Work together" or CF-WT to enhance awareness of health personnel and people who work with children, on the importance of assessing their child's development. A manual on child development promotion, training courses and other materials were developed, leading into skills development among public health personnel, teachers and parents. The materials were integrated into the public health service system. Services for children with special needs were brought closer to the communities, saving money and time for families.

Asia and the Pacific
2013 Category 2 Winner

India
Initiative: SWAVALAMBAN
Institution: District Administration, Dhanbad

The initiative improved disbursement of pensions in the District of Dhanbad. Before the implementation of the SWAVALAMBAN initiative, the largely manual process of disbursement in the payment of pensions, particularly registration of new pensioners was very cumbersome, tedious, involved lot of paper work, inefficient, non transparent, and provided unreliable information. A pensioner had to wait days, weeks or months and sometimes had to pay bribes to get entitlements. It used to take about 3 months to complete one cycle therefore, disbursement of monthly pension was not done on monthly basis violating the order passed by the Supreme Court of India. The system was also riddled with corruption, with a number of fictitious pensioners on the system and retention of pensioners who have long passed on. The initiative has cut down the time from three months to a maximum of three days, through automating payment and creation of direct cash transfers into pensioners' bank accounts. Payment through Business Correspondent in remote rural areas has dramatically improved the delivery of services. In addition, the database of all pensioners was digitized with the help of newly developed software. Monitoring at district and government level has been simplified making it only a mouse click away.

2013 Category 2 Winner

Spain

Initiative: Servicio de atención a Personas con Movilidad Reducida - PMR- en los aeropuertos de la red
Institution: Aena Aeropuertos

The initiative sought to ensure smooth travel of people living with disabilities through airports in Spain. AENA, the Spanish public body that owns and operates the majority of the airports in Spain improved accessibility of all airport areas. Until 2008, many airports in Spain were not sufficiently adapted to travelers with reduced mobility. This problem had become increasingly important due to three main factors. Persons with disabilities represent over 8 per cent of the Spanish population and with the aging structure of the population the proportion of people with reduced mobility (PRM) in Spain is increasing. The juridical framework now guarantees PMRs' right to assistance at no extra cost. The comprehensive and free service to the disabled at the AENA airports includes for example special meeting points and service desks, access ramps, special parking space, automatic doors, elevators with Braille control and possibility embers assist disabled people at the airports in all aspects of their travel. 1500 specially trained staff million people with disabilities benefited from these services. AENA has collaborated extensively with the Spanish national organization of disabled people in the planning and implementation of the initiative, ensuring that the needs of people with different kinds of disabilities are catered for.

Europe and North America
2013 Category 2 Winner

Spain

Initiative: Modernización de la administración local a través del uso de las Nuevas Tecnologías
Institution: BiscayTIK Fundation

Before the implementation of BiscayTIK, every one of Biskaia's 112 municipalities had a different Municipal Information System, most of them provided by different vendors. What is more, these initial differences had been sharpened across time, as the municipalities adjusted their system to their specific needs. As a result of such a poor integration between so many databases, services to citizens suffered from a low efficiency, wastes of time and human errors. Following a decision made in 2007, and in order to comply with the Law on Citizens' Electronic Access that as enacted that same year, the Provincial Council of Bizkaia issued in 2008 a public tender for a new municipal management tool. By the end of 2008, the six municipalities that had worked on the definition of the solution were the first to implement the BiscayTIK System, which comprised implementation of the Municipal Administrative Manager (MAM), a fully integrated solution that covers most of the municipalities needs in terms of IT and providing online services to citizens. The project increased management efficiency previously caused by lack of integration between technological systems and prevents information inconsistencies. The initiative has improved economies of scale for municipalities, contributed to providing better service to citizens, reduced waiting times and eliminated the need to travel to many of the system's 65,000 users.

2013 Category 2 Winner
United States of America

Initiative: Improving Outcomes for Children
Institution: Philadelphia Department of Human Services

The initiative improved the delivery of child welfare services in Philadelphia, through review of internal processes and putting in place enhanced monitoring systems. In 2006, Philadelphia's child welfare system was in dire crisis. Children placed in the care of Philadelphia's Department of Human Services (DHS) – the municipal agency charged with protecting children at risk for abuse and neglect, were not properly taken care of. DHS was providing in-home services to approximately 6100 children at risk for abuse and neglect and monitoring the care of approximately 6,000 in dependent out-of-home placement. Contracted agencies submitted false reports on the number of visits paid to the children. Among the problems underscored were the overlaps and lack of clarity in the roles of social workers employed by DHS and its contracted agencies. The agency instituted comprehensive organizational and structural reforms, resulting in increased accountability, improved internal processes and most importantly, significantly enhanced child safety and wellbeing. Since 2009, over 4500 case files were reviewed. In 2010 DHS implemented a protocol requiring workers to visit children in placement at least once a month. An Electronic Case Management System and a Hotline Guided Decision Making (HGDM), an evidence-based, standardized decision-making model for screening and investigating abuse and neglect are key components. Improved monitoring of children's welfare has resulted into accurate reporting and addressed the challenge of falsifying reports. This program has also connected children to relatives they previously did not know they had.

Latin America and the Caribbean
2013 Category 2 Winner

Perú
Initiative: Documento Nacional de Identidad (DNI) De Menores Y Su impacto En El Ejercicio De Los Derechos Humanos
Institution: Registro Nacional de Identificación y Estado Civil (RENIEC) (National Register for Identification and Civil Status)

In 2002, children from Peru did not have a DNI (National Document of Identification) and the identity card was only given to adult people. Before the implementation of this initiative it was a problem for social programs and public services to confirm that the children who were obtaining the benefits were the ones for which those were meant. Also the lack of a DNI used to facilitate children trafficking. The government needed to stop those situations and provide its citizens with better protection and benefits. The implementation began in 2001 with the proposal of the National Office to start the project of civil registers and minors' identification. Besides providing an identity right, this identification document facilitated children the access to services and public social programs. From 2002 to 2012 the initiative has increased the documentation of children (under 18) across the country. The main aim was to enhance the distribution of social benefits. The procedures are now easier, as multiple government entities use the identification card for verification, unlike before, when each entity required its own identification document. The initiative covered nearly 9 million minors and by 2012, more than 93.22% of the Peruvian children had a DNI. The initiative also enhances efforts to track kidnapped, trafficked or missing children.

Brazil
Initiative: Pacto Pela Vida-PPV
Institution: Government of the State of Pernambuco

The state of Pernambuco had one of the highest homicide rates in Brazil for decades, reaching its highest level at 58.8 deaths by violent assault per 100,000 inhabitants in 2001. The public safety measures were fragmented and did not deter crime. There was little Government presence in the regions of greatest social vulnerability and the public security system was inefficient. The state undertook a situation analysis and developed an integrated public security plan which all stakeholders committed to implement. In 2007, the Governor of Pernambuco, brought all stakeholders i.e. representatives of civil society organizations, the Executive, Legislative and Judicial branches, the prosecutors, the Universities and the Lawyers' Bar Association to a forum to identify a solution to the security risks in the state. The forum produced the Pacto pela Vida, an integrated management model which was the state's first Public Security Plan. An important element of the Program is the fact that it is constantly monitored by the organized civil society, through blogs and discussion forums on the topic of crime in the state, which were created since the launch of the program. The key indicator for monitoring crime rates is the called CVLI, which refers to intentional homicide rate per 100,000 inhabitants. The crime rate has decreased significantly, falling from 58.8 to 38.7 in 2011, creating a better sense of security among Pernambuco's population resulting from more effective Government actions.

México

Initiative: Fomento a la Inversión en la Propiedad Rural / FIPP
Institution: Procuraduría Agraria

The initiative was an information system to facilitate rural investments in Mexico. Rural areas of Mexico are generally characterized by limited land productivity derived in part by the lack of economic resources and financing, lack of awareness of the potential and vocation of the land, and peasants and landowners' lack of business knowledge. This project collects information from investors on the type of investment opportunities they are looking for, and information from the inhabitants of the communally owned areas on the type of investments they want to host in their land. When the right 'match' is made the project helps in the drafting of a legal document protecting both the rights of the communal land owners and the legal rights of the investors and in ensuring the contracts are clear and transparent. 3.700 private investment projects were formalized throughout the country benefitting 386.588 farmers (106.592 women and 279.996 men) in the amount impacting an area of 1,014,467 hectares, with an estimated total investment of $ 152.576 million. The project has also generated 43.475 direct jobs and an estimated 54.709 indirect jobs. The initiative has ensured that sustainable development of communal areas can be achieved through investments while protecting communal landowners' rights. It has also encouraged other communities to register their properties.

2013 Category 2 Winner

Oman
Initiative: INJAZ Hall
Institution: Ministry of Regional Municipalities and Water Resources

The project was an establishment of a one-stop centre to provide municipal services in a client-oriented environment. Prior to that, municipal services were provided in a time consuming way and people had to make multiple trips to different offices to access services. They had to visit different officers depending on their issues and very often they had to meet several officers before they were finally referred to the right department. Such processes frustrated both the staff and the customers. For example, to obtain a permit to build a new house, the citizen would have to make at least 4 minimum trips to the Municipality office nearest their vicinity and it took an average of 30 working days to complete each transaction. In addition, there was no standardized procedure to process the various municipal services. The backlog in processing applications has been cleared, resulting in increased customer satisfaction and revenue collected. Through the Injaz Hall, the application and transactions are completed electronically, thus reducing the need for customers to make multiple trips and wait for a long time for approval. Knowledge management improved real-time data and information from the 44 municipalities and 9 Governorates which enables the ministry to strategically plan future infrastructure and related projects in each region. Through streamlining and standardization of services, the time taken to process applications has been reduced considerably.

Western Asia
2013 Category 2 Winner

United Arab Emirates

Initiative: Dubai eGovernment Electronic Shared Services (ESS)
Institution: Dubai Police General Headquarters

Established in 1956, the General Command of the Dubai Police has been providing safety and security services to communities. There has been customer dissatisfaction with the way service was delivered, manifested in complaints from the residents. Among the most important success factors of the department in charge of customer service, were the creation of the service line in 2010 and the Manual of e-Services, as well as the formation of a work group in charge of developing service sites, and customer complaints. The creation of this new service line, took the pressure off the (999) line, which is only specialized in emergency cases. The target of the department in 2010 was to have at least 86% of customer satisfaction, to improve 100% of services and follow up on 100% of complaints. Customer service improved significantly in Dubai, demonstrated through feedback received from official correspondence and customer satisfaction surveys. Among the key factors that led to the successful management of customer service is the standardization of service, improving internal processes, staff training and development as well as reward systems stimulus provided by the departments to their employees. The department worked on maintaining high standards of services by reacting to customers' complaints, in a swift and professional way.

Category 3

Fostering participation in public policy-making decisions through innovative mechanisms

Asia and the Pacific
2013 Category 3 Winner
Republic of Korea
Initiative: Seoul Metropolitan Government
Institution: Seoul Welfare Standards enabled by and for the Citizens

The initiative was established to curb high suicide rates in the country, which mainly occurred in the capital, Seoul. While the country and the city achieved impressive economic growth, research had revealed that most of the suicides were attributable to difficult living conditions and poverty. Korea has the highest suicide rate and the lowest fertility rate among the OECD countries. An increasing number of people in Seoul are taking their own lives and reluctant to have children. While cities in other developed countries have shifted the focus of their development policies to provide sufficient social safety nets for the underprivileged along with economic growth, Seoul has long neglected its citizens' lives while pursuing the fastest economic growth and development. As a consequence, the middle class has collapsed, more people have fallen below the poverty line, and the economic polarization has become aggravated in Seoul. The new city administration of Seoul has prepared new welfare directions for the city and named the document the Seoul Citizens' Welfare Standards. The standards present the goals of Seoul's welfare programs in five major areas on income, education, health, housing and care. Citizens actively participated in the policy making processes for the first time in Korea, mainly through meetings and online discussions. Seoul has had a paradigm shift regarding welfare and has committed 30% of its budget to welfare. Both welfare providers and receivers now see welfare as a universal right, not a favor granted by the government.

Asia and the Pacific
2013 Category 3 Winner

Republic of Korea

Initiative: Eco-mileage, a program to engage citizens in GHG reduction
Institution: Seoul Metropolitan Government

According to a survey on the characteristics of greenhouse gas emissions in the city of Seoul, households and buildings account for 67% and transportation 24%. The most effective way of reducing emissions in the city in the short-term was for households and businesses to voluntarily implement energy conservation efforts consistently. There was however limited participation of citizens in the efforts for improving energy conservation. The government therefore offered incentives to households and organizations that implement energy conservation measures to reduce greenhouse gas emissions. The Eco Mileage Card System was set up to offer mileage on energy conservation, the purchase of environment-friendly products and the use of public transportation. If citizens become Eco Mileage members and take part in energy conservation efforts, they can monitor their conservation efforts in figures, while also receiving economic incentives. The incentives are given in goods and facilities that significantly reduce greenhouse gas emissions or improve energy efficiency. The incentives have worked as a significant motivating factor for energy conservation for many citizens. The Eco Mileage System is

the first citizen-participating greenhouse gas reduction program implemented by a local government in Korea. The city of Busan, Gyeonggi and Jeollanam-do Provinces have also introduced and implemented the system to their citizens. In January 2010, the Ministry of Environment designated the Seoul Eco Mileage System as a model for the government-enterprise cooperation in the implementation of environment-friendly measures.

Europe and North America
2013 Category 3 Winner

Moldova
Initiative: Increased transparency in the decision-making process
Institution: State Chancellery of the Republic of Moldova

The country had a fragmented approach towards citizen engagement, with each ministry having a distinct approach on solving different issues and public policy making. Confidence in public policy and decision making process declined significantly. There was limited participation and inclusion of citizens in development of public policy in Moldova. Until 2009, the decision-making process generated ignorance and distrust of citizens because central public authorities had no desire to engage citizens. The mechanism that existed was very cumbersome and did not encourage participation. Each of the 24 public institutions maintained their own database of policies and it was difficult for citizens to access policy documents. Public institutions had no designated person responsible for the consultation process, which also created obstacles for citizen participation. There was no partnership between Government, civil society and private sector, resulting in very sporadic dialogue without systematic, continuous and permanent connection. One of the main reasons for not promoting active citizen participation was the lack of guidelines in elaborating a public policy. A National Council for Participation was created to promote strategic partnerships among all stakeholders institutionalize dialogue to enhance participatory democracy in Moldova. The initiative enhanced transparency and participation through an online portal of public policies which gave citizens a chance to make inputs and has shifted focus from consultation to citizen engagement in decision making processes.

Latin America and the Caribbean
2013 Category 3 Winner

Brazil

Initiative: Sistema Estadual de Participação Popular e Cidadã / SISPARCI
Institution: Governo do Estado do Rio Grande do Sul

The State of Rio Grande do Sul in Brazil has pioneered citizen participation and this initiative represents the next step taken by the State to further deepen and extend its citizen engagement policies and practices. There was limited access to participatory structures for a large part of the population and lack of an organized system that addresses the relationship between different participatory processes by a number of public entities. This resulted in a fragmented approach of engaging citizens and affected the quality of participation in the formulation, implementation, control and evaluation of public policies. The initiative strengthened participation of citizens in planning, implementation and monitoring of public policies, as well as better coordination of different citizen engagement mechanisms and actors through the 'Popular and Citizen Participation System' and the "Digital Office" a website where citizens can ask questions to the governor, participate in chats with the governor and participate in online discussions. Training of public officials on public policy was undertaken. The initiative has enhanced

inclusion of citizens in policy development and has also facilitated efficient use of resources in the development of public policy at the regional level. Another achievement was gender mainstreaming in the formulation and implementation of public policies. There is now systematic communication and dialogue between the different actors and social groups.

Western Asia
2013 Category 3 Winner

Egypt

Initiative: Egypt's ICT Indicators Portal
Institution: Information Center

Despite the important role played by the ICT sector in Egypt, it notably lacked the presence of many indicators reflecting its performance and contribution to the economy, in addition to the inconsistency of some published indicators. For example, the rate of growth of ICT revenues was mistakenly used to reflect the growth of the ICT component of GDP. In addition, indicators for measuring the characteristics of using ICT within households, business, government and education sectors through surveys (soft indicators) were unavailable. This represented a huge gap in Egypt's ICT data, presenting a problem for policy makers who relied on the indicators in their policy design for the ICT sector, as well as many international organizations, which rely heavily on these soft indicators in their published reports. On the other hand, even when indicators were available they were not easily accessible as they were scattered around different sources with no single pool of data that can be used and accessed by different parties. The Information Center (IC) of the Ministry of Communications and Information Technology (MCIT) developed an Indicators Portal to provide the necessary, accurate and meaningful data about ICT sector in Egypt. A survey is carried out on a regular basis to update indicators and ensure that the portal remains relevant to all stakeholders and informs development planning. The project has played a crucial role in supporting the policies and decisions taken by policy makers to make better deployment of the ICT services in a way to boost the Egyptian economy.

Category 4

Promoting Whole-of-Government Approaches in the Information Age

Africa

Nigeria

2013 Category 4 Winner

Initiative: 1-GOV.net
Institution: Galaxy Backbone

The Federal Government was spending over 120 million USD on ICT infrastructure projects championed by different Ministries, Departments or Agencies (MDAs). Most of these projects were duplications. At the same time valuable information created in one MDA was not accessible to the next. Overall, there was lack of a coordinated approach to e-Government. The Federal Government was receiving little value for money while paying a high price for the connectivity services: about $6.7m a year for what

was no more than a total of 50 Mbps to different MDAs. In addition, the security of information was at risk with Government data being hosted in several open access infrastructures offshore. A common ICT platform for the Federal Government was proposed by an inter-ministerial committee on harmonization of ICT initiatives of all MDAs and approved by the President of Nigeria. This common platform called 1-GOV.net has now become a secure government cloud consisting of software, hardware and network infrastructure offering shared services to the whole of the Federal Government of Nigeria. Now, over 85% of the MDAs are integrated into a secure, exclusive network. For example, inter-agency voice and video conferencing is now available through 3,600 connected locations nationwide reducing the need to travel across and between the cities for meetings. The initiative eliminated the duplication of ICT projects and infrastructure within government, reducing costs and improving efficiency.

Africa

Morocco

2013 Category 4 Winner

Initiative: Quick Response Codes
Institution: AGENCE URBAINE D'ESSAOUIRA

The agency and the public were faced with insufficient means of information exchange on urban planning and studies projects. The problem involved two aspects: urban planning through technical training of building permits for the local authorities, and the development of urban studies. The contracting authority had no means of providing the public with the necessary data on the status of projects. When users submitted information and application they had not means of knowing when their project would be appraised and the results be announced. The implementation of a Quick Response Code (barcode) resolved the problems of an ineffective technical system. Communication between the public and the agency was strengthened through the availability of information that then became easily accessible and reliable. The new technology was promoted widely in the media and since the introduction of the QR codes for the public, the average visits to the website has doubled and the visits via mobile or tablet has almost tripled. The initiative has resulted in improved information sharing between the agency and the public. It has also increased the visibility of the agency with a very low investment. The agency has gained an innovative image through the modernization of tools and procedures in the public eye. The new technology has increased accessibility to, and reliability of information, positively contributing to the level of transparency.

Africa

Botswana

2013 Category 4 Winner

Initiative: Food Coupon System
Institution: Ministry of Local Government and Rural Development

Botswana faced the problem of an inefficient food distribution programme to provide monthly food rations to its approximately 103,000 beneficiaries from low-income groups across the country. The process of distribution was cumbersome: Local Councils would publish tenders and contract local

merchants on a yearly basis to provide food rations on a particular day per month. Social workers were delegated the task of overseeing the process, taking significant amounts of time away from performing their core functions. Beneficiaries would gather in long queues causing the food collection to become an undignified and demeaning process. Council accounts departments found themselves over-burdened with the administrative processing of the monthly bills from the merchants. Merchants in turn would face delays in payments prompting increased prices on food rations. Other merchants supplied poor quality products including expired foods. The system was also open to corruption and abused by so-called "ghost beneficiaries". The solution is a biometrically-driven smart card system which utilises a nation-wide network of point of sale devices that are all connected to a central switch which processes the transactions. The card enables beneficiaries to buy food at pre-approved merchants anywhere in the country, eliminating the need to collect food for the whole month in a single day as the previous system required. Participating merchants undergo a stringent process to ensure quality of the products. Through SmartSwitch the need for annual tenders was eliminated thus releasing local council staff from an undue administrative burden. Beneficiaries no longer suffer the indignity of having to queue up in a demeaning manner but can now purchase food items whenever they chose to. Merchants now receive their payments within 48 hours of the sale. Costs were saved as only about 70,000 persons out of the previous 103,000 beneficiaries registered for the new finger-print based system.

Asia and the Pacific

Republic of Korea

2013 Category 4 Winner

Initiative: DBAS: Korea's Integrated Financial Management Information System
Institution: Ministry of Strategy and Finance

The Republic of Korea was faced with the problem of a fragmented fiscal system preventing it from effective strategic planning and utilization of its budgetary resources. Prior to 2007, the financial management system of the Korean government was highly fragmented and a comprehensive picture of public finance was not available. This was caused by a lack of linkages between different systems and the lack of integration of financial information from local government and other public entities. Additionally, policies were implemented differently by individual ministries and their accounts were disconnected from the larger financial picture leading to uncertainty as to overall budget scales and benefits of individual policies. In addition, the existing Financial Information Systems could not ensure transparency and accountability. Overall, potential misuse or waste of government budget could not be controlled adequately. The problem was addressed by introducing an integrated Digital Budgeting and Accounting System (DBAS) that integrated all public financial systems. As an innovative tool, the DBAS manages the entire fiscal process of 44 central government agencies and 63 public entities at local levels, from budget formulation to accounting. The system aligns 700 programs and 8,000 projects according to the purposes of their policies preventing overlapping and waste of the budget The DBAS initiative has helped transform Korean public governance. Resources are now handled more efficiently and savings are redirected to the welfare programs for social minorities. The system has greatly contributed to improvements in governance and administration.

Republic of Korea

Initiative: Government Wide Enterprise Architecture in Korea (GEA)
Institution: Ministry of Security and Public Administration

While the Korean e-government projects had individually achieved significant improvements in the quality of public services information systems, the situation created many problems for the government both internally and externally as each government agency widened the scope of its e-government services. Citizens experienced inconvenience as e-government systems were neither integrated nor aligned at the whole-of-government level. With over 40 central government ministries and administrations, 246 local governments, and thousands of public agencies, this presented a complex problem in terms of transparency, accountability, adaptability, and compatibility in internal management, as well as in citizen services. A new whole-of-government enterprise architecture, named Government Wide Enterprise Architecture in Korea (GEA), was established to provide integrated services to citizens, businesses corporations and government agencies. The redesign process entailed elaborate collaboration across departments and different levels of government through the use of human resources capacity-building, new institutional frameworks and technological solutions. The GEA analyzed the e-government services and planned target service architecture for citizens. In the past, it took four weeks and seventy-five different stages for businesses to complete the international trade process. Now, the business procedures were reduced to only fifteen stages and only one week to complete. The GEA reduced the information technology investments by reusing hardware and software and saved the public budgets for new investment opportunities. Approximately 240 million US dollars were saved between 2009 and 2011 years by eliminating unnecessary investments which helped secure financial resources for new investments. As of October 2012, information about 15,000 e-government systems of more than 1,400 institutions is shared through the GEAP, thus through a single window. The initiative has improved transparency and accountability of e-government investments.

Singapore

Initiative: Co-creation of creative solutions through eGov initiatives
Institution: National Environment Agency

Over the years the government of Singapore has had increased pressures placed on their administration. Besides having to manage competing land uses in land-scare Singapore, the government has had to manage the pressures on Singapore's environment over the years. This has been largely due to the rapid pace of urbanization, as well as, with recent high population growth. The initiative used a series of smart technologies to share environmental data, such as, air quality, public health and weather, with government agencies and public. National Environment Agency (NEA) contributed to the creation of 86 environment datasets and 17 spatial datasets to the Singapore Government data hub, SG-Data/GeoSpace, for inter-agency sharing. In addition, 75 datasets and 8 map layers to the Singapore Government's one-stop portal service, www.data.gov.sg, was added. These datasets permitted public usage and collaborated with the Public Utilities Board to provide integrated environmental information (e.g. water level information, sms alerts for flash flood, and heavy rain warnings) to the public via

mobile applications to better handle environmental crisis or issues. In addition, NEA works with several Institutes of Higher Learning (IHLs) to develop a gaming platform (Operation MACE - www.macecommand.com.sg), to create awareness among the youths. This actively attracted environment champions to co-create solutions for everyone. As a result Singapore has been positioned as one of the Data Collection or Product Centres (DCPC) in the region under the World Meteorological Organization (WMO) umbrella.

Europe and North America
2013 Category 4 Winner

Slovenia

Initiative: Reusable IT building blocks for electronic data exchange - implementation for e-Social Security
Institution: Ministry of the Interior and Public Administration

The Slovenian system of managing social rights had a number of procedures, based on different legal foundations and conducted by different authorities (schools, social work centres, Pension and Invalidity Insurance Institute, local communities). Databases for recipients of social rights were not linked. In addition, the system was not transparent and had allowed unjustified accumulation of rights. Means-tested benefits and subsidies were granted on a variety of inconsistent criteria. The system did not help those who truly needed it. It was also unable to prevent the exploitation and abuse of governmental social assistance. To resolve this issue, a reform of social policy was initiated including a new system of decision-making on social rights. This project integrated the system of accessing social grants in Slovenia. It connected a number of government institutions through an interoperable system. As such, it has improved service delivery through the whole-of-government approach. Citizens no longer have to collect information from individual institutions to submit to the next institution, such information is now accessible in a unified database. The project has improved the framework conditions for interoperability between institutions. In addition, services were enhanced with increased efficiency and effectiveness. As a result reductions in time, energy, and costs were saved, and transparency has improved. Fairness can now be ensured in the distribution of funds for social benefits.

Europe and North America
2013 Category 4 Winner

Spain

Initiative: Plan Nacional de Obsevación del Territorio (PNOT)
Institution: Instituto Geográfico Nacional

2013 Category 4 Winner

In Spain until 2004, various departments of the Central Government and each of the regional administrations managed the acquisition and production of geographic information according to their individual needs and requirements, without integration at a national level. This resulted in the generation of information gaps, duplication of effort and expenses as well as lack of continuity in work plans. To improve the situation, the National Plan for the Observation/Monitoring of the Spanish Territory was initiated. The main objective of this plan is to provide accurate information to citizens, the private sector and NGOs whose work relates to agricultural infrastructure, public works, tourism,

migration, fires, environmental changes etc. The initiative plays an essential role in developing environmental policies, in conducting socio-economic studies about the density of the population, and in improving tourism through an assessment of historical monuments. It is implemented through the cooperation of seven ministries, universities and the private sector. The initiative has become an innovative model of inter-administrative management based on partnership and co-ownership. It enabled co-financing of projects on geographic information by different institutions and it was successful in meeting the needs and requirements of all stakeholders while fostering inter-governmental collaboration to launch a Geographical Information System (GIS) in Spain. Through the use of improved technology it is now easier to capture and make available geographical information for better services and at a lower cost.

Latin America and the Caribbean
2013 Category 4 Winner

Trinidad and Tobago

Initiative: TTBIZLink
Institution: Ministry of Trade, Industry and Investment

2013 Category 4 Winner

In 2009, the World Bank's Annual Ease of Doing Business Survey had ranked Trinidad & Tobago 80th out of 181 countries (as compared to 67th in 2007). This declining global competitiveness position was in part due to the inefficiencies in delivering key business services to the citizens and the private sector. The inefficiencies resulted primarily from lack of coordination among the agencies involved in trade and business facilitation, resulting in unnecessary delays, excessive costs, uncertainty and low levels of transparency and accountability. Applications for various trade and business related services were done through manual and paper-based process. This required the submission of multiple copies of essentially the same information to multiple government agencies. Documents were frequently misplaced and applicants had to start all over again. To find a solution, TTBizLink was created. TTBizLink is a comprehensive suite of national e-services for trade and business related services online from applicant to approving entity. Citizens and firms no longer have to visit an agency in-person but can log onto the system and complete and submit e-applications anytime. The project has resulted in considerable reductions in the times required to process applications for business services. Examples are: reducing processing time of e-Company Registration from 7 days to 3 days; e-Work Permit Module from 6 weeks to 2.5 weeks; and e-Fiscal Incentives Module from 6 weeks to 11 days. The initiative has also ensured a safe e-commerce and e-government environment in Trinidad and Tobago.

Western Asia
2013 Category 4 Winner

United Arab Emirates

Initiative: Abu Dhabi Government Contact Centre
Institution: Abu Dhabi Systems & Information Centre

The government of Abu Dhabi was faced with a fragmentation in customer experience and lack of cross-government policies across the more than 50 government departments responsible for providing hundreds of services to customers. This was mainly due to a lack of accessibility to phone channels and heavy reliance on a counter channel with limited availability. Customer care for each entity took place

in silo, provided at the entity level, and subject to its own standards of customer service, with minimal or no coordination among departments or with the central government. No comprehensive and professional customer relationship management was in place. To elevate customer service to a new level, the Abu Dhabi Government Contact Centre (ADGCC) was created. It provides a single point of access to all government services using phones as primary channel and supported by Email, SMS, Self Service (www.abudhabi.ae), Chat, and Mobile Apps as peripheral channels. This One Stop Shop initiative aligns, standardizes and consolidates customer care processes, people and technology across the government. It also includes a customer relationship management (CRM) platform that provides key capabilities such as case management, campaign management and business analytics and is also a centralized repository of customer data. The new customer services program has significantly improved the accessibility to government services while at the same time increasing transparency and accountability.

Western Asia

2013 Category 4 Winner

Bahrain

Initiative: Integrated Service Delivery Platform (ISDP)
Institution: eGovernment Authority

2013 Category 4 Winner

The Kingdom of Bahrain faced limitations in offering government online services. The services available on its website were limited and the website did not fully integrate services from other ministries and agencies. It also did not offer users a variety of choices, such as a web and mobile portal. However, the key philosophy, of Bahrain's eGovernment strategy and programme, was to provide alternate and convenient channels of choices for delivery of eServices to citizens and residents. Such initiative demanded the implementation of a strong platform for service delivery. To address the situation, an Integrated Service Delivery Platform (ISDP) was established for the public. ISDP is an end-to-end initiative that provides an integrated platform for eService delivery across the spectrum of Bahrain's government services through numerous alternate channels. The platforms include the national government web portal (www.bahrain.bh), mobile portal (www.bahrain.bh/mobile), national contact center, eService centers (eSC) and electronic self-operated kiosks. Numerous interaction channels and mediums are offered by the platform including special features for the physically challenged users - audio and video assistance. It also has a mobile portal; mobile apps; kiosks; eService centers; and the national contact center. The integrated platform is the first of its kind in the country and has significantly improved service delivery to customers and citizens who can now choose from a variety of channels to access services.

2013 Category 4 Winner

United Arab Emirates

Initiative: Dubai eGovernment Electronic Shared Services (ESS)
Institution: Dubai eGovernment

Dubai Government as a whole is composed of several specialized entities (departments, authorities, committees, councils, etc.) established through independent legal mandates. As there was no institution clearly mandated with cross-entity electronic shared services (ESS) there was no whole-of-government approach in this area. Although there were examples of a few ad-hoc projects among a small number of government entities, most activities were carried out in silo with government entities individually investing in various information and communication technology (ICT) solutions, resulting in duplication of efforts and resources. Furthermore, there was no sharing of knowledge and practices across the government entities resulting in loss of synergies. Seeking to address the problem Dubai Government launched a comprehensive electronic shared services (ESS) initiative under its Dubai eGovernment program. An extensive centralized whole-of-government approach was adopted for the common aspects of core and administrative services electronic enablement, referred to as ESS. A total of 56 ESS were implemented over the years and rolled out to more than 40 entities by mapping the required ESS to meet their actual business needs. This centralized whole-of-government approach played a critical role in facilitating and incentivizing Dubai Government entities (DGEs) to collaborate and to cooperate. Naturally formed silos were gradually replaced with ESS serving the common needs of DGEs.

Category 5

Promoting Gender-Responsive Delivery of Public Services

Africa

Morocco

2013 Category 5 Winner

Initiative: L'Intégration de l'Approche Genre dans le Plan Stratégique de Formation, de Renforcement des Capacités, de Développement des Compétences et de Mise en Réseau au profit des Collectivités Territoriales du Maroc

Institution: La DFCAT du Ministère de l'Intérieur (DFCAT the Ministry of the Interior)
Women in the municipalities do not have the equal opportunities for training, capacity building and networking like men. In particular, women are underrepresented in the decision-making process at the local level and thus have limited impact on the outcome of such processes. Several socio-economic factors and complex composites contribute to this situation and require a concerted and sustainable global approach to solve them. In response DFCAT has developed, implemented and executed a strategic plan for the support and assistance of Local Authorities in Morocco, including the Gender Approach as a fundamental societal transformation based on equality and equal participation of women and men in decision-making processes. Over a hundred activities such as presentations, workshops,

study trips, participatory governance training, were undertaken to create and train gender awareness and to build local capacity building in and outside Morocco. Approximately, 8,000 Moroccan and women from other African countries benefited from the project. Several networks were created among locally elected women from the Maghreb, locally elected women of Morocco and locally elected African women. Through a comprehensive outreach program to create gender awareness and to build women's capacity, more women were elected and appointed to government functions.

Africa
2013 Category 5 Winner

Ethiopia

Initiative: Creating Access to Education for Disadvantaged Female Civil Servants (AEDFCS, ASSNFS, and IPFA)

Institution: Ethiopian Civil Service University

Women of certain ethnicity in Ethiopia are marginalized by society not only due to gender but also because of their ethnicity. Ethiopia is composed of more than 80 ethnic groups many of which have long been marginalized from political and socio-economical aspects of the country. In particular, nations, nationalities and peoples living in the regional states of Afar, Beni Shangul Gumz, Gambela and Somali have been identified as the most disadvantaged groups in terms of their political participation, access to infrastructure and other social service provisions. Although gender inequality has been a salient feature of Ethiopia, female civil servants from these marginalized ethnic groups have suffered based on gender and ethnic identity. This situation demanded a special type of intervention to address gender inequality. The Ethiopian Civil Service University decided to provide an alternative admission program for female civil servants from marginalized ethnic groups. The initiative was based on a holistic approach in addressing barriers to women's participation. It incorporated elements such as access to technology, addressed reproductive health service needs and access to academic positions. Due to this initiative, the percentage of women academic staffs in the University has reached 25%. This is by far more than the national average of less than 10%, according to the 2011 report by the Ministry of Education. It achieved targets for women's share of key public service positions.

Africa
2013 Category 5 Winner

Kenya

Initiative: Gender and Health
Institution: Nikumbuke-Health by Motorbike

Women in rural areas who suffer from preventable illnesses often do not have access to adequate health care services. A 2009 health needs assessment for women in four rural communities in South-East Kenya identified major health concerns: 1) Life expectancy of women had dropped from 60.1 years in 1990 to around 45.6 years in 2009; 2) Early marriage and teenage pregnancy had contributed to high infant mortality and maternal death rates; 3) Pregnancy, especially in adolescents, put women at higher risk of malaria infection than any other adult group and problems such as hemorrhage, shock and bacterial infections from female genital cutting on young women. For health care, women had to travel long distances, often by foot or bicycle, to access a government clinic. Some preventable diseases

spread easily and treatable illnesses often became endemic. Nikumbuke-Health by Motorbike was addressed this problem by reaching out to rural areas not only for conventional health care services but also by illness prevention measures through knowledge transfer and local capacity building. Since 2009, N-HbM has reached approximately 60,000 people, which is approximately two thirds of the rural population of the Kwale District and more than 3000 families per year have directly benefited from the health services of the Mama-Toto Mobile Clinic. Maternal health has greatly improved by encouraging pre-natal visits and the delivery of babies at the government Health Center for those who can afford the transportation and fee, and by providing knowledge and tools for safe home deliveries for those who do not.

Asia and the Pacific
2013 Category 5 Winner

Pakistan

Initiative: GRLI
Institution: Gender Unit Department of Labour Punjab

Women in the Pakistani labour market often work under precarious occupational health, safety and social protection conditions. A large number of small and medium scale industries such as textile, leather, metal and pharmaceutical factories in Pakistan did not give sufficient attention to workers' occupational health, safety and social protection. Employers may deny medical treatment and financial compensation in case of permanent injury or death in an industrial accident. Workers are exposed to hazardous chemicals and other harmful substances with no concept of workers' health and safety at the workplace. Women are particularly discriminated against, in terms of wages and they face sexual harassment in the work place. The Gender Responsive Labour inspection toolkit was developed to provide an overview of national labour laws and international labour standards which are key to achieving gender equality. It further provides practical checklists and tips to make labour inspection gender-responsive in accordance with the provisions in these laws. Overall, women now have chances to participate in the labour industry on an equal basis. Most of all the GRLI toolkit has benefitted women in raising their concerns and the labour inspectorate in designing interventions to facilitate women by ensuring workplace environment and working conditions are at par with the international standards. The gender responsive labour inspection tool has also helped employers to carry out self-assessments on compliance with labour legislation.

Asia and the Pacific
2013 Category 5 Winner

India

Initiative: GRAAMIN HAAT
Institution: Deptt. of Cottage and Rural Industries

Although women comprise almost 50% of the population of Madhya Pradesh, their participation in the decision-making process at all levels very limited. Women also have no control over resources and their contribution to the family and society remained largely unrecognized. The Haat Development Committee that operates weekly markets (haats) decided to create Women Self Help Groups (WSHGs) that would operate its own haats. The first such initiative took place in village Digwar 10 years ago. It was the first time that a haat was managed by rural women who were illiterate and inexperienced in managing such enterprise. The initiative included the allocation of land to set up 150 shops. Basic

amenities like cleanliness and drinking water were provided free of cost. Women now not only had an important place in the haat and thus in the society but also control over resources. The initiative has now expanded to 1775 shops in 36 haats benefitting almost 1800 sellers and 415,000 villagers from 217 villages. The initiative provided women an opportunity to acquire management skills, operate a business on their own and improve overall living conditions in their communities. This in turn created a new sense of self-confidence and earned them respect in the family and society. It also allowed women to gradually become part of the governance of their community.

Asia and the Pacific
2013 Category 5 Winner

Republic of Korea

Initiative: Comprehensive Support Initiative for Women of Single Person Households
Institution: Seoul Metropolitan Government

The number of single households of women has seen significant increases in Seoul, from 9.1% to 24.4% of the total households with women accounting for 53% of the single person households.. However, government housing policies remained focused on multi-person households thus putting single women at a disadvantage. The 'Comprehensive Support Initiative for Women of Single Person Household' was the first one to formulate a response to this social change. It devised a strategy dividing single women's needs into six categories: housing, safety, health, job, community activities, and resolving inconvenience and anxiety. In response to each of these needs the initiative identified tailored solutions. Such solutions included for example expanding the market for small-sized rental housing; creating environments free from violence and crime; providing customized health care service; creating more specialized jobs; promoting local community activities. The initiative helped about 2,000 women of single person households to move into a safer housing environment. It has created 'safety zones' around campus or residential areas with a high population of women single person households. Security devices such as security grille & key, emergency bell were set up in areas vulnerable to crime. Guidelines were draft for crime prevention measures in future public rental housing construction.

Europe and North America
2013 Category 5 Winner

Germany

Initiative: Aktionsprogramm Perspektive Wiedereinstieg (PWE)
Institution: Bundesministerium für Familie, Senioren, Frauen und Jugend

Women in Germany often take longer career breaks to care for their children or elderly family members. The re-entry into the labour market is often difficult after a longer break and little tailored assistance is provided by government job centres. After an extended career break, often ranging between 7 and 10 years, returning to the workforce can pose a complex challenge for women and their families. There has been a structural lack of information, advice and support, as well as a lack of job opportunities tailored specifically to this target group of women who have had a career break for a longer period of time. The initiative Aktionsprogramm Perspektive Wiedereinstieg (PWE) 'Prospects for re-entering the workforce' addressed this issue by providing easy access to information, advice, training and other measures for re-integration into the labor market. It founded the 'Prospects for re-entering

the workforce' network which is a forum in which program participants can interact. Thus far, the project provided a total of 17,300 women with information and advice on re-entering the workforce. Of these, 4,660 women took part in an intensive coaching program, while others received special assistance in taking up work. Of 3,645 participants who completed the program a total of 2,504 were integrated into the workforce. This represents 69 per cent of participants. Another, 12 per cent became self-employed and 23 per cent began further training.

Europe and North America
2013 Category 5 Winner

Italy

Initiative: Mini*Midi*Mef (MMM)
Institution: Ministry of Economy and Finance

Many working mothers experience difficulties in providing adequate child care services during school breaks impacting their opportunity for equal participation in the workplace. A gap existed in the provision of child care services for working mothers in particular during school holidays. During school breaks, many female employees had no better alternatives than bringing their children to work, to take leave or work on a part-time basis to be able to provide the necessary child care. Particularly during the summer months this situation posed manifold challenges for employers, parents and their children. Recognizing this challenge for women as well as for the employer, the Italian Ministry of Economics and Finance launched a cost-free child-care service on its premises for the duration of school breaks. Mini*Midi*Mef (MMM) is a free care and entertainment service that was created to take care of children (4 to 12 years) of working mothers. It launched on 22 December 2011 to coincide with the closure of schools for the Christmas and New Year holidays. It is operational on weekdays during those times of year when school services are interrupted. To date, MMM has welcomed the children of about 200 employees. This service has contributed to the advancement of gender equality. Women do not have to worry anymore about being late for meetings due to child care needs. Neither do they have to forego job activities that take place in the afternoons.

Latin America and the Caribbean
2013 Category 5 Winner

Ecuador

Initiative: Catalogo Orientador de Gastos Politicas de Equidad de Genero

Institution: Ministerio de Finanzas Ecuador-Ministry of Finance

The state budget of Ecuador was lacking an institutionalized approach to including gender aspects into its budgeting process. It was difficult to discern what level of resources is invested in gender and whether this was done at all. Also, such concept as "gender budgeting" was new and required a change of mind-set to recognize its value. To tackle the problem, the ministry 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 gender equality advocates, 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. A major impact is establishing institutional culture of accountability and transparency in the use of public resources for reducing gender gaps. Overall, the initiative introduced strategic and sustainable changes into budgetary processes.

Western Asia
2013 Category 5 Winner

Egypt
Initiative: Multidisciplinary Breast Cancer Clinic – Women's Health Outreach Program
Institution: Ministry of Health

Breast cancer is the leading cause of death among women worldwide, yet, 75% of global deaths attributed to breast cancer occur in the developing world. Women in low and middle income countries are unduly undereducated, underserved and underinsured as well. These women suffer from the limited resources, inadequate health education and above all, they do not have an organized access to preventive and diagnostic procedures. The "Women Health Outreach Program" (WHOP) was the first Government funded Egyptian National Breast Cancer Screening Program to combat this issue. The "Multidisciplinary Breast Cancer Clinic" was created to enhance the delivery of post mammography services. The breast clinic is a one-stop unit serviced by various professionals and designed on the philosophy that the smaller the number of steps patients should pass among different health care providers, the better will be compliance/capacity to complete the required screening steps. As such, ultrasounds, surgical examinations, and biopsies are all conducted in one place and on the same day. Through the project 106,000 women where screened for breast cancer in Egypt free of charge. The idea of the multidisciplinary one stop breast clinic has saved time, efforts and costs and has also alleviated many women's concerns about mammography.

Western Asia
2013 Category 5 Winner

Jordan
Initiative: مركز الخدمات المتكاملة لمناهضة العنف الاسري /دار الوفاق الاسري
(Integrated Services Center against Domestic Violence/ Family Reconciliation)
Institution: Center for Integrated Services against Domestic مركز الخدمات المتكاملة لمناهضة العنف الاسري
Violence

In Jordan, victims of domestic violence had no safe place to turn to in order to overcome the trauma and to find solutions. Women who were victims of domestic violence (physical, psychological, sexual, economic) were faced with only two options, either to accept the acts of violence by members of the family, or to resort to the police which had to keep victims in a safe place which is a prison for women. Because of this, many women rather endured domestic violence to not spend time in prison. The lack of a safe place that offers comprehensive services for victims (women and their children) makes it hard for them to break their silence, and to stand up for themselves in front of their community. The initiative by the Centre for Integrated Services against Family Violence addressed this gap by creating a centre that provides an integrated set of services to assist victims in every aspect. In addition to providing shelter, also provides social, psychological, medical and legal services. The most important aspect of the

initiative, is that it follows an innovative work methodology that offer victims of domestic violence and their families, a team of qualified, specialized members, highly qualified to help victims of domestic violence and perpetrators of violence at the same time, and to break the cycle of domestic violence.