Background and Context

This Final Report (Report) brings together presentations, papers, discussions and survey data from the United Nations High Level Workshop (Workshop) on “Transfer and adaptation of innovative practices for improved public service delivery in LDCs” carried out in Addis Ababa, Ethiopia, from 17 to 19 March 2014. The Workshop was organized by DPADM/UNDESA with support from the hosting Government of Ethiopia in cooperation with UNDP, UN-HABITAT and UN-WOMEN.¹

¹ Aide Memoire attached
The Millennium Declaration made at the 2000 World Summit elevated the urgency in seeking innovative solutions in the public sector as a way to combat challenges in governance. A global consensus continues to emerge that to achieve and sustain the Millennium Development Goals (MDGs)\(^2\) the public sector must be made more efficient, transparent and citizen-oriented. This resulted in a call to hasten adapting innovations that have been effective around the world in order to meet the developments needed in the public sector to achieve development goals. Resolution 2005/55 recognized that all UN Member States, especially developing countries, would benefit from peer learning, sharing innovation experiences and sharing public sector. Institutions designed to help connect countries with the innovations to countries that can utilize them were created and promoted by the United Nations.

In addition, in January 2013, the Division for Public Administration and Development Management of the United Nations Department of Economic and Social Affairs (DPADM/UNDESA) started the implementation of Project entitled “Strengthening capacities of the public sector in least developed countries (LDCs) to deliver quality services equitably through the transfer and adaptation of innovative practices” (Project). The Project envisioned, among other activities, two Capacity Building Workshops for LDCs to develop the requisite knowledge and skills about approaches and methodologies that are appropriate for effective and smooth adaptation and implementation of successful service delivery practices in their local contexts. Through these workshops, the Project’s intent was to address the specific country needs as well as the innovations contained in the United Nations Compendium of Best Practices, identify specific MDG-related areas of service delivery and discuss the best ways to bring innovative solutions designed and implemented by source Governments to governance problems of Governments and local authorities of those LDCs that are looking to adapt such solutions in the same or similar areas.

The first capacity building Workshop was organized by DPADM/UNDESA under the umbrella of the United Nations Public Service Forum, Day and Awards Ceremony that took place in Manama, the Kingdom of Bahrain, from 24 to 27 June 2013. At the request and invitation of His Excellency the Deputy Prime Minister Mukhtar Kedir, the second Workshop, which is the subject matter of this Report, took place at the United Nations facilities in Addis Ababa, Ethiopia.

This second Workshop provided participants with the opportunity to a) gain knowledge about new trends, ideas and emerging issues in innovation; b) learn about concrete solutions to complex governance challenges and explore the possibility of adapting good practices through collaboration and facilitative leadership; c) share and discuss ideas about innovative tools and approaches to build national and local capacity; d) network with government officials, experts, and civil society representatives, as well as practitioners from around the world, and e) leave the Workshop with renewed commitment and inspiration to

\(^2\) List of MDGs attached
better serve their unique communities, innovate and work together to improve the future for all.

Promoting transfer and adaptation of these innovative practices is a central component of UNDESA’s strategy to provide LDCs with a range of possible solutions to their service delivery challenges. It is also at the core of the United Nations Development Programme (UNDP). UNDP provides advisory and technical support to over 100 countries to implement transparency, accountability and anti-corruption initiatives.

**Main Themes**

Thematic focus of the Workshop was to explore the challenges, trends, innovative practices as well as capacity development tools and methodologies to facilitate the transfer of innovations to LDC’s. Main themes included:

- The role of innovations in attaining MDGs through improved public service delivery
- Examples from the United Nations Public Service Awards (UNPSA) workshops of relevant successful innovative practices appropriate for adaptation and transfer
- Challenges and opportunities in transferring innovative practices to public sectors of LDC’s
- Resources available from the UNDP to aide in the process by LDC’s for future adaptation of innovative practices
- The value of networking for exchanging ideas, knowledge and strategy on the ways to design and implement efficient, equitable and responsive service delivery systems.
- The identification of specific innovations for potential transfer and adaptation
- The potential of collaborative governance and role of facilitative leadership for improved service delivery
- The need to optimize the mindset of leaders and stakeholders for successful adaptation and transfer of practices

**Innovative Practices Highlighted**

In these sessions, the workshop heard from Ministers, experts and practitioners who provided examples from the UNPSA pool of relevant successful innovative practices appropriate for adaptation/transfer. There specific practices are detailed below in section II, but overarching insights included description of:

- Sustainable development governance is local in concept but can become globally sustainable when guided by integrating knowledge and system perspectives
- Sustainable development needs to meet the need of current generations without compromising the needs of future generations

- The potential for development with the paradigm shift from government to governance
  - The shift creates a new paradigm involving entities that are directly engaged in a deliberative decision making process

- The value of the clear understanding of mission and vision of the innovative practices
  - The important role of leaders in the inspiration of a vision and modeling the way

- The value of policy development: a bottoms-up approach to work together with agencies to integrate, verses working separately among themselves
  - Thailand’s Child First Work Together program demonstrated the impact that cooperation among government/university/NGO’s had to deliver optimal care for high risk children throughout Thailand

- The challenge of the increase in urban populations necessitating a more integrated, compact and connected cities with an increase in investment in ICT’s.
  - Innovative governance practice is essential because of the interrelationships between management of resources and institutions. It is a participatory approach between the citizens, civil society and the private sectors.

- The impact of an integrated identification records and its enhancements to the provision of government services and the human rights of the country
  - Peru learned of the involvement of key stakeholders in all aspects of the project, utilizing private sectors as a partner, while always keeping the needs of the citizens as their primary focus.

- The need for surveying the citizens prior to implementation of practices to ensure that the outcomes are meeting the real needs of the area
  - The sanitation system in South Africa was successful primarily because of the assessments conducted prior to implementation

- Innovations must be in response to real local need, not just in the areas that a donor of services perceives. It must be contextual in order for capacity transfer and development to take place
  - After Apartheid, innovations in public sectors needed to be adapted based on the local needs while respecting the generosity of others with donations
• Gender empowerment promotes integration of ideas and transparency with innovations, however process and context matter along with finding a champion in the government.
  o Support from the UNDP is an exceptionally valuable support when applying sectoral approaches and consultation

• Enterprise Architecture, when planned in accordance with government wide acceptance will result in alignment and system integration.
  o A citizen friendly approach helped Korea develop a EA system to standardize multiple government approaches for success

• Political endorsement, private and public support are essential ingredients with the initiation of e-government.
  o The Kingdom of Bahrain achieved the next generation e-government excellence by delivering high-quality services effectively, valuing efficiency advocating proactive engagement

**Key lessons learned**

• Innovation is a people–centered development, and that cooperation in promoting innovations for improved delivery of services is one of the most economical and effective way to success
• It is critically important to adapt new initiatives and practices and made them contextual to the environment to where they are being introduced
• The need for partnerships, networks and collaborators that will enable the innovation
• Priorities of good governance and human capacity represent crucial pillars for the promotion and adoption of innovative practices aimed at ensuring effective public service deliver.
• The importance of a paradigm shift from government to governance in order to be successful
• The availability of resources from UNDP available to LDC’s in the adaptation and transfer of practices
• The importance of creating a mindset with key stakeholders that enables adaptation and innovation to occur
• The importance of using existing local strategic or development plans, policy and legal frameworks that accommodate innovation, or that can be enhanced by innovation;
• The need for a champion (leader) for the project with authority, acceptability, experience and strategic position
• The value of suitable partners using existing local structures
- The innovations best suited to transfer are simple, cost efficient, sustainable-social, economic and environmental-responsive to a genuine need, low infrastructure demands
- They have the capacity to achieve short-term goals – “quick wins”
- They also have the potential to be customized to a new context and transferred by an adaptive rather than adoptive approach – need for civic engagement
- The adaptation of innovations are not “one size fits all”
- Implementation and follow through are key

**Workshop Speaker Notes**

*Opening Remarks By John-Mary Kauzya, Ph.D. (March 17, 2014)*

In opening remarks, Dr. Kauzya, Officer-in-Charge, DPADM/UNDESA, expressed gratitude to the Federal Democratic Republic of Ethiopia and specifically to His Excellency the Deputy Prime Minister Mukhtar Kedir, who graciously offered to host this event.

Dr. Kauzya stated:

*While perhaps there are no universal prescriptions and ultimate answer to all, development challenges – and indeed these are not, and cannot be the same for all countries all the time, we in the Division for Public Administration and Development Management are convinced that, in the search for people centered development, cooperation in promoting innovations for improved delivery of services is one of the most economical and effective way to success*

Emphasizing the crucial role of effective governance and public administration in creating and promoting an enabling environment for cooperation at all levels - global, international, regional and national, Dr. Kauzya implored a level of urgency to achieve the commitments made by leaders in the he Millennium Declaration, the 2005 World Summit, and during the Rio+20.

In closing, he called upon the attendees to elevate the awareness about the need to innovate but also to:

*Enhance the understanding that while there is no need to reinvent the wheel, it is critically important to adapt new initiatives and practices and made them contextual to the environment to where they are being introduced* 

*Remarks by Mr. Abdulla Hamdok, Deputy Executive Secretary, UN-ECA*

On behalf of the ECA, Mr. Hamdok related that LDC’s are at the core of the ECA mandate. He stated the priorities of good governance and human capacity represent crucial pillars for the promotion and adoption of innovative practices, aimed at ensuring effective public service delivery.
He stated ECA contribution and support of the work carried out by the APRM Secretariat-the voluntary and self-monitoring mechanism open to the participation of all African Union Member States that played a great role in facilitating progress in the field of political and economic governance.

In closing, Mr. Hamdok remarked:

_The logic and structure of the APRM, the peer review and analysis of best practices and lesson learned in the field of public sector management allow African LDC’s to compare their experiences and eventually discuss way to adopt innovative practices for improved public service delivery._

**Remarks by Mr. Mohamed Ali Al Qaed, CEO, e-Government Authority, The Kingdom of Bahrain**

Expressing gratitude to the Government of Ethiopia and the UNDESA/UNDP/UNECA, Mr. Ali Al Qaed stated Bahrain’s beliefs in the importance of adopting advance Information and Communication Technology to enhance the delivery of public administration and transparency in accessing the government services and information.

He discussed the framework of the e-Government Authority that enabled a rapid liaison between users, government and private entities to provide more than 300 electronic services to the public. These innovations have led the Kingdom to reach to its current thriving worldwide position in ICT and gain the international community’s recognition as one of the top performers for integrated e-services across the globe.

In conclusion, he invited participants to a study tour at the Kingdom of Bahrain to learn more about the e-Government Program, stating:

_The e-Government Authority believes that ICT can play a major role in achieving the Millennium Development goals and assisting other countries in doing so through various international knowledge exchange programs held in the Kingdom since we share the global principle that employing technology is a major indicator of sustainable development, equality rights and progress amongst a community as achieving universal primary goals through eLearning, capacity building project, empowering citizens, transparency and creating equal opportunities for all._

**Remarks by Mr. Patrick Keuleers, Director A.I., DGG/UNDP**

Mr. Keuleers was pleased to remark on notable development progress of the 2015 target date for achieving the MDG’s including seeing every child enrolled in primary school and many fewer lives are being lost to poverty, hunger and disease. Despite these successes, he implored that ending poverty remains an “unfinished agenda”. With these challenges in the
background, in May 2011 the Fourth UN Conference on the Least Developed Countries has set the goal of having half of the LDCs meeting the graduation criteria by 2020.

He stated that

*Graduating half of all LDCs by 2020 will require strong vision and leadership at the political level and a committed public service that can contribute to the development and execution of public policy, collect revenues honestly, allocate and invest public funds wisely and manage public goods, including land and other natural resources, for the benefit of all. It also requires an organizational culture within the public service that promotes learning, innovation and partnerships.*

He stated examples of successful development trajectories of multiple countries with cross-country learning and adaptation and the benefits from the modern information and communication technologies and from increased south-south and triangular cooperation

Expressing the UNDP’s commitment to share the experiences from their governance and public administration programs and key lessons emerging from their sectoral approach to integrating innovative anti-corruption measure to promote service delivery including

- Targeting specific sectors where MDGs are lagging behind
- Finding entry points for programming interventions
- Facilitating capacity building and knowledge sharing among development sectors
- Combining sector risk assessments with integrity assessments of individual organizations

Concluding he stated:

*I would like to reiterate UNDP’s commitment to continue experimenting innovations in governance and public administration and facilitate triangular cooperation and South-South exchange of good practices and lessons learned and we will continue to cooperate closely with UNDESA in this regard.*

**Remarks by Her Excellency Victoria Dias Diogo, Minister of Public Service, Republic of Mozambique**

Ms. Dias Diogo remarked on the need to respond to the rapidly changing needs that society is facing and that success or failures exists within leaders and public servants agility to respond to those needs.

She expressed that innovation is an opportunity for

- Efficiency and productivity
- Stronger structural reforms and to put public services on a sound footing
- Broad connections with citizens.
She emphasized the need for a strong public administration and stated several key reforms of public administration in Mozambique, stating:

*Building a strong public administration is all about innovation, be it a macro or at the micro-level: it requires coming up with solutions that entail doing things in a different way, out of the ordinary, the traditional and conventional.*

She stated the experience of Mozambique in promoting the culture of innovation in public administration through the National Conference on Best Practices, awarding innovative, impactful projects on improved public service delivery/governance that also serves as a national platform for exchange of views, ideas and achievements.

She concluded:

*Let me say that, serving reforms for sound public service delivery, serving our citizens, these are major objectives that public sector innovation can help to achieve.*

**Remarks by His Excellency Mukhtar Kedir, Deputy Prime-Minister, Ethiopia**

Deputy Prime Minister Kedir expressed sincere appreciation for the UNDEA/UNDP for hosting the workshop in Ethiopia. He stated his belief that hosting conference in the past has contributed to strengthening the capacity of the public service in Africa. Expressing the importance of promoting a culture of innovation, he remarked that innovation is an essential basis for building capacities in organization to become more effective and efficient in organizing and delivery public services. Underlining the importance of relevant development policies/strategies to combat poverty and “backwardness,” to expand access to education, health care and other services in both rural and urban areas. Deputy Prime Minister Kedir encouraged the culture of the transfer of innovation the success of which depends on contextual factors specific to each country.

In concluding remarks he said:

*This workshop presents an important opportunity to all of us to expand our knowledge, boost cooperation, share information and experiences and develop much needed partnerships to identify and adopt successful practices in a number of key service delivery areas.*

**Plenary Session I:**

Innovation in Governance
Role of innovations in attaining MDGs through improved public service delivery and examples from the UNPSA pool of relevant successful innovative practices appropriate for adaptation/transfer.

Presentation 1:
Governance and Management Approaches for Sustainable Development

Dr. Carsten Mann, Center for Technology and Society (ZTG), Germany

Dr. Carsten Mann presented on Sustainable Development (SD), including: The Background of SD, linking the environment with development: Challenges for SD as a complex, long-term, multi-level, multi-actor processes; Innovations for SD and the need for fundamental and innovative solutions and finally the key components of Operationalization of SD Governance.

Serving as a political and social orientation, SD meets the needs of current generations without compromising the needs of future generations. SD is not a one-fits-all solution, but needs to become a part of a process, in context in order for it to be successful.

The challenges for SD include:

- **Different contexts**: ecological, institutional, political, cultural
- **Different actors**: ideas, values, norms, power
- **Complex systems**: social-ecological; direct/indirect linkages
- **Long time scales**: unknown, open-ended future
- **Global dimension**: environmental problems, North-South linkages

In order to live and work with these challenges, there must be a paradigm shift from government to governance in order to be successful.

Innovations for SD approaches must recognize and deal with challenges of context, long term-orientation and socially embedded demands. Bearing in minds that participation and inclusion is a key factor for sustainable governance conducted by the processes of joint discussion, negotiation and reflexive learning.

To operationalize SD governance, key features and components include:

- Development of common visions, objectives and paths towards it
- Working towards policy integration & political responsibility
- Guidance by Information both Integrated, inter- and trans-disciplinary knowledge; monitoring
- Fostered by innovations such as spaces for experiments; reflections & learning and protection of amenities + creation of new/better services
- The need to work with/through local communities

In conclusion, sustainable development governance, while locally suitable, becomes globally sustainable through participatory processes of articulating perspectives, values and issues.
The importance of communication deliberation and negotiation is guided by integrating knowledge and system perspectives.

Presentation 2:

Transfer and Adaptation of Innovative Practices for Public Service Delivery in LDCs

Professor Frank V. Zerunyan, University of Southern California, USA

Professor Zerunyan’s presentation reviewed the history and evolution of public administration, as a series of best practices in governance. The resulting “silo” effect and the evolution of best practices to include collaboration. “Governance” as opposed to “government” as a concept and best practices today. In review of the history and context for innovation, Professor Zerunyan, reflected on governments’ inability to innovate without the collaboration of the other sectors. He spoke of an “umbrella of governance” anchored by the rule of law entrusted to the public sector or government, with the inclusion of the for-profit as well as the non-profit or NGOs sectors to innovate. He said such collaborations are already dealing with many public administration challenges around the world and in LDC’s including issues as diverse as HIV/AIDS, labor standards, obesity, corruption, delivery of public services from education, water, planning, engineering, trash hauling, development and construction of public infrastructures.

Referencing the Guide for the Transfer and Adaptation of Innovations and Governance, he reinforced the eight approaches and methodologies identified by the UN that may be difficult for LDC’s to institute alone. Providing Cross collaboration as a context for innovation and the collaborative approach for “Governance” as opposed to “government,” Professor Zerunyan reviewed four hand-selected case studies in California, India, and in various cities around the world where collaboration of the sectors brought simple but effective innovations to governance making public administration stronger and more efficient. He pointed out that these cases studies are notable for other important features in that they are all locally developed but easily replicated elsewhere, they provide simple, elegant and ingenious solutions, and they place minimal demands on infrastructure or financial resources of government. These following case studies are reviewed fully in the Paper he presented to all attendees of the session (see footnote 3).

1. The Price Charities, San Diego, California, United States of America, case study highlights how community building and cultivating leadership in the private sector can result in better access to education and reduced criminal activity.

2. The Advanced Locality Management, Mumbai, India, case study illustrates how collaborative governance engages all stakeholders and can help both reduce

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environmental harms caused through excessive refuse accumulation, while providing better labor outcomes for the poorest in society.

3. The Gateway to Success Initiative, Alhambra, California, United States of America, case study illustrates how private funding combined with involving community leaders and citizens can result in improved educational and mental health access in a community with rapidly changing cultural norms.

4. The Code for America, CitySourced and Adopt-a-Hydrant Apps, San Francisco, California, United States of America and Worldwide, case study demonstrates how non-profit organizations can connect local governments with communities and citizens, and help promote e-governance to save time and money while improving accountability, transparency, and collaboration.

Professor Zerunyan spoke of a paradigm shift in governance and the roles of various actors. He pointed out that “it is increasingly being recognized that governance is more than government, and that civil society and the private sector are not just “customers” of public services or stakeholders, but that they can and should be agents of change who can actively be part of the solution by working together in a constructive manner with their governments to solve local and national challenges.”

He concluded by discussing the role of leadership in innovation through collaborative governance. He emphasized the role of each leader within her or his context and that governance is not a one size fits all proposition. Last but not least the need to score “quick wins” at local levels where government is closest to the people it serves.

Presentation 3

Improving the Delivery of Public Services: Asia and the Pacific Region: Child First Work Together

Dr. Samai Sirithongthaworn, Director, 1st Place Winner (UNPSA), Thailand

As the number of children with delayed development was increasing in Thailand, there existed an area of opportunity to provide the needed services for Thai children and the families who care for them. The need for promoting child development appropriately and continuously demonstrated an outcome for the various networks to integrate and cooperated fully with all the networks, instead of working separately especially.

The development process included tool and manpower development as well as enhancing communication channels for cooperation, system and policy advocacy development.

Tool development included the development of a skills instrument, the study of child developmental norms and a skills inventory for children from birth to five years. In the end a handbook of Thai development Skills Inventory for children from birth to five years for parent was developed to provide simple, easy to understand guides for parents as well as a DVD demonstrating the promotion of child development skills in video format, and finally, a website to utilize as a resource for parents and care givers.
Manpower development included the HR development categorized by screening and assessment tools. The development of communication channels implemented online computer and mobile phone portals as well as communication channels by conference/publication for journal in both Thai and English language. The next steps include an online computer program for screening and assessing child development.

Perhaps in the area of cooperation was the most significant impact in that the project implanted that every health care facility was involved with the project throughout universities and sub-districts. Integration occurred between multiple health/psychiatric hospitals and sub districts. This project impacted system development by encouraging a referral system that cooperates with the Department of Health and other healthcare facilities, rather than previously following public health system. The data collection system encouraged cooperation with all healthcare facilities, where previously no report was given to the Ministry of Public Health.

Within policy development, a bottom-up policy on child development and working together to integrate, versus working separately among concerned organizations, encouraged working by networking with others for success.

Presentation 4

Governance and Management of capital cities in Africa A Regional perspective

Mr. Alain-Clement Kanyinda, Human Settlements Adviser, UN-HABITAT

Mr. Kanyida opened with the mandate for the UN-Habitat to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all. Given the stated statistics of the trends of urbanization in LDCs, currently one-half of the world’s people live in cities and two-thirds will live in cities by 2050, the challenges that this presents to LDCs is the urbanization of poverty, with more that 50% of the population living in slums with little to no access to adequate shelter, water, sanitation, education or health services. This urbanization, Mr. Kanyida stated is a result of failed management and governance of cities.

All of the efforts of national and local elected leaders must take into account the urban paradigm shift- away from unplanned to more integrated, compact and connected cities, including an increase in investment in ICT’s.

Innovative governance practices are essential for the aspects of City Governance because of the interrelationship between the management of both resources and institutions, it also relates to the relationship between decision making and the citizens, civil society, and the private sector in participatory approach.

The fundamental principles of urban governance include sustainability, equity, efficiency, transparency, accountability, civic engagement and citizenship, and security and, subsidiarity.
Subsidiarity, public service delivery at the local level, has been addressed by the Governing Council of UN-Habitat, which approved a set of international guidelines on decentralization and strengthening of local authorities. The guidelines create the foundation for effective governance and provide a template for local authorities to improve decentralization that reflect shared values, common norms and operational principles of decentralization.

Basic principles include

• Strengthen governance and democracy at the local level by supporting both representative and participatory processes.

• Strengthen the powers and responsibilities of local authorities by law, including incremental action ensuring that each increase in the functions allocated to local authorities is accompanied by measures to build their capacity to exercise those functions.

• Apply the principle of "co-operative government" whereby the various layers of government must coordinate their actions and legislation also laying down a series of rules for resolving conflicts between national and provincial legislation.

• Strengthen the capacities of local authorities by training and with financial resources to facilitate the delivery of public basic service.

The end results are inclusive governance, with transparency, accountability, civic engagement and trust with service delivery.

Finally, innovation in managing capital cities require the need for more planed, compact, integrated and connected cities, an increase investment with ICT’s and connectivity networks and the assertion that the urban space is recognized as they transform cities into solution driven assets.

**Presentation 5**

**National Identification Card (DNI) Of Children And Its Impact On The Exercise Of Human Rights And The Development Of The Country**

**Mr. Félix Ortega de La Torre, International Cooperación RENIEC, 1st Place Winner (UNPSA), Perú**

Mr. Ortega de La Torre presented a mission to develop a database of identification records, initially intended for the identification of Peruvians to access social, economic and political aspects. Those who lacked a National Identification Card (DNI) remained vulnerable and unprotected. It was identified that the children of Peru needed DNI to access public services such as education, health, recreation, justice and child proactive services.

The solution of the initiative is that RENIEC, whose principal mission is to identify all the Peruvian population, has now identified 9.8 million children, (96.7% of the children population)
The proposed solution included allies in both public institutions and private/technical cooperation. Key strategies included a practical awareness campaign and the design and implementation of massive registration campaigns approaching itinerant service to remote areas of the country.

The various phases of implementation strongly emphasized the cooperation with apparent allies: identifying them, guiding and defining their roles. With the collection and processing of information, the development of the registry began with continuous monitoring and evaluations of each service.

The resources used to implement the initiative included financial, human technology and other resources to develop the infrastructure and the implementation of the initiative.

Conditions for Sustainability include:

- Children identification has been assumed as an important public policy issue in Peru; it is considered into the strategic programs of the government and public budgeting.
- DNI of Children is required for movement within the country in order to prevent child trafficking.
- Rural regional governments have formed committees for documentation or implementation.
- The documentation of the Children, has become a transversal axis for the entire State (central government and all public agencies) and various components of society, ensuring its sustainability.

This model is possible to apply to other countries that are planning to make massive moves for issuing DNI for Children in that all processes in Peru have been documented and linked to public policy and social programs.

In closing, Mr. Ortega De La Torre stated that the ID cards have minimized the loss of economic resource of the government, and it has also allowed greater control and expansion of services coverage. Most importantly he said that ID cards are connected to human rights (child trafficking and program entitlements). Success was reached by sharing the project between public and private sectors in the creation and registration of the children. Allowing the private sector to be part of the solution was quite impactful.

Presentation 5

Mr. Teddy G. Gounden, Project Manager: 1st Place Winner (UNPSA), South Africa

Communal Ablution Blocks For Informal Settlements
Mr. Gounden presented the innovation of sanitation in dealing with the dramatic increase of population of urban Durban. Utilizing a collaborative approach, Durban worked with NGO’s and contractors to produce portable sanitation toilets throughout urban Durban.

Durban, the fastest growing urban area in South Africa, has had a major increase in the population of informal settlements that were adjacent to areas with high service levels. Housing has not kept pace with the rapid urban migration resulting in informal settlements that are densely populated and making the provision of water and sanitation challenging.

In increasing the access to basic daily water and sewage treatment, multiple innovations brought solutions to new and existing challenges to serve this population. Mr. Gounden reviewed multiple technologic innovations and adaptations utilized to provide water and sanitation including equipment that minimizes waste with potential use as future fertilizer. The challenges of the informal settlements were many, including crime and limited space all resulting to an increase in the vulnerability to the population’s health and wellbeing. Interim sanitation solutions were required urgently while long term solutions of formal housing with access to water and sanitation services were being considered and implemented.

Most importantly, surveys were conducted from the citizens to understand the specific needs of the population. Government officials discovered that the toilets must be private, clean, safe, and odor free. As a result, Community ablution blocks (CABs) were the interim solution to the sanitation problem. Mr. Gounden described the container design model utilized for one block per 50 households that were easy to install and portable when upgrading was necessary.

Multiple community benefits resulted in community employment, skills training and an overall improvement in quality of life. While the challenges of vandalism, destruction of property and the concern that residents felt that the CAB’s may exclude them from permanent housing, partnering with NGO’s and the creating of waiting lists increased the quality of life for residents. The project included the training of residents to establish food gardens and playgrounds.

In the end, follow-up surveys revealed that 82.2 percent of households stated that CAB’s significantly improved their lives. These achievements included the collaborative approach with multiple NGO’s, 720 CABs installed, 700 caretakers employed, 3500 local laborers trained and employed and positive change to lives of over 200,000 people. Currently, the next phase of replication is now being implemented. Current studies for the needs of those citizens are now being conducted.

**General Discussion**

Question: Dr. Massina, Secretary General, Togo. Question to Mr. Teddy Gounden: Example of Toilet innovation: is it only in certain areas of South Africa? How did they decide where?
Response: Mr Gounden: Public owned entity developed this solution in collaboration with other sectors for 640 slum areas in Durban based on surveys. Now other areas are starting to copy it- discovered that distance to and from the facility remains an important issue. If the products we design do not meet the needs of our constituents, the intervention or the policy will fail.

Question/Comment by Dr. Kauzya: What is the root of the innovation or what was the impetus? How to make the initiative acceptable? After conceiving the innovation, was getting acceptance difficult? What were the frustrations involved?

Question/Comment by Dr. Mann: Enabling environment and context very important for the transfer of innovations. Stressed the importance of leadership in these collaborations.

Question/Comment by Professor Zerunyan leadership is key in collaborations. Collaborations are voluntary processes they happen because there is incentive to participate in collaborative governance or efforts: one can’t force it. For collaboration there needs to be an interdependence of sources aligned with each other. Funding – without funding, collaboration may be doomed. Political leaders need to have a backbone and take a stand with certain political will- become agents for change.

Question/Comment by Mr. Alain-Clement Kanyinda: The South African presentation, demonstrates the importance of participatory manner and always consider that always if actions are taken in a collaborative way things may work out well. Spoke of innovation in Kenya, tried to get the answer at the local level- trying to get the local community organize themselves, as a value added, you may come with good ideas/money, the idea goes nowhere because self-organization is key. This can only succeed if local sources are involved. Government at all levels should endorse at all level- putting both fronts together you may expect to get positive results. Not possible, however, to get costs accurate because of the differences in material. We also tried the recycling of solid waste, which has worked because now it produces energy from the septic waste.

Question/Comment by Mr. Felix Ortega de La Torre- Training local authorities prior to dissemination of information about ID’s was key. Including the formal signing of agreements with all ministers and private sectors. Work with congress- the key with monitoring of all partners and touting the benefits for implementing the project. To start the idea, we didn’t have to change a lot at the beginning. Resistance, of course, we developed the program in 10 years, not in months. When we got success with the pilot project there was compromise to make it work.
Question/Comment by Secretary to Government of Bangladesh: National tendency to shy away from unfamiliar practices. In Bangladesh, we have an innovation officer- within the government there should be a section and system dedicated to bring about innovation.

Question: Dr. Massina, Secretary General, Togo. To Mr. Ortega, Peru: When do you reach a critical level of identification? What are the next steps? How will you achieve 100% and what would you do next? What measures have you taken to make sure that the children born will be identified.

Response: Mr. Ortega, Peru: The idea is to connect medical centers with hospitals. At this moment, we are dispensing electronic ID card for people who are more than 18 years old as well. To continue to disseminate services, the idea is a tool to get services. The ID is tied to services so there is an incentive to sign up.

Response: Mr. Ortega: Often people will look at the negative at the beginning, step-by-step with expecting resistance, but wanted to look at how many people are looking at ID cards, also, how many services are connected with ID cards. Security: there were questions for confidentiality with new cards: new card has fingerprint and more identification points. You must have a secure document.

Question/Comment by Mr. Teddy Gounden on why South Africa entered the container sanitation project for an award. Good to test your ideas against others in the world: it also makes a great impact on innovators and participants and incentivizes them to do more and it creates a good feeling in the responsible organization.

Question/Comment by Dr. John Kauzya: Reviewed the criteria for the public service awards. Encouraged everyone to Google the awards to find out more. The winning is regionalized he said. When you win, you win in your own region. Get the criteria from the detail located on the website.

Response from Ethiopian group: Discussed how their initiative garnished 2nd place. They are proud of their achievements.

Response from Ethiopia: Regarding innovation; In order to improve, innovation needs to be decentralized and where the service should be delivered. Question: are we referring or defining innovation as tech related innovation? Innovation can have a direct/indirect response to social responses. Innovation requires confidence and self-esteem. If LDC do not have confidence, can they innovate?

Question for Thailand: What was the initiative in both areas of rural/urban? What conditions were for present for success in each area?

Response: Dr. Samai Sirithongthaworn: There may be some special people for any society (referring to leadership), but innovation can happen if leaders are self-confident and can bring confidence to the public as well. As to success in rural vs. urban areas, Thailand’s 70-
80% of population live in rural areas, we have witnessed a delay in assessment and assistance but have persevered in our approach and mission.

Questions; for Professor Zerunyan: How should teachers be trained to help them work with the children and parents as well? Do they receive multidisciplinary training? What results have these teachers been able to see (referring to one of the case studies presented on education and mental health in the Alhambra School District, California)? What is the role of media in violent content?

Questions for Professor Zerunyan: Collaborative question: what is the role of the government in becoming more collaborative. Does it vary government to government? Do you think that the government may take the lead?

Responses by Professor Zerunyan: First, innovations can be low or high tech, but many including the top three that I presented are quite low tech and therefore transferable. Collaborative governance, takes advantage of each sector’s strength. The role of government is to respect its own role in legislating and enforcing fairly the rule of law. If it must lead within its expertise then it must do so transparently and responsibly. However, if the innovation is not within its competence like developing a technical application for example, then it must stand out of the way to allow the innovation to occur.

Indeed, in the Alhambra case study teachers have been trained side by side with health care providers, the police and parents to identify the tell tell signs of mental health and report them within guidelines provided by the school district.

Courts have held in the United States that video developers enjoy a first amendment right to freedom of speech. It is therefore hard to regulate content. That being said, the role of parents and teachers are extremely important to counteract the fantasy of the game and the violence therein.

Collaborative governance depends very much with the context, culture and rules of the jurisdiction practicing it. Collaborative governance is not one size fits all.

If each of us returns to her or his country to create a platform in which best practices could be exchanged/showcased and discussed, through the use of this methodology, I am convinced that we will find ways to innovate. Government must do for people what people cannot do for themselves. Governments can also play an important role in identifying organizations in various sectors to collaborate for effectiveness and efficiency. The opportunities around the world are great. One only has to look for them.

Question/Comment by Mr. Alain-Clement Kanyinda, UN-HABITAT: Decentralization is both a political and technical process, the technical part (setting up the process) can be challenging but achieved, the political part is often the challenge and is difficult to achieve. The political part makes the process more bureaucratic and at times difficult. We must advocate between different layers of government. We must make the case to politicians and constituents alike to improve the process.
Challenges of urbanization include the speed of industrialization or the creation of jobs. Lack of jobs creates the slums, which in turn create challenges in health and crime. While this is not always the case, urbanization is in need of being guided and balanced. So planning is essential.

Question/Comments by Dr. John-Mary Kauzya: Welcomed everyone after a break. Brought up education as a core topic in discussing innovation. Recognized the changes in this area including the role of capacity building as a whole as well as the role of technology in the delivery of on line education for example. Capacity building in LDCs as well as training the trainers or the leaders remain a high priority.

Funding is always an issue. Unfortunately in most organizations when funding is scarce the first victim to budget cuts is training. As someone that has been involved with training, this is a fundamental mistake. Developing capacity to develop public service should not be the first victim of a budget challenge or struggle.

Encouraged everyone to continue to come to these forums or workshops for capacity building but also offered an alternative. Appealed to leaders to consider on-line training as a budget conscious option. Suggested incentives for attendance of on-line training courses.

Special Presentation

Launching of joint UNDESA- UNDP online training  E-Learning/Online Course: “Corruption Prevention”

Anga Timilsina: UNDESA/UNDP

This presentation’s intention was to give an overview of what the E-Learning/Online Course: “Corruption Prevention” is about, it’s value and to give a brief demonstration on how to access the course.

The objectives of the course are:

- To present a conceptual framework and discuss the latest thinking on the prevention of corruption
- To present some tested practices (good practices) documented by the United Nations Public Services Award program

Based on innovative and tested corruption prevention practices, the course revealed its ease of use, despite areas of slow Internet and its original content in the area of prevention of corruption in public administration. Mr. Timilsina reviewed the contents of the course and the step-by-step instruction on how to access the course. He stated that the course is free of charge, but one would have to register in order to access its content.

Plenary Session II:
Innovation in Governance

Role of innovations in attaining MDGs through improved public service delivery and examples from the UNPSA pool of relevant successful innovative practices appropriate for adaptation/transfer.

Presentation 1:

Challenges and Opportunities in transferring innovative practices to public sectors of LDCs

Ms. Thuli Radebe, CEO, Centre for Public Service Innovation (CPSI), South Africa (on Africa)

Soon after Apartheid transformation in South Africa, major challenges were needed for creativity and innovation. Ms. Radebe presented South Africa’s experiences and lessons learned during this pivotal time.

Recipient of donor support from various countries contributed to the creation and establishment of the democratic state. There were major challenges requiring creativity and innovation as the new era brought forth collapsing homelands, new provinces, integrating and responding to all citizens instead of a few.

One innovation involved collaboration on public service areas to develop and accurate and secure database of all public servants to enable Ministry of Budget a more accurate and updated payroll with salary structures and retirement facilitation.

In addition, there was a need of Public Service Capacity building as the countries coming out of conflict and trauma and set themselves up to service their citizens in governance, financial and human resource management.

South Africa’s local innovation and replication with AAPSIA programs demonstrated local innovative programs with the AAPSIA proving innovation award programs over the course of three terms.

Lessons learned were that complete innovations were being transferred, but always needed to be adapted to address local identified needs. They learned that, while an innovation may be old, but may be new to the area that it is being introduced.

The challenges discovered that donor countries providing innovation solutions frequently did not address local needs, but South Africa felt obliged to accept them. Challenges on lack of technical expertise, reliance of imported expertise and lack of the appreciation where knowledge gaps existed led to wrongly allocated ownership of the processes and products, including the IP of the services donated.

Some of the challenges included

- Limited understanding of the context
- Wrong identification of stakeholders
- Language and cultural barriers
- Lack of citizen engagement
• Political correctness from both donors and local politicians with the support driven towards non-priority areas

Limited basic resources and infrastructure needed was a common theme. An example was stated with water and safety project required a non-active government body, when seed funding was actually needed. In addition, lack of strong leadership and political commitment resulted in internal instability disrupting progress.

Take-away lessons learned is that innovation must be in response to a real local need, not just in the areas that a donor perceives the needs to be. Innovation, in order to be successful, needs to be contextual in order for capacity transfer and development to take place. Conclusion: despite many challenges, there are endless opportunities for LDC to innovate.

Presentation 2
Improving service delivery by promoting good/democratic governance: UNDP experience and lesson learned

Mr. Anga Timilsina, Program Manager, GAIN/UNDP (practices on improving public service delivery)

During this presentation, Mr. Timilsina described the transformative power of governance in improving service delivery by applying tenets or principles of good/democratic governance in order to be equally transformative and innovative. Good governance, he stated, has good components of participation, transparency, accountability and integrity in service delivery.

He discussed how progress made by the UNDP in fighting corruption has delivered 30 projects by building synergies between gender empowerment and fighting corruption.

Sectoral approaches are innovative often because they provide an opportunity for systematic thinking and approach and produce win-win situations for major stakeholders. There often is a greater impact, sustainability, and adaptability while utilizing a multi-disciplinary approach to fighting corruption.

In 2013, the UNDP directly supported 22 countries applying the sectoral approach. The UNDP value is the systematic approach and the strength of case studies that demonstrate the contribution of refining the approach and bringing added value to the discourse. Highlighted the advantage to empower and engage women to promote transparency and accountability in part because of the broader experience of exploitation and abuse. Women are often seen as more organized with a collective voice.

Mr. Timilsina gave examples of the innovative synergy between gender empowerment and promoting transparency including:

1. Encourage local to local dialogue (community and local governments) (e.g., Nicaragua)
2. Focus on the local solution to the local problem (e.g., Uganda)

3. Encourages multi-stakeholders dialogue (e.g. Jordan)

4. Bottom up approach (e.g. the Philippines)

The actual process in applying sectoral approach starts with the national consultation, EIO’s and selection with a corruption risk assessment to ascertain the main problem in the service delivery to validate findings, prioritize risk bottlenecks and develop a plan.

The UNDP support includes the following

1) Change in policies, legislations
2) Develop internal monitoring and oversight capacity
3) Develop/ reinforce ethics, transparency and accountability standards
4) External monitoring by CSOs, media, ACAs; and
5) Use of ICT/social media

In summary, building synergies between gender empowerment and promoting transparency and accountability fosters innovation in part because it encourages local dialogue, focuses on the local solution and encourages multi-stakeholders dialogue. It is a bottoms-up approach.

Process and context matter along with finding a champion in the government. Although government matters, it is an enabling tool, not an end in of itself. It’s the human resources that make most of the technology work and be transformative.

Presentation 3


Mr. Eungsoo Kim, Director, e-Government Bureau, MOSPA, Republic of Korea

Mr. Kim initiated the presentation by describing enterprise architecture (EA) as a framework and method to analyze and optimize organization’s components based on standardized rules and processes. The enterprise delivers the scope and target for the visualization for easier enterprise recognition by business managers or other employees. Enterprise architecture is a systematic method based on blueprint transforming unplanned IT management into planner IT management. The end results in alignment, system integration and minimizing redevelopments over IT systems expansion.

As a result of a law enacted in 2005 to resolve ineffective information resource management, agencies were mandated to adopt EA, including all public IT projects and e-government. The initial EA master plan in 2006 focused on the implementation of EA in each agency and evolved into a 2011 master plan that focuses on enhancing government-wide information performance and agency performance. To enhance cooperation with various EA councils, yearly EA practitioners meet with CIO councils to determine future direction and development.
Transformation towards government-wide enterprise architecture (GEA) led to the realization of a whole-of-government IT optimization. This allows an alignment between national IT directions and government IT projects to enhance IT investment performance and resource optimization.

Three objectives for GEA of alignment, integration and transformation provided for the effective implementation of national information while designing and optimizing information based on a blueprint resulting in concrete implementation measures.

As the GEO integrated all agency level EA information – Mr. Kim implored the importance of introducing EA while understating a detailed architecture of an entire country. Korea established a mechanism in which central governments manage subsidiary and affiliated agencies.

The major achievements were possible only by whole-of-government approach—a government-wide EA system that integrates agency level EA activities into a single repository. This allows related stakeholder to communicate with a common language throughout the IT investment lifecycle.

Currently, GEA supports the alignment with national initiatives, national IT strategic plans and agency-level IT projects/resources. It tracks and monitors IT investment from planning to post implementation evaluation while supporting identifying duplicate IT project at a government wide level, saving both time and budget. Its system identifies related systems to e integrated across agencies in term of public service simplification and has become a major pillar of e-government platforms.

Presentation 4

Prescriptions (Rx) in Adapting Public Innovations

Dr. Eddie G. Dorotan, Executive Director Galing Pook Foundation, the Philippines:

Recognizing that education is the pathway to end poverty, Mr. Dorotan presented a video about innovation in teaching students how to read within the Philippines. He also presented several public innovation programs examples. One example, converting trash with its innate problems of danger of garbage pickers, into energy for electricity, methane gas for electricity and recycled trash turned into green spaces with weather retention plants. Other examples included a sustainable development project with multi-unit housing made from recycled bricks.

In conclusion, the process of coping, adopting, adapting and integrate innovations allowed for innovation in solving problems and making a difference in the lives of the citizens.

Presentation 5

Bahrain’s e-Government Journey
Mr. Feras Ahmed, Advisor to CEO, E-Government Authority of the Kingdom of Bahrain

Mr. Ahmed presented the e-government journey in Bahrain stated that before e-government, there was a lack of customer satisfaction with government services, citizen participation and IT literacy resulting in the high cost of human resources and the difficulty of use of government services. Information, and access to information 24/7 were the result of the difficulties in the use of public services.

The program had several key ingredients that increased its chances for success. Of noted importance was the political endorsement and support with members of the Supreme Committee for Information and Communications Technology and partnerships with government ministries and entities and partnerships with NGO’s. International and private sector partnerships were established in order to ensure the success of this program.

Currently, over 300 e-services are available online today with multiple channels of choice for the citizens ranging from mobile, to kiosks in order to access the programs. The portal for the delivery channel has now been accessed over 50 million times and has expanded to include mobile apps, SMS and portable devices.

In order to increase usage, e-service centers are now started with the aim of assisting customers to learn to access the sites – not just enabling them by providing the services for them. National authentication framework, or the eKey offers a secured digital authentication to access all of the services. Next phases include the focus on increasing the maturity level of the National Enterprise Architecture Framework to increase the maturity levels helping government entities to manage IT complexity.

Mr. Ahmed spoke of marketing and awareness campaigns that have benchmarked Bahrain’s eService index in the United Nations’ Online service index from rank of 62 in 2003 to 7th place in 2012.

During the phase from 2011-2016, the vision is to achieve next generation eGovernment excellence by delivering high-quality services effectively, valuing efficiency, advocating proactive customer engagement, nurturing entrepreneurship, collaborating with all stakeholders and encouraging innovation.

Strategic objectives for 2016 include:

- Inspiring innovations and increasing partnerships
- Increasing society engagement
- Building partnerships with private sector locally and internationally
- Increasing awareness and customer satisfaction

Other objectives include heightening protection of information, increasing government efficiency, building employee capabilities and increasing project management.
Special attention to cyber laws to ensure online transaction security while advancing the eGovernment portal is part of the ongoing initiative to increase the capacity of the e-Governance program.

In conclusion, the future vision to achieve the next generation eGovernment excellence by delivering high quality services effectively, valuing efficiency advocating proactive engagement.

WORKSHOPS

The main objective of the Workshop was to facilitate the transfer of innovations, identified by LDCs that use collaborative governance methods at any level of government to deliver government services that help achieve MDGs. The Workshop also made recommendations, about which specific innovations are to be transferred and adapted at a very practical level.

The Workshop offered a platform for participating public sector ministers, directors, managers and high-level staff to increase awareness of the innovations available for important areas of service delivery to facilitate the interested LDCs in choosing their country specific priority for public service delivery. It allowed networking and exchanging ideas, knowledge and strategies on the ways to design and implement efficient, equitable and responsive delivery systems (A List of Participants is Attached to this Report.)

The conclusions, recommendations and outcomes of the Workshop captured in this Report are the result of their presentations, deliberations and discussions.

As anticipated in the Aide Memoire, the Workshop explored the possibilities for transferring service delivery innovations to LDCs in sessions on:

- The challenges and opportunities of transferring service delivery innovations to the public sectors of least developed countries;
- The potential for collaborative governance and facilitative leadership to improve service delivery; and
- Adapting best practices in priority areas of service delivery and the facilitating factors for successful adaptation.

Breakout Session: GROUP A

The potential of collaborative governance and the role of facilitative leadership for improved service delivery

Facilitated by Professor Frank V. Zerunyan, University of South California, USA

Rapporteur: Aida Arutyunova, Programme Specialist, GAIN/UNDP

Professor Zerunyan started the break out session with a presentation on “The potential of collaborative governance and the role of facilitative leadership for improved service delivery”. The presentation focused on the history and context for innovation, challenges
and opportunities of innovation transfer, role of leadership in promoting collaborative governance and innovation. Professor Zerunyan also presented four cases studies as illustrations of simple but effective collaborations:

1. Price Charities in San Diego, California
2. Mumbai Waste Management
3. Alhambra Sustainable Development initiatives in California
4. Technology based “Code for America” project that showed how collaboration with NGOs and ordinary citizens could lead to successful adaptation of innovations in communities and success of the initiative.

Professor Zerunyan concluded that positive change and innovation should be bottom up or local community driven, where information sharing, creation of networks, capacity building, knowledge-based training, nurturing collaborations between sectors, empowering citizens for action and leadership are critical for success.

The strategies should be simple, effective, cost efficient, sustainable, responsive to the needs of citizens, consistent with policy and legal frameworks, the leadership of government officials or NGOs is critical to achieve short term goals by scoring “quick wins” and building capacity for long term impacts for sustainable development.

Professor Zerunyan concluded that Collaborations are effective when there is:

- A common mission
- Interdependence of resources
- The use of facilitative leadership among equal partners, and
- The ability to respond to change

The quantifiable benefits of collaboration include:

- Avoiding high cost of adversarial policy making
- Restoration of rationality and efficiency to public management
- Solving complicated problems quickly
- Learning collectively
- Opportunity for LEADERSHIP

Professor Zerunyan made this presentation during March 17 and March 18 breakout sessions. After the presentation, participants were divided into small groups of 5-10. This part of the workshop was interactive allowing participants to work together, share ideas and learn from each other. The assignment was to discuss within a small group an idea (innovation) or an impactful project that is feasible to implement and achieve “quick wins”, through a design of collaboration, improving service delivery in a specific sector.
While discussing a project, all groups were requested to evaluate and fill in a check list provided by the facilitator that highlights the importance of availability of the following when implementing a project: political will, leadership, involvement and support of community, technology, internal/external technical assistance, human and financial resources, as well as necessary preconditions to realize the idea. All these criteria were to be rated as highly important, medium or low in importance (the form check list is an attachment to the article described in footnote 3 above and attached to this Report).

**Group Innovations and Presentations from March 17, 2014**

**Group 1: HEALTH FACILITY IN THE RURAL AREAS**

This group presented a project idea about the necessity of functioning health facility in the rural areas. The group noted that there is an immediate need to educate the local community to provide contributions to construct the building of the health facility. The group rapporteur underlined the importance of active community involvement in this process.

After making the case for rural health care and the importance of those communities in the overall development of the country, the group indicated the need for strong political will and support from Ministry of Health and other community leaders. The Group knew that if they were able to achieve these that there is high probability that this project will succeed. In the Group’s assessment, the support of the public leaders and community were ranked as highly important. No question that all the community members will benefit from the availability of proper health facility. Talking about the external assistance, the group noted that they would need some advisory support as well as necessary materials for constructing the facility. The community leaders should be closely involved in construction works through the leadership, coordination and planning. Availability of adequate human and financial resources was highlighted as very important. The group also indicated the need for capacitated staff for the development of the project. The group identified a collaborative design involving stakeholders from each sector (public, private and not-for-profit) to be involved at all phases of the development.
Group 2: EDUCATION FOR GIRLS

There are number of social problems in LDCs, but Group 2 prioritized the issue of illiteracy among girls and girls dropping out of schools. Girls in these communities are the ones responsible to support the household. Specifically, they need to make sure the household has enough supply of water in the house every day. This responsibility keeps the girls away from school. The Group decided to attack the main problem-keeping girls away from school. Through this project, the group proposed to bring water closer to the communities and create opportunities for alternative sources of energy like biogas. The responsibility for implementing this idea will be shared between the public-private collaboration and civil society. High level of leadership is needed. The leaders should play a significant role to implement this initiative.

The group highlighted that support from the community, their involvement and understanding of the issue, especially those of parents, is critical. The group noted that they would need to convince the community members first and gain their trust. Collaboration between public and local authorities is critical. The group noted that they might need some external technical assistance from other countries where similar projects were implemented. As preconditions, the group underlined the necessity of having resources, human, financial and materials.

Group 3: “ONE CARD” SYSTEM

The group proposed the idea of paying for municipal or government services through “one card” system. Virtual service provision can be very innovative. In Ethiopia they already started paying utility bills through one transaction. These public services can include lot of services, like paying utility bills, obtaining visas, doing banking, etc. It has been done in other countries as well and there are many success stories to learn from. The group noted that it could be locally grown initiative with adaptation of some experiences from other countries. The idea can be implemented gradually. It can be easily expanded and replicated from local level to national. Funding and availability of the necessary infrastructure for ICTs were highlighted as very important. The project will succeed if it’s a public-private partnership. The need for political will was highlighted as very high. Support of the public and community are critical as well. Technical capacities were highlighted as highly needed since the capacity in the community is quite low and people don’t know how to use technologies. External experiences are very important as well.

Group 4: EDUCATION TO ALL

This group presented a project on having at least one school per community in Ethiopia. The group noted that the government of Ethiopia has committed to making available education to all and local governments have been working hard to achieve MDG goal 2. With the
limited human and financial resources, it is very difficult to build school building, renovate old ones, ensure availability of qualified teachers at schools, etc. The group underlined the importance of collaborative leadership, partnership between local authorities and community members. It is important to involve as many partners as possible. The group noted that need for political will is very high, support of the public is very high, technical capacity requirement is medium. There is no need for external support for school operations but infrastructure needs may be another story.

**Group 5: YOUTH MIGRATION**

The group proposed an innovative idea to mitigate risks of youth migration towards towns. As the group noted, in Ethiopia, as well as other LDCs there is a high tendency for youth to move from rural to urban areas. Why migration? Because of unemployment, low living standards, ineffective leadership in rural areas and seeking better lifestyle and better job opportunities and better infrastructure.

The impact is that in rural areas there is high level of unemployment and crime, and low levels of expectancy. The policy intervention is to organize the youth (through education, technical skills and job fairs) and engage them in different activities such as honey production, cutlery production, etc. High attention should be paid to the availability of infrastructure, support of public officials and community. Technical capacity needs are at medium level. External skills and advice are critical. The project idea needs multi-stakeholder engagement, with high level of political will at the local level, awareness of public and support from the community.

**Group Presentations from March 18, 2014**

**Group 1: LITERACY TO ALL**

This group proposed a project on promoting literacy in the communities, as this is a big issue in many African countries. The group highlighted the importance of raising awareness of communities on how literacy and education are important for the children as well as adults. Strong support from the community leadership is critical to promote the idea as well as availability of infrastructure, including school building. Availability of human and financial resources is also very important. Engagement of partners such as NGOs, community members and local government can positively contribute to implementing the project. High levels of political will and leadership support of a public/community, technical capacity skills, organizational skills, etc. all were identified as very important to implement the initiative. Gaining knowledge on how similar initiatives that were implemented in other countries, specifically in Africa would be very important to learn from. The group identified following preconditions for the success of the project: community readiness as high, community commitment - high, community awareness - high. Specific preconditions highlighted by the group were availability of teaching materials and teachers.
Group 2: “CLEAN Addis Ababa” campaign

The group proposed a project of a cleaning campaign for the city of Addis Ababa. The rapporteur of the group noted that Addis Ababa with multi million populations, constant recent construction of roads and buildings, as well as low awareness of population on the importance of keeping the city clean, has a big environmental issue. The project proposes to organize a cleaning campaign where high-level officials together with the citizens will be engaged in the initiative. With some funding from the government, including city hall, this campaign can become very important and popular. The group considered involvement of partners as high, political wills as high, active involvement of city authorities, youth and women as high. The group also noted that there is no need for technical capacities to clean environment. The external skills are not needed as well. The preconditions are as follows: availability of trashcans to trucks and to facilities to accept the trash. The next step will be to start recycling garbage and getting more useful products. This initiative will succeed if public officials get involved personally and serve as an example, like the President of Namibia doing the cleaning himself and serving as an example to others. Thus, the leadership component, modeling were identified as very important to empower people. The group spoke about a media campaign through billboards, papers, libraries, schools, public meetings (citizen engagement very important), use of technology with push notifications etc.

Group 3: PUBLIC TOILETS

The proposed project of group 3 is to build public toilets, since many communities in Africa have sanitation issues. To succeed, there is a need for infrastructure, financial resources, leadership, and collaborative partnership. To raise some funds, the group proposed to organize a fundraising campaign with the government support, in particular Ministry of Health, municipality, private sector, NGOs, communities. The group rated political will as high, support of the public - high. The group noted that they don’t need technical capacity or external skills. However, preparation of flyers, billboards, organization of public meetings will be very critical. Some of the same comments from Group 2 were made here except that this group focused on public health as the basis of the campaign to get public toilets.

Group 4: HEALTH CARE SUPPORT

The group proposed a project on improving healthcare system in Ethiopia. This issue is very important in LDCs, specifically in rural areas. The group-identified availability of infrastructure, political will, human and financial resources as very important. Engagement and support from local authorities and communities were highlighted as critical. Need for technical capacity and experiences from other countries in Africa were also identified as
important. Preconditions: availability of good roads to access the health center. Specific preconditions are availability of water and electricity.

This group focused on an intersectoral approach to a critical need in rural areas by encouraging and mobilizing communities, raising awareness of the community on the importance of being healthy. Reaching out and bringing doctors from cities to the rural communities perhaps with the help of NGOs. Looking at various ways to reward participants.

**Group 5: PUBLIC TOILETS**

Group 5 proposed a similar project to the one proposed by group 3. The group highlighted the importance of having public toilets especially in cities and communities with high concentration of people. The group proposed to pilot the initiative in one community and then replicate it to other communities. The group noted that the toilets should have three cabins: one for people with special needs, women and men. The other criteria were similar with the project by group 3. The group spoke about educating, convincing, mobilizing communities as very important topics as well as the support from local governments. Engagement with municipalities is very important they said especially in strategically locating these facilities in perhaps public parks or areas of high public use or concentration.

**Conclusion**

After presentation of each group, Professor Zerunyan encouraged participants to think about the innovation part of the proposed projects, as well as the “HOW” “WHEN” “WHERE” and “WHAT” as they think to innovate their communities. He emphasized the role of all stakeholders in innovation and policy making to bring innovative solutions or projects to communities. Professor Zerunyan as a local government official himself encouraged everyone to focus on local culture to create buy in from various constituencies. There is no one size fits all he said. He said to think local in taking “baby steps” and in looking for quick wins and successes. Success in infectious, higher levels of government will join in the success when they see it. Politics always plays a role but focus on public administration he said. We are public servants and our role is to serve. If we do that well politics will fall in place. It is very important to also think about the impact, results and sustainability of the initiative. Being innovative and creative in the circumstances of limited financial and human resources becomes critical to the success of the project. Building partnerships or collaborations with various sectors are necessary preconditions for the success of the innovation. Last but not least it is all about implementation and follow through. We must use all of our resources as limited as they may be to forge collaborations and seek positive outcomes for all involved. The WIN/WIN approach is the way for the future.
Dr. John-Mary Kauzya introduced the session by indicating that the purpose of the session was to deal on a more practical level with the adaptation of innovative practices in LDCs. Participants were familiarized with those aspects that most frequently promote or hinder the innovations.

He then proceeded with a presentation on the mandate to innovate, grounded in the General Assembly Resolution 66/288 (Sept 2012) that emphasizes the importance of innovation and the role of technology in overcoming the structural challenges and eradication of poverty in LDCs. He further linked the mandate to that of sustainable development, especially emphasizing the three pillars of sustainable development namely social, environment and economic.

Dr. Kauzya reflected on the large repository compiled through UNDESA’s efforts spanning over more than 10 years to unearthed innovative practices in governance through the various categories of the annual United Nations Public Service Awards (UNPSA). This awards program has demonstrated that innovation comes from all over the world and that the assumption that LDCs cannot innovate is simply not true. It has been the UN’s experience that poverty forces people to innovate with limited or no resources.

He expected from participants to jointly:

- Identify areas of service delivery in need of innovation
- Pinpoint inhibitors and facilitators
- Stimulate discussion on future engagements and study tours

Ms. Diane Scott of the iOpener Institute for People and Performance led the second part of the session. She referred to the lessons to be learned from the world-famous athlete from Ethiopia, Haile Gebrselassie. The important lesson she has learned from him centers around his mindset of optimizing what he has.

She further focused on the aspects and types of innovation and distinguished between different types of leaders and how they can be effective and catalytic in driving the replication of innovation.
By using the example of NASA’s handling of the Apollo 13 events (showing video clips from the feature film), she demonstrated how leaders with the right mindset can redirect a mission when necessary and how innovative people can find solutions with very limited resources. Another example was of NASA’s search for a pen that can write in space. After spending a significant amount on research they realized a pencil could fulfill the need. By rephrasing the need (ability to record data in space vs. finding a pen that can write in space), they were able to find the appropriate solution. In other words, innovation should not be for its own sake.

The Session then continued with a number of exercises.

The first was to demonstrate that we could all learn from our leaders and one another on how to be a good leader. One example given by a delegate was that a good leader allows subordinates to make mistakes (as they can learn from the experience) but not to make them twice. So, innovation cannot take place when mistakes are not tolerated.

This was followed by practicing a technique to get a better understanding of the real needs of a department / community by strengthening the ability to listen (through the use of “what” questions instead of “why” questions which may be perceived as threatening/judgmental or “how” questions that may expose assumptions.

The next exercise (and the most important from an UNDESA perspective) was to explore delegates’ interest in innovation transfer by identifying specific areas of interest or solutions in need of transfer (60 innovative cases are already summarized and available online for consideration). The identified solutions were recorded on a sheet for UNDESA to consider for future planning and engagements.

At the final session where the reports from both Groups were presented, a number of issues were raised / added by participants. These include:

- A request that similar workshops are held in each LDC
- That the importance of replicating of innovation is embedded in national training facilities (public sector management development institutes)
- That more effort is put into recording innovations, as many innovations are lost because they were not recorded.
- There is a need to further expand on the institutional aspects or replication in order to successfully institutionalize this initiative in LDCs.
- There is a need to translate case studies for broader dissemination
- Replacing the term “transfer” (which implies one-directionality) with “exchange” (which implies a reciprocal relationship where mutual learning takes place) given the context of South-South and triangular cooperation.
Conclusions and Recommendations

There was consensus that the UN has a facilitating, capacity building and brokering roles in innovation adaptation in LDCs. The need to maintain a demand-driven focus assisted by appropriate “messaging” or communication about the importance of innovation in delivering MDGs was discussed. Given the statistical response (detailed below) capacity building and workshops settings for LDCs remain extremely desirable.

The role of the UN in the implementation

- Build capacity through these types of workshops
- Help identify innovators, innovations and LDCs to participate in collaborations
- Facilitate collaborations between innovators and adaptors
- Encourage synergies to stimulate new ideas and projects to encourage sustainability of innovations at local levels.
- Follow up and evaluate the effectiveness and celebrate successes.

Statistical data and participants’ feedback

94% of Participants would recommend the Study Tour to others

80% of all responders said that they were “Interested in gaining additional training and knowledge.”

UN Thematic Review and General Survey

<table>
<thead>
<tr>
<th>Summary of Responses</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. More aware of the innovative practices</td>
<td>32</td>
<td>55</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>2. The content and practices introduced are relevant and useful</td>
<td>27</td>
<td>47</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>3. Will introduce/promote the capacity building practices</td>
<td>33</td>
<td>46</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>4. Will be instrumental in implementing the capacity building practices</td>
<td>25</td>
<td>45</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>5. Interested in gaining additional training and knowledge</td>
<td>51</td>
<td>28</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>6. Peer-to-peer knowledge and expertise was effective</td>
<td>25</td>
<td>54</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>7. Gained the in-depth understanding and practical skills necessary</td>
<td>15</td>
<td>62</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>8. Committed to maintaining long-term relationships</td>
<td>40</td>
<td>40</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
</tbody>
</table>
Thematic and General Survey

1. More aware of the innovative practices
2. Will introduce/promote the capacity-building practices
3. Will be instrumental in implementing the capacity-building practices
4. Interested in gaining additional training and knowledge
5. Peer-to-peer knowledge and expertise was effective
6. Gained the in-depth understanding and practical skills necessary
7. Committed to maintaining long-term relationships

Responses:
- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
## UN Workshop Survey Results

<table>
<thead>
<tr>
<th>Area</th>
<th>Satisfactory</th>
<th>Very Good</th>
<th>Excellent</th>
<th>Poor</th>
<th>No details</th>
<th>Unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall impression of the Study Tour</td>
<td>8</td>
<td>45</td>
<td>28</td>
<td>0</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Clarity of the Study Tour objectives</td>
<td>10</td>
<td>40</td>
<td>33</td>
<td>0</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Extent to which the objectives of the Study Tour were achieved</td>
<td>10</td>
<td>60</td>
<td>11</td>
<td>1</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Quality of the documentation, materials &amp; media used during the activity</td>
<td>25</td>
<td>23</td>
<td>19</td>
<td>6</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Administrative arrangements and facilities</td>
<td>22</td>
<td>39</td>
<td>19</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Overall quality/relevancy of the selected field visits</td>
<td>14</td>
<td>52</td>
<td>19</td>
<td>0</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Time balance devoted to participants’ discussion and presentation by peer country</td>
<td>16</td>
<td>52</td>
<td>12</td>
<td>5</td>
<td>3</td>
<td>0</td>
</tr>
</tbody>
</table>

### Would you recommend to other colleagues to participate in a similar Study Tour in the future?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>No details</th>
</tr>
</thead>
<tbody>
<tr>
<td>83</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
Chart of Survey Results

- **Time balance devoted to participants’ discussion and presentation by peer country**
- **Overall quality/relevancy of the selected field visits**
- **Administrative arrangements and facilities**
- **Quality of the documentation, materials & media used during the activity**
- **Extent to which the objectives of the Study Tour were achieved**
- **Clarity of the Study Tour objectives**
- **Overall impression of the Study Tour**

Legend:
- Unsatisfactory
- No details
- Poor
- Excellent
- Very Good
- Satisfactory
Would you recommend to other colleagues to participate in a similar Study Tour in the future?

Yes 94%
No 2%
No details 4%

3. Will introduce/promote the capacity building practices

Strongly Agree 38%
Agree 52%
Neither Agree nor Disagree 7%
Disagree 0%
Strongly Disagree 0%
No details 3%

REFERENCE MATERIALS:

Guide for the Transfer and Adaptation of Innovations in Governance: Practical Tools and Steps

Istanbul Declaration

Innovations in Public Governance: Success Stories from Winners of the 2011 & 2012 United Nations Public Service Awards
Compendium of Best Practices and Innovations in Public Administration: Success Stories from Winners of the 2010 United Nations Public Service Awards

UNPSA Cases on Public Service Delivery in LDCs

ATTACHMENTS

1. Agenda
2. Aidememoire
3. List of Participants
High-Level Workshop

“Transfer and adaptation of innovative practices for improved public service delivery in Least Developed Countries (LDCs)”

AGENDA

Addis-Ababa, Ethiopia

17-19 March 2014
Context:

High-Level Workshop on “Transfer and adaptation of innovative practices for improved public service delivery in LDC’s”, will explore the challenges and trends, innovative practices, as well as capacity development tools and methodologies to facilitate the transfer of innovations, identified by LDCs that use collaborative governance methods at any level of government to deliver government services that help achieve MDGs. The Workshop will offer a platform for participating public sector managers to increase awareness of the innovations available for important areas of service delivery to facilitate the interested LDC’s in choosing their country specific priority for public service delivery. Specifically, the workshop will serve as a working space for networking and for exchanging ideas, knowledge and strategies on the ways to design and implement efficient, equitable and responsive service delivery systems. The workshop will capitalize on the advice and recommendations stemming from the Expert Group Meeting held in New York in February 2013 and is expected to help identify specific innovations that can potentially be transferred and adapted by countries that will participate in the subsequent practitioner-to-practitioner knowledge transfer exchanges in the future.

Key lessons learned will be reflected in a set of recommendations, which will be presented in the concluding plenary session on the last day of the Workshop.

Main Facilitator: Dr. John-Mary Kauzya, Chief, PACB/UNDESA

General Rapporteur: Ms. Diane Scott
Founder, iOpener Institute, USA

Day 1: Monday, 17 March 2014

08:00 – 09:30 Registration
09:30 – 11:00 Opening of the Workshop:

09:30 – 09:40 Dr. John-Mary Kauzya, Officer-in-Charge, DPADM/UNDESA
09:40 – 09:50 Mr. Abdalla Hamdok, Deputy Executive Secretary, UN-ECA
09:50 – 10:00 Mr. Mohamed Ali Al Qaed, CEO, e-Government Authority, The Kingdom of Bahrain
10:00 – 10:10 Mr. Patrick Keuleers, Director a.i., DGG/UNDP
10:10 – 10:20 H.E. Ms. Victoria Dias Diogo, Minister of Public Service, the Republic of Mozambique
10:20 – 10:30 H.E. Mr. Mukhtar Kedir, Deputy Prime-Minister, Ethiopia
10:30 – 11:00 Group Photo and Coffee break
11:00 – 17:30  **Plenary Session I:** Role of innovations in attaining MDGs through improved public service delivery and examples from the UNPSA pool of relevant successful innovative practices appropriate for adaptation/transfer

Chairperson: H.E. Ms. Victoria Dias Diogo, Minister of Public Service, the Republic of Mozambique

11:00 – 11:20  Presenter 1: Dr. Carsten Mann, Center for Technology and Society (ZTG), Germany

11:20 – 11:40  Presenter 2: Professor and Hon. Frank V. Zerunyan, University of Southern California, USA

11:40 – 12:00  Presenter 3: Dr. Samai Sirithongthaworn, Director, 1st Place Winner, Thailand

12:00 – 12:20  Presenter 4: Mr. Alain-Clement Kanyinda, Human Settlements Adviser, UN-HABITAT

12:20 – 12:40  Presenter 5: Mr. Felix Ortega de La Torre, International Cooperation RENIEC, 1st Place Winner, Peru

12:40 – 13:00  Presenter 6: Mr. Neil Alastair Macleod, Head, eThekwini Water and Sanitation, 1st Place Winner, South Africa

13.00 – 15:00  Lunch

15:00 – 16:30  General Discussion

16:10 – 16:30  Coffee break

16:30 – 17:30  Launching of joint UNDESA- UNDP online training

18:00 – 20:00  Dinner Reception hosted by the Government of Ethiopia

**Day 2: Tuesday, 18 March 2014**

09:30 – 13:00  **Plenary Session II:** Challenges and opportunities in transferring innovative practices to public sectors of LDCs

Chairperson: H.E. Mr. Eloi Anguimate, Minister of Public Service, Central African Republic
09:30 – 09:50  Presenter 1: Ms. Thuli Radebe, CEO, Centre for Public Service Innovation (CPSI), South Africa (on Africa)

09:50 – 10:10  Presenter 2: Mr. Anga Timilsina, Programme Manager, GAIN/UNDP (practices on improving public service delivery)

10:10 – 10:30  Presenter 3: Mr. Eungsoo Kim, Director, e-Government Bureau, MOSPA, Republic of Korea

10:30 – 10:50  Coffee break

10:50 – 11:10  Presenter 4: Dr. Eddie G. Dorotan, Executive Director Galing Pook Foundation, the Philippines

11:10 – 11:30  Presenter 5: Mr. Feras Ahmed, Advisor to CEO, E-Government Authority of the Kingdom of Bahrain

11:30 – 13:00  General Discussion

13:00 – 14:30  Lunch

14:30 – 17.30  Breakout Groups

**Group A:** The potential of collaborative governance and the role of facilitative leadership for improved service delivery

Facilitator: Professor and Hon. Frank V. Zerunyan, University of Southern California, USA

Rapporteur: Ms. Aida Arutyunova, Programme Specialist, GAIN/UNDP

**Group B:** Adaptation of best practices in priority areas of service delivery and the facilitating factors for successful adaptation

Facilitator 1: Dr. John-Mary Kauzya, Officer-in-Charge, DPADM/UNDESA

Facilitator 2: Ms. Diane Scott, ACC, iOpener Institute for People and Performance
Rapporteur: Mr. Pierre Schoonraad, Chief Director Research and Development, CPSI

16:00 – 16:20

Coffee break

18:00 – 20:00

Cultural Activities

Day 3: Wednesday, 19 March 2014

09:30 – 12:30

Breakout Groups

(participants switch their respective groups from the previous day)

Group A: The potential of collaborative governance and the role of facilitative leadership for improved service delivery

Facilitator: Professor and Hon. Frank V. Zerunyan, University of Southern California, USA

Rapporteur: Ms. Aida Arutyunova, Programme Specialist, GAIN/UNDP

Group B: Adaptation of successful practices in priority areas of service delivery and the facilitating factors for successful adaptation

Facilitator 1: Dr. John-Mary Kauzya, Officer-in-Charge, DPADM/UNDESA

Facilitator 2: Ms. Diane Scott, Founder, iOpener Institute for People and Performance, USA

Rapporteur: Mr. Pierre Schoonraad, Chief Director Research and Development, CPSI

10:30 – 10:50

Coffee break

12:30 – 14:30

Lunch
14:30 – 17:30  *Plenary Session III: The way forward, Lessons learned, Reflection, Feedback and Conclusions*

Chairperson: Dr. John-Mary Kauzya, Officer-in-Charge, DPADM/UNDESA

General Rapporteur: Ms. Diane Scott, Founder, iOpener Institute for People and Performance, USA

**Breakout Groups Report in Plenary Sessions**

14:30 – 14:50  **Group A**

14:50 – 15:10  **Group B**

15:10 – 16:30  **General Discussion**

16:30 – 16:50  *Coffee break*

16:50 – 17:30  Presentation of overall conclusions and recommendations by the General Rapporteur

Concluding Remarks

**Closing of the Workshop**
High-Level Workshop

“Transfer and adaptation of innovative practices for improved public service delivery in Least Developed Countries (LDCs)”

AIDE-MEMOIRE
1. BACKGROUND

On the understanding that it will take capable leadership and public servants to strengthen public administration capacity to secure effective delivery of efficient public services in an equitable manner, in the beginning of 2013 the Division for Public Administration and Development Management of the United Nations Department of Economic and Social Affairs (DPADM/UNDESA) started the implementation of Project entitled “Strengthening capacities of the public sector in least developed countries (LDCs) to deliver quality services equitably through the transfer and adaptation of innovative practices”. The Project envisions, among other activities, two Capacity Building Workshops for LDCs to develop the requisite knowledge and skills about approaches and methodologies that are appropriate for effective and smooth adaptation and implementation of successful service delivery practices in their local contexts. During the Workshops, the participants will, based on the specific country needs as well as the innovations contained in the United Nations Compendium of Best Practices, identify specific MDG-related areas of service delivery and discuss the best ways to bring innovative solutions designed and implemented by source Governments to governance problems of Governments and local authorities of those LDCs that are looking to adapt such solutions in the same or similar areas.
The first capacity building Workshop was organised by DPADM/UNDESA under the umbrella of the United Nations Public Service Forum, Day and Awards Ceremony that took place in Manama, the Kingdom of Bahrain, from 24 to 27 June 2013.

The second capacity building Workshop on “Transfer and adaptation of innovative practices for improved public service delivery in LDCs” will be carried out in Addis Ababa, Ethiopia, from 17 to 19 March 2014. The Workshop is organized by DPADM/UNDESA with support from the hosting Government of Ethiopia in cooperation with UNDP, UN-HABITAT and UN-WOMEN.

2. CONTEXT

The access to and quality of public service delivery is critical to the development of any country, including in the context of implementing the Internationally Agreed Development Goals (IADGs), particularly the MDGs. Global, regional and national commitments to sustainable development and poverty reduction require that all citizens, men and women, have equal access to quality services, including health, education, water, sanitation, shelter, and other basic services. It is Governments who are entrusted with the responsibility to deliver quality services equitably. If they lack the capacity to do so, the attainment of the MDGs is unlikely, especially in the Least Developed Countries (LDCs) with significantly fewer resources to ensure sustained improvements in service delivery.

The attainment of MDGs requires deliberate efforts on the part of leaders in government, in collaboration with civic society and the private sector. Leadership is especially vital in light of the growing and insistent demands for popular participation and good governance, for the accommodation of ethnic, cultural, gender, political, economic, and religious diversity. Leaders cannot design and implement strategies on their own, nor is it desirable that they do so.

While some of the LDCs are witnessing noticeable growth rates, others are being left behind, with high poverty rates and lack of access to basic services. In a number of LDCs, “there are persistent inequities in the delivery of public goods and social services, financial services for the poor and legal empowerment, including property and labour rights”4. In many LDCs, the delivery of services has not been effective and responsive to the needs of citizens because of (a) weak leadership and human resources capacity; (b) weak decentralized institutions, (c) lack of public administration processes and mechanisms that allow for the participation of citizens in determining priority areas, allocation of funds, as well as design and delivery of services, and (d) lack of an organizational culture that

promotes innovation and creates ways of delivering services with limited resources. This state of affairs can largely be attributed to limited institutional and human resource capacities at the central and local levels to plan, coordinate, implement and monitor the delivery of services, exacerbated by inadequate interventions to address these challenges.

To ensure greater and more equitable access to quality services, LDCs need to strengthen their institutional and human capacities to manage, implement, monitor, and evaluate the delivery of services in an innovative, transparent and inclusive manner. In its resolution A/RES/65/280, the General Assembly endorsed the Istanbul Declaration on “Renewed and strengthened global partnership for the development of least developed countries” and the Programme of Action for the Least Developed Countries for the Decade 2011–2020. The resolution encourages, inter alia, further progress in providing access to essential services such as education, health, water and sanitation, and shelter. Within this framework, least developed countries commit to continue reforming institutional, legal and regulatory frameworks as well as the public sector to increase the efficiency and the transparency of service delivery, including through the fight against corruption. In broader policy context, in its resolution 57/277, the General Assembly reiterated that particular emphasis should be given to the exchange of experiences related to the role of public administration in the implementation of internationally agreed goals, including those contained in the Millennium Declaration.

A number of developing and developed countries designed and implemented innovative practices in service delivery in various areas, including health, water management and education, which have been documented by the United Nations Public Service Awards Programme (UNPSA) that is managed by UNDESA in collaboration with the United Nations Office on Drugs and Crime (UNODC), and the United Nations Entity for Gender Equality and Empowerment of Women (UN-Women). Promoting transfer and adaptation of these innovative practices is a central component of UNDESA’s strategy to provide LDCs with a range of possible solutions to their service delivery challenges. It is also at the core of the United Nations Development Programme (UNDP), which has extensive network and experience in supporting countries to mitigate corruption risks in sectors such as education, health and water to promote transparency, accountability and integrity thus contributing to achievement of MDGs and poverty reduction. UNDP provides advisory and technical support to over 100 countries to implement transparency, accountability and anti-corruption initiatives.

In 2010-2011, UNDP developed three studies capturing methodologies, tools and good practices in education, health and water sectors to provide some guidance on how corruption risks are mitigated in these sectors. In 2012, UNDP piloted its initiatives in 16 countries to identify and address corruption risks in education, health and water sectors. After successful implementation of a pilot phase, in the end of 2013, UNDP launched Phase 2 of sectoral initiative to upscale pilot initiatives in more than half of the countries from the
first phase and also added 11 country pilots because of the increased demand of such projects from UNDP country offices and the governments around the world.

Learning and adapting successful initiatives from other countries’ experiences can considerably save resources and time, inspire new reforms, and in some cases help countries to leapfrog stages of development. UNPSA has proved to be a useful framework for disseminating information about innovations in government, and most importantly, helping transform such information into knowledge for finding effective solutions to governance problems. UNDESA has thus formulated a development project to serve as a vehicle for the transfer and adaptation of innovative practices to address governance challenges in LDCs by enhancing the capacity of their public servants.

This is particularly vital in key service delivery areas of education, health and water, where LDCs have made little progress in terms of efficient, equitable, transparent and responsive service delivery. A number of innovative practices in this critical areas have been documented by DPADM, e.g. integrating health services like in Zambia; creating innovative administrative support to clinics to improve the tuberculosis rate in South Africa; reducing “patient waiting time” by integrating medical services through a one-stop-shop in Botswana; bringing health services to remote rural areas through the Phelophepa Health care train; promoting family planning and empowering women through health and reproductive education in Jordan; providing access to drinking water by engaging citizens in water management in India and Morocco; empowering local communities to manage essential social services in India; and empowering people to alleviate poverty through participatory decision-making in Rwanda, among other initiatives.

There is evidence that a good practice is transferable when it is generic, adds value and involves simple processes, quick wins, is cost-effective, addresses an expressed or felt need among replicators and is effective. As recommended during the recent Expert Group Meeting on “Transfer and adaptation of innovative practices for improved service delivery in LDCs” organized by PACB/DPADM in New York in February 2013, special attention in the process of implementation and adaptation of innovations should be given to collaborative governance approach, as especially in the time of severe lack of financial and human resources cooperation of public sector with civil society and private sector may become crucial in achieving objectives of effective and equitable public services.

Meanwhile, success in transfer of innovations depends on contextual factors that are best understood by those who live and work in LDCs. For this reason the workshop is designed to enhance capacities of senior government officials in central and local authorities to identify service delivery areas that could benefit from innovation and to implement new service delivery systems.

### 3. PURPOSE
The Workshop will provide participants with the opportunity to a) gain knowledge about new trends, ideas and emerging issues in governance and innovation; b) learn about concrete solutions to complex governance challenges and explore the possibility of adapting good practices; c) share and discuss ideas about innovative tools and approaches to build national and local capacity; d) network with government officials, experts, the private sector and civil society representatives, as well as practitioners from around the world, and e) leave the Workshop with renewed commitment and inspiration to better serve communities and work together to improve the future for all.

The main objective of the Workshop is to facilitate the transfer of innovations, identified by LDCs that use collaborative governance methods at any level of government to deliver government services that help achieve MDGs.

The Workshop will offer a platform for participating public sector managers to increase awareness of the innovations available for important areas of service delivery to facilitate the interested LDCs in choosing their country specific priority for public service delivery. Specifically, the workshop will serve as a working space for networking and for exchanging ideas, knowledge and strategies on the ways to design and implement efficient, equitable and responsive delivery systems. The workshop will capitalize on the advice and recommendations stemming from the Expert Group Meeting held in New York in February 2013 and is expected to make recommendations about which specific innovations are to be transferred and adapted, as well as which countries would participate in the subsequent practitioner-to-practitioner knowledge transfer exchanges.

4. THEMES FOR DISCUSSION

The workshop is expected to bring together senior government officials from LDCs in order to discuss the following sub-themes:

i) Role of innovations in attaining MDGs and examples from the UNPSA pool of relevant successful innovative practices appropriate for adaptation/transfer;

ii) The benefits of collaborative governance approach in the process of implementation and adaptation of successful public service delivery practices

iii) Lessons learned from innovations in Africa and potential of adaptation/transfer for LDCs;

iv) Lessons learned from innovations in Asia and potential of adaptation/transfer for LDCs;

v) LDCs own priority areas of service delivery;
vi) Experiences of participating LDCs and their preparedness and commitment to adapting the experience of successful innovators;

vii) The facilitating role of UNDESA project in match-making between successful innovators and recipient LDCs

5. EXPECTED OUTPUTS

The outcomes of the workshop are expected to contribute to the short-term, medium-term and long-term objectives of the development account project by:

a. establishing immediate connections between innovators and adaptors in LDCs that can be built on to promote, in a concrete way, peer-to-peer exchange programmes and field visits planned for the next phase of the project;

b. identifying and strengthening cooperative relationships between actors from the public sector, civil society and the private sector, already engaged in the development frameworks of LDCs (such as regional and country networks for cross-country and cross-continental learning about innovations in public administration);

c. instigating opportunities for collaboration and mobilisation of required resources with local and regional actors in the public and private sectors and civil society (to promote collaborative governance approach) and with innovator countries;

d. elucidating the benefits of innovation sharing and adaptation for innovator countries as well as for adaptor LDCs;

e. capturing the information presented at the workshop for a report to form the basis for future outputs of the project such as on-line training modules, innovation case studies, resource publications on innovation transfer, mentoring relationships and networks, and other outputs intended to perpetuate knowledge transfer in regional and local contexts and maintain momentum for innovation with minimal external support;

f. promoting the project as a catalyst for generating ongoing, self-sustaining and collaborative public sector innovation that can stimulate new ideas across public services with multiple benefits encouraging a culture of innovation;

g. boosting engagement of regional networks, civil society and other potential institutional partners in the implementation of the project for effective achievement of its goals.

h. contributing to the development of existing UNDESA methods and techniques for promoting innovation in public service into resources that can support the equitable delivery of quality services sector in LDCs and promote collaboration on an ongoing basis.
6. ORGANIZATION

6.1. Participants

The target group of the workshop is high level government officials of LDCs, who are well-positioned to make decisions and support adaptation and implementation of innovative solutions for delivery of public services in their respective countries. Representatives from civil society with relevant experience should also be included. The composition of the workshop should strive for gender balance. Including both experts and successful practitioners into the workshop will enhance the likelihood of acceptance and implementation of the recommendations for knowledge transfer.

6.2 Official languages

The workshop will be conducted in English with simultaneous interpretation into French.

6.3 Electronic networking

All the documents of the Workshop will be posted on the United Nations Public Administration Network (http://www.unpan.org/).

6.4 Format of the Workshop

The meeting will be organized over the course of three days, and participants will take part both in plenary sessions and deliberations in working groups.

Participants will consider and select the areas where service improvement seems most relevant for them and set their priorities as well as discuss implementation modalities of replicating innovations, with particular emphasis on institutional arrangements. The workshop will also make recommendations about which specific innovations are to be transferred and adapted, as well as which countries would participate in the subsequent practitioner-to-practitioner knowledge transfer exchanges.
The format of the workshop is interactive and participatory with focus on discussions among the officials. Presentations will set the scene for discussions among all participants to guide them to solid and practical approaches of rolling the project activities forward.

7. CONTACTS

(i) Dr. John-Mary Kauzya  
Chief of Public Administration Capacity Branch  
Division for Public Administration and Development management  
Department of Economic and Social Affairs  
Tel.: + 212.963.1973  
Fax: + 212.963.2916  
E-mail: kauzya@un.org

(ii) Mr. Gary Manukyan  
Governance and Public Administration Officer  
Division for Public Administration and Development Management  
Department of Economic and Social Affairs  
Phone: +212-963-5410  
Fax: + 212.963.2916  
Email: manukyan@un.org

(iii) Ms. Aida Arutyunova  
Programme Specialist, MDGs and AC  
Democratic Governance Group  
Bureau for Development policy  
Phone: + 212-906-5045  
Email: aida.arutyunova@undp.org

(iv) Ms. Sirkka Nghilundilua  
Associate Public Administration and Governance Officer  
Division for Public Administration and Development Management
Department of Economic and Social Affairs
Phone: +212-963-3927
Fax: + 212.963.2916
Email: nghilundilua@un.org

(v) Ms. Nadine Manket
Technical Cooperation Assistant
Public Administration Capacity Branch/DPADM
United Nations Department of Economic and Social Affairs
2 UN Plaza, New York, NY 10017, USA
Phone: 1 212-963-1702
Fax: 1 212 963 2916
E mail: manket@un.org
High-Level Workshop on “Transfer and Adaptation of Innovative Practices for improved Public Service Delivery in Least Developed Countries”
17-19 March 2014

LIST OF PARTICIPANTS

Atelier de Haut Niveau pour “Transfert et Adaptation de Pratiques innovantes pour une prestation des services publics améliorée dans les pays moins Avancés (|PMAs) »
17-19 mars 2014

LISTE DES PARTICIPANTS

BAHRAIN

1. Mr. Feras Ahmed
Advisor to CEO
Bahrain E-Government Authority
CEO
P.O.Box 75533
Manama, Bahrain
Tel: (+973) 17 388 335

BANGLADESH

2. Mr. Nazrul Islam Khan
Secretary Gov. Of Bangladesh
Information & Communication Technology Division
National Project Director
38, Minto Road
Dhaka 1000 Bangladesh
Tel: +88 029 333 112
Mobile: +88 018 412 255 55
Email: nikanjs@gmail.com

BURKINA FASO

3. Ms. Odette Niamba Congo
Chef de Département du Développement des ressources humaines
Secrétariat permanent de la modernisation de l’Administration Ministère de la Fonction publique, du travail et de la sécurité sociale
01BP 3299 Ouagadougou 01
Oudagadougou, Burkina Faso
Tel : +266 504 720 42
Mobile : +266 702 675 38
Email : odetteniamba@gmail.com

4. M. J. Sosthene Dingara
Secrétaire Permanent de la modernisation de l’Administration Ministère de la Fonction publique du travail et de la sécurité sociale
BP 01 3200 Ouaga 01
Ouagadougou, Burkina Faso
Tel : (226) 50 47 20 42
Mobile: (226) 70 28 73 16
Email: dijaso@yahoo.fr, dijaso@yahoo.fr

CAMBODIA

5. Mr. Vasim Sonya
Director General
Ministry of Public Works & Transport General Department of Administration
#03, st. Abdul Karim 21, Tunle Basac, Chamcamon, Phmom Penh, +855 23
Phmom Penh, Cambodia
Tel: +855 23 724056
Mobile: +855 12 900 735
Fax: +855 23 72 45 97
Email: soryana22@gmail.com
6. Mr. Ivtek Tram
Minister
Head of Delegation
Ministry of Public Works and Transport
No. 1 Building Norodom 855
Phnom Penh, Cambodia
Mobile: +855 12 820 248
Fax: +855 234 278 62
Email: tramivtek@camnet.com.ph

CENTRAL AFRICA

7. Mr. Elois Anguimate
Ministère de la Fonction publique et du travail
BP. 63
Bangui, Centrafrique
Tel : +236 21 61 58 56
Mobile : +236 75 77 40 50
Email : eloisanguimate@yahoo.fr

8. M. Alexandre Désiré Yango-Sindo
Inspecteur central au Ministre de la Fonction publique
Ministère de la Fonction publique et du Travail
BP 63
Bangui, Centreafrique
Mobile : +236 75 05 55 89
Email : yangosindo@yahoo.fr

GUINEE-BISSAU

9. Mr. Neidy Cunha Da Cunha
Directora Gab. Ert. Cooperaçao
Min. Funçao Publica
Quelélé, Guinée-Bissau
Mobile: ……687 65 59
Email: neidysimone2007@hotmail.com

10. Mr. Domingo Edu Andeme
Director General
Organisation Internationale
M AAEE
C/3 Agosto M AAEE
Malabo, Guinée Equatoriale
Tel: +240 333 092 004
Mobile: +240 222 277 013
Email: domingoandeme@yahoo.cf

11. Mrs. Makhoabane Ledimo
Deputy Principal Secretary
Ministry of Labour & Employment
Administration Department
Private Bag A116 Maseru
Maseru, Lesotho

GERMANY

12. Dr. Carsten Mann
Research Scientist
Technical University Berlin
Department of Center for Technology & Society
Frannhafer str. 33-36
Berlin, Germany
Tel: (+49) 30 75 54 81 83

KENYA

13. Mr. Kanyinda Alain
Chief
Strategy Unit
Department of UN-HABITAT
P.O.Box 30030 Gigiri
Nairobi, Kenya
Tel: +254 716 607 7664
Email: alain.kanyinda@unhabitat.org

LIBERIA

14. Mr. George Werner
Director General
Government of Liberia
Department of Civil Service
63 Cary St, Monrovia
Monrovia, Liberia
Mobile: (+231) 880 898 684
Email: wellehsanyon@hotmail.com

MADAGASCAR

15. M. Sahondranjanahary Rapatsalahy
Directeur des Ressources Humaines
Ministère de la Santé Publique
Madagascar
Logt. 107 cité SEIMAD
Antananarivo, Madagascar
Mobile : (261) 34 01 062 42
Email : rapatsalahy@yahoo.fr
MALI

16. M. Adama Traoré
Secrétaire général
Ministère de la Fonction publique
BP. 80
Bamako, Mali
Tel : +223 76 04 12 89
Email : alphacab@yahoo.fr

MALAWI

17. Mr. Blessings Chilabade
Principal Secretary
Public Sector Reforms Management
Office of President and Cabinet
P/Bag 301
Lilongwe, Malawi
Tel: (265) 01 77 65 51
Mobile: (265) 999 884 200
Fax: (265) 177 45 40
Email: bchilabade@sid.ac.mw

MOZAMBIQUE

18. Mrs. Vitòria Diogo
Minister of Public Service and Administration
Ministry of Public Service, Government of Mozambique
Maputo, Mozambique
Mobile: +258 823 103 440
Email: vitoria.diogo@mfp.gov.mz

19. Mr. Gilberta Dengo
National Director
Ministry of Public Service
National Direction of Development And Organization
Maputo, Mozambique
Mobile: +258 787 6384
Email: gildengo@yahoo.com.br

NIGER

21. Mr. Zakari Yaou Mounkaila
Conseiller Technique
Ministère Fonction publique et Réforme administrative
B.P. 11087
Niamey, Niger
Tel : +227 93 22 22 09
Mobile : +227 97 07 07 77
Email : diestag@yahoo.fr

PHILIPPINES

22. Dr. Eddie Gabito
Executive Director
Galing Pork Foundation
25 Mahusky St. UP village
Guelon City, Philippines
Mobile : 0928 501 7422
Email : edovotan@gmail.com

SOMALIA

23. Mr. Hassan Abshirow
Secretary
General Secretary of C.S. Commission
Somali Civil Service Commission
Executive Department
Mogadishu, Somalia
Mobile: 61 552 13 97
Email: Somalia_ncse@yahoo.com

SOUTH AFRICA

24. Mr. Neil Macleod
Head Water & Sanitation
Durban Water and Sanitation Department
P.O.Box 1038 Durban 4000
Durban 4051, South Africa
Tel: +27 31 311 8600
Mobile: 27832 746 990
Email: neil.macleod@durban.gov.za

25. Ms. Thuli Radebe
Chief Executive Officer (CEO)
Centre for Public Service Innovation
25 Chester Rd. Parkwood 2193
Johannesburg, South Africa
Tel: +27 12 683 28 02
Mobile: +27 833 274 950
Email: thuli.radebe@cpsi.co.za
26. Mr. Pierre Schoonraad  
Chief Director 
Research and Development 
Centre for Public Service Innovation 
187 Louise Street, Centurion 0157 
Pretoria, South Africa 
Tel: +27 12 6832 812 
Mobile: +27 834 456 888 
Email: pierre.schoonraad@cpsi.co.za

SUDAN

27. Mr. Ahmed Eltoyeb El Samani  
Government worker 
General Department MGR 
Ministry of Human Resource & Labour 
Follow-up & organization of states affairs Department 
Khartoum, Sudan 
Mobile: +249 918 101 779 
Email: ahmed.elsamani@yahoo.com

SOUTH SUDAN

Ministry of Labour & Public Service 
Juba, South Sudan 
Tel: +211 912 347 414 
Email: kolong@live.co.uk

THAILAND

29. Dr. Samai Sirithong Thaworn  
Government Officer 
Rajanagarindra Institute of Child Development 
Department of mental Health, Ministry of Public Health 
196 M.10, Chotana Road, Donkaew, Maerim 50180 
Chiang Mai, Thailand 
Tel: +6653 908 300 
Mobile: +6681 881 89 18 
Email: samais2001@yahoo.com

30. Ms. Sureerak Pila  
Educator 
Rajanagarindra Institute Children Development 
Mental Health Department 
196 M.10 Donkaew, Maerim Chiang Mai, Thailand

31. Ms. Patchanee Pattanahitkgsor  
Pharmacist 
Rajanagarindra Institute Children Development 
Mental Health Department 
275/110 Hangdong Sampa Chiang Mai 50230

THAILAND

32. Mrs. Pinyo Itgarapong  
Nurse 
RICD 
Mental Health Department 
196 Donkeaw Chiamai 
Chiamai, Thailand 
Tel: +6653 908 300 
Mobile: +6689 701 57 64 
Email: goodboy5204@hotmail.com

TOGO

33. Mr. Palouki Massina  
Secrétariat Général du Gouvernement Primature 
République Togolaise 
B.P. 20590 
Lomé, Togo 
Tel : +228 22 61 64 01 
Mobile: +228 90 04 51 69 
Fax: +228 22 61 64 16 
Email: pmassina@yahoo.fr

USA

34. Ms. Diane Scott  
Partner 
T Opener Institute for People Performance 
1518 Hanknswood Department 
Midlothen 23114, USA 
Mobile: 804 307 0313 
Email: diane.scott@copere.com
35. Mr. Patrick Kevleer  
Director  
UMDP  
5  
Democratic Governance Group  
Department  
15 Colby Av, Rye NY 10580  
Rye, USA  
Tel: 917 302 47 08

36. Mrs. Aida Andyunova  
AC Program Specialist  
UNDP  
310 E46 St. apt. 10w  
New York 10017  
USA  
Tel: 219 906 5045  
Email: aida.andyunova@undp.org

37. Dr. Anga Timilsina  
Programme Manager  
UNDP  
360 Furmanst 432  
New York, USA  
Tel: +1 212 906 6440  
Email: anga.timilsina@undp.org

ETHIOPIA

38. Mr. Njoya Tikum  
Policy Advisor  
UNDP Regional Service Center for  
Africa  
Addis Ababa, Ethiopia  
Email: njoya.tikum@undp.org

39. Mr. Wassihun Kassim Kassahun  
Change Management Directorate  
Director  
Ministry of Environment and Forest  
Change Management Directorate  
Department  
Addis Ababa, Ethiopia  
Tel: 251-11 1646 48 81  
Mobile: 0911 60 98 86  
Fax: 251 11 646 48 82/76  
Email: wassihunafiya@yahoo.com

40. Mr. Seyoum Mengistu  
Head, Minister’s Office  
Ministry of Environment and Forest  
Minister’s Office Department  
P.O.Box 12760  
Addis Ababa, Ethiopia  
Tel: 251 11 646 09 80/907 34 83  
Fax: 251-11 646 4882/76  
Email: seyumengist@gmail.com

41. Mr. Nigusie Tadesse  
Director  
Public Service College of Oromia  
Oromia, Zeway 209  
Zeway, Ethiopia  
Tel: 046 441 24 65  
Mobile: 0911 31 55 77  
Fax: 046 441 21 88  
Email: nigusetadese@gamil.com

42. Mr. Daniel Zewdie  
Change Performance Office Director  
Ethiopian Management Institute  
Change & Performance Office  
Department  
P.O.Box 51  
Addis Ababa, Ethiopia  
Tel: 251 11 645 36 00  
Mobile: 0911 12 75 35  
Email: danielz-y@yahoo.com

43. Mr. Mulugeta Seid  
State Minister of Culture & Tourism  
Culture & Tourism Ministry  
Addis Ababa, Ethiopia  
Mobile : 0911 88 40 40  
Email : msdamtew@gmail.com

44. Mr. Tesfaye Shamebo  
Research and Change Management  
Directorate Department  
Directorate Director  
Federal Ethics & Anti-Corruption Com.  
P.O.Box 34708/99  
Addis Ababa, Ethiopia  
Tel: 251 11 553 60 11  
Mobile: 0911 67 79 88  
Email: tesfaye2sham@yahoo.com

45. Mr. Alemayehu ………..  
Change Management Director  
Ministry of Mines  
Change Management Department  
Addis Ababa, Ethiopia  
Mobile: 0911 69 44 81
46. Mr. Desta Zeleke  
Change Management Directorate Head  
Federal Prison Administration  
Change Management Directorate  
Department  
Addis Ababa, Ethiopia  
Tel: 251 11 629 19 82  
Mobile: 0913 81 14 65  
Email: destazeleke@ymail.com

47. Mr. Shewangizaw Hamesso Julla  
Human Resource Directorate Director  
Public Procurement & Property Administration  
Addis Ababa, Ethiopia  
Mobile: (0911) 81 11 75

48. Mr. Yalew Tesfaye  
Internal System Process Owner  
Ministry of Transport  
Capacity Building Directorate  
Department  
Addis Ababa, Ethiopia  
Mobile: 0912 00 53 92  
Email: yalewtesfaye12@gmail.com

49. Mr. Habtamu Sisay  
General Director  
Agency for Government Houses  
P.O.Box 299  
Addis Ababa, Ethiopia  
Mobile: 0911 41 08 11  
Email: habtsis@yahoo.com

50. Mr. Bayih Walelegn  
Reform Officer  
Ethiopian Commercial Community Authority  
Director General Office Department  
Addis Ababa, Ethiopia  
Mobile: 0911 41 44 41

51. Mr. Mulatu Dessie  
Reform Section Head  
Transport Authority  
Addis Ababa, Ethiopia  
Mobile: 0911 53 53 56

52. Mr. Mekonnen Mamo Kelbessa  
Head of Civil Service Reform  
Ethiopian Civil Aviation Authority  
Reform Office Department

53. Mr. Admassu Mamo G/Michael  
Head, Change Management & Planning  
Public Procurement & Property Administration  
PPA  
Addis Ababa, Ethiopia  
Mobile: (0911) 48 70 95  
Email: admamo@yahoo.com

54. Mr. Meressa G/Yohannes  
Director  
Document Authentication & Registration Office  
Addis Ababa, Ethiopia  
Mobile: (0913) 60 89 48  
Email: meressagebre@gmail.com

55. Mr. Degefu Mideksa  
Work Coordinator  
Reform Program Department  
Ministry of Women, Children & Youth  
Addis Ababa, Ethiopia  
Mobile: (0913) 35 01 24  
Email: degefumideksa@gmail.com

56. Mr. Siber Andualem  
Reform Affairs Directorate  
Science & Technology Minister  
Reform Directorate Department  
P.O.Box 2490  
Addis Ababa, Ethiopia  
Mobile: (0911) 35 17 39  
Email: siband1973@gmail.com

57. Mr. Solomon Bekele  
HR Management Head  
Federal Technique & Vocational Education Agency  
Human Resource Department  
Addis Ababa, Ethiopia  
Mobile: (0912) 03 19 98  
Email: solomonbekele130@yahoo.com

58. Mr. Tesfaye Chalchisa  
Director  
Plan & Business Department of ……..Affair Authority  
Addis Ababa, Ethiopia
59. Mr. Adinew Eleballo  
Educational Reform Monitoring & Evaluation Senior Expert in  
Ministry of Education  
Education Sector Reform Department  
Addis Ababa, Ethiopia  
Mobile: (0917) 16 51 21  
Email: adinew.eth@gmail.com

60. Mr. Theodros Belew Shewartget  
Head, Minister’s Bureau  
F.D.R.E Ministry of Education  
Minister’s Bureau Department  
P.O.Box 1367  
Addis Ababa, Ethiopia  
Tel: (251 11) 156 01 33  
Mobile: (0910) 96 04 45  
Email: tshawarget@yahoo.com

61. Mr. Tedla Belay Yelma  
Planning Expert  
CSA  
Planning Department  
Addis Ababa, Ethiopia  
Mobile: (0912) 43 36 49

62. Mr. Alemayehu Tekeste  
Process Owner  
Head  
Government Social Security Agency  
Planning & Reform Department  
Addis Ababa, Ethiopia  
Mobile: (0912) 33 70 72  
Email: alectekeste@gmail.com

63. Mr. Abdulkadir Abba Gelan  
Finance & Procurement  
Addis Ababa, Ethiopia  
Mobile: (0920) 44 65 99  
Email: abdu@yahoo.com

64. Ms. Woinshet Geletu  
Inspection Team Leader  
FCSM  
Inspection Department  
Addis Ababa, Ethiopia  
Mobile: (0911) 74 06 74  
Email: gwoinshet@gmail.com

65. Ms. Tsegalem Tibebe Mekonnen  
Change Implementer  
Federal Micro & Small Enterprise Development Agency  
Kizen & Change Implementer  
Directorate Department  
P.O.Box 28981  
Addis Ababa, Ethiopia  
Mobile: (0913) 06 37 19/(0912)02 90 88  
Email: Tsegib2@yahoo.com

66. Mrs. Balemual Kebede Abeslaw  
Director  
Human Resource Department  
Secretariat of the House of Federation  
Human Resources Development and Management Directorate Department  
P.O.Box 20212/1000  
Addis Ababa, Ethiopia  
Mobile: (0911) 42 87 51  
Email: balemual@yahoo.com

67. Mr. Behailu Aferu  
Quality Manager  
Ethiopian Standard Agency  
Addis Ababa, Ethiopia  
Mobile: (0911) 64 16 30  
Fax: (251 11) 646 06 80

68. Amb. Gebeyehu Ganga  
Director General  
MoFA  
Capacity Building Department  
Addis Ababa, Ethiopia  
Mobile: (0916) 82 91 74  
Email: g.ganga2009@gmail.com

69. Mr. Teshome Geleta  
Commander  
Ethiopian Federal Police Research Institute Director  
Ethiopian Federal Police Research Institute Department  
Addis Ababa, Ethiopian  
Mobile: (0924) 95 42 44  
Email: gteshome.dida7@gmail.com

70. Mr. Abera Tesfaye  
General Director  
Tigray Management Institute General Manager  
T.M.I
71. Mr. Kurkura Kabeot Fello  
Vice President  
Associate Professor  
Addis Ababa Science & Technology  
Earth Science & Engineering Department  
Addis Ababa, Kaliti Subcity – Ethiopia  
Mobile: (0930) 09 76 51  
Email: kurkurak57@gmail.com

72. Ms. Nardos Amare  
Systems Improvement and HRM Manager  
Ministry of Trade  
HRM Department  
Addis Ababa, Ethiopia  
Mobile: (011) 88 14 27  
Email: nardosam.amrel@gmail.com

73. Mr. Mitike Robi  
Consultant  
Benshangul Gumuz Management Institute  
Management Development Core Process Department  
Assosa, Ethiopia  
Mobile (0911) 02 50 65  
Email: mitiker@yahoo.com

77. Mr. Tadesse Aweke Shiferaw  
ASRD Director  
Agricultural Sector Reform Department  
Ministry of Agriculture  
Addis Ababa, Ethiopia  
Mobile: (0911) 95 16 07  
Email: tadessea70@yahoo.com

78. Mr. Getabalew Feredegn  
Strategic Plan & Management Office  
Ministry of Finance & Economy  
Change Management Department  
P.O.Box 1905/1037  
Addis Ababa, Ethiopia  
Tel: (251 11) 557 10 95  
Mobile: (0913) 07 76 15  
Email: feredegngeta@gmail.com

79. Mr. Shibru Wondafrash  
Change Management Senior Expert  
Ministry of Culture & Tourism  
Change Management Directorate Department  
Addis Ababa, Ethiopia  
Mobile: (0916) 01 91 46  
Email: shibruwo@gmail.com

81. Mr. Mulugeta Wodaje  
State Minister  
Ministry of Federal Affairs  
Addis Ababa, Ethiopia  
Mobile: (0911) 52 38 15  
Email: mynatyb@gmail.com

82. Mr. Negussie Zegeye  
Head of Change Management Office  
Ministry of Federal Affairs
83. Mr. Tariku Degu
Advisor to the President
Lecturer
Dilla University
Administration Department
Dilla, Ethiopia
Mobile: (0911) 35 65 95
Fax: 046 331 76 24
Email: tarikudegu@yahoo.com

84. Mr. Birhan Alayu Wondimagegn
Institutional Transformation Director
Debre Berhan University
P.O.Box 445
Debre Berhan, Ethiopia
Mobile: (0923) 54 60 43
Email: chang@dbu.et

85. Mr. Getnet Sewnet
Admin and Support Vice - President
Dire Dawa University
P.O.Box 1632
Dire Dawa, Ethiopia
Mobile: (0911) 95 63 75
Email: marzasias@yahoo.com

86. Mr. Dessalegn Tolera
University Administration Vice-President
Wellega University
Administration Department
P.O.Box 395
Nekemt, Ethiopia
Tel: 057 861 0014
Mobile: (0930) 07 64 31
Email: desute.tolera@gmail.com

87. Mr. Tsedeke Lambore
Administration Vice-President
Wachemo University
P.O.Box 667
Hossana, Ethiopia
Tel: 046 555 1910
Mobile: (0930) 27 30 41
Fax: 046 555 1930
Email: tsedekelambore@gmail.com

88. Mr. Asrat Alemayehu
Vice-President for Administration & Development
Wolaita Sodo University
P.O.Box 138
Wolaita Sodo, Ethiopia
Tel: 046 55 15 217
Mobile: (0916) 58 22 86
Fax: 046 55 15 113
Email: asratatalo@gmail.com

89. Ms. Firehiwot Negash
Higher Reform Officer
Wachemo University
Reform Office Department
P.O.Box 667
Hossana, Ethiopia
Tel: 046 555 1930
Mobile: (0913) 50 43 78
Email: hachfentahun@gamil.com

90. Mr. Fentahun Chanie
HRM Director
University of Gondar
Human Resource Management Department
Gondar, Ethiopia
Mobile: (0918) 04 63 00
Email: jemerekochito@gmail.com

91. Mr. Jemere Kochito
Administrative Vice-President
Mizan Tepi University
SNNP Ethiopia, P.O.Box 260
Mizan-Aman, Ethiopia
Tel: 047 336 0382
Mobile: (0912) 20 23 60
Fax: 0433 600 19
Email: jemerekochito@gmail.com

92. Mr. Dereje Abebe
Institutional Change Head
Dire Dawa University
President Office
P.O.Box 1362
Dire Dawa, Ethiopia
Tel: 025 11 86 82
Mobile: (0911) 30 81 88
Email: derejeab2006@yahoo.com
93. Mr. Nigus Tadesse  
Vice-President  
Derbre Berhan University  
Administration Department  
P.O.Box 445  
Debre Berhan, Ethiopia  
Mobile: (0930) 09 81 30  
Email: nigustadesse-2005@gmail.com

94. Mr. Tesfaye Tilahun  
Plan & Institutional Transformation  
Office Head  
Bule Hora University  
Bule Hora, Ethiopia  
Mobile: (0935) 90 76 43  
Email: tttilahunetes@gmail.com

95. Mr. Solomon Abraha Gebrekirstos  
Vice-President  
Office of Vice President for Administration  
University of Gondar  
P.O.Box 196  
Gondar, Ethiopia  
Mobile: (0918) 350018/(0919)15 76 19  
Fax: 58 11 41 235  
Email: solabrha@gmail.com

96. Mr. Mekuriaw Mengistnew  
Administration & Development  
Vice-President  
Debre Tabor University  
P.O.Box 272  
Debre Tabor, Ethiopia  
Mobile: (0918) 35 39 30  
Tel: 058 841 9051  
Fax: 058 441 122 60  
Email: mmengistunew@yahoo.com

97. Mr. Habtamu Kebu  
Administration Vice-President  
Adama Science & Technology University  
Academic Staff Department  
P.O.Box 1888  
Adama, Ethiopia  
Tel: 22 110 00 30  
Mobile: (0911) 49 17 73  
Email: Khabtamu2008@gmail.com

98. Mr. Hailay Berihu Abebe  
Vice-President  
Administration & Development  
Electrical Engineering Department  
Adigrat University  
P.O.Box 50  
Adigrat, Ethiopia  
Tel: 3444 521 09  
Mobile: (0914) 30 21 65  
Fax: 344 452 123  
Email: hhailay@gmail.com

99. Mr. Ayano Hula  
Vice-President for Administration & Student Service  
Hawassa University  
Hawassa, Ethiopia  
Tel: 251 958 0262  
Email: ayanobh@yahoo.com

100. Mr. Bahata Alene  
Plan & Project Expert  
Adigrat University  
Institutional Planning & Reform Department  
P.O.Box 50  
Adigrat, Ethiopia  
Mobile: (0914) 28 37 53  
Fax: 0344 45 2123  
Email: bahtalene12@gmail.com

101. Mr. Dinkisa Keno Wakene  
Reform and Institutional Transformation Director  
Wollega University  
Reform Office Department  
P.O.Box 590  
Nekemte, Ethiopia  
Mobile: (0910) 15 25 29  
Email: dinkeno@yahoo.com

102. Mr. Kefale Solomon  
Institutional Transformation Director  
Wollo University  
Planning, Monitoring & Evaluation Department  
P.O.Box 1145  
Dessie, Ethiopia  
Mobile: (0921) 52 97 86  
Fax: 033 11 90 586  
Email: kefita2007@gmail.com

103. Mr. Anteneh Mohammed
1. Mr. Wokgoma Dejene
Administration & Development
Addis Ababa University
P.O.Box 1157
Addis Ababa, Ethiopia
Tel: 011 78 75 84
Mobile: 011 34 04 07
Email: wokgoma@gmail.com

2. Mr. Berhanu Bekele
Vice-President to Administration & Development
Wolaita Sodo University
P.O.Box 138
Wolaita Sodo, Ethiopia
Mobile: (0911) 72 39 65
Email: bekele@gmail.com

3. Mr. Ambrosious Melkamu
Vice-President to Administration & Development
Assosa University
Benshangul Gumuz
Assosa, Ethiopia
Mobile: (0910) 55 00 88
Email: ambrosious@gmail.com

4. Mr. Seyoum Gezah
Vice-President to Administration & Development
Jimma University
Jimma, Ethiopia
Mobile: (0915) 94 96 00
Email: seyoun@gmail.com

5. Mr. Abebe Girma
Vice-President to Administration & Development
Addis Ababa University
P.O.Box 1967
Addis Ababa, Ethiopia
Mobile: (0915) 30 04 07
Email: abebeg@gmail.com
115. Mr. Temesgen Mereba  
Assistant Professor  
English language and Literature  
Department  
Jimma University  
P.O.Box 378  
Jimma, Ethiopia  
Mobile: (0911) 85 99 50  
Email: yohatef@yahoo.com

116. Mr. Bihonegn Ayalew Beguay  
Administration & Development  
Department  
Vice-President  
Woldia University  
P.O.Box 400  
Woldia, Ethiopia  
Tel: 033 33 11 320  
Mobile: (0914) 31 32 50  
Email: temesgenmereba@yahoo.com

117. Mr. Tefera Tesfaye  
Plan Program & Budget Directorate  
Woldia University  
P.O.Box 400  
Woldia, Ethiopia  
Mobile: (0911) 09 20 41  
Email: yeabsratefera@yahoo.com

118. Mr. Sultan Muhyadin  
Administration & Development  
Department  
Vice-President  
Ty-Oji University  
P.O.Box 1020  
Ty-Oji Somalia State, Ethiopia  
Mobile: (0915) 32 07 66  
Email: suldmuhyadina99@gmail.com

119. Mr. Kindie Gebeyehu  
Institutional Transformation & Quality  
Assurance Director  
Jijiga University  
P.O.Box 1020  
Jijiga, Ethiopia  
Mobile: (0912) 01 52 24  
Email: kindiegebe02@gmail.com

120. Mr. Agernew Tilahun  
Institutional Reform Office Officer  
Institutional Reform Department  
Mizan Tepi University  
P.O.Box 260  
Mobile: (0918) 22 05 57  
Email: agernewt@yahoo.com

121. Mr. Girma Regassa Fayisa  
Vice-President  
Madawalabu University  
Bale Roba, Ethiopia  
Mobile: (0913) 21 05 66  
Email: girma192@yahoo.com

122. Ms. Abebech Demelash  
Institutional Transformation Team Leader  
Institutional Transformation Department  
Haramaya University  
Dire Dawa, Ethiopia  
Tel: 2555 303 52  
Mobile: (0910) 92 23 53  
Email: abianelye@gmail.com

123. Mr. Yilma Asmamaw  
Institutional Transformation Director  
Debre Tabor University  
Institutional Transformation Department  
Debre Tabor, Ethiopia  
Mobile: 251 913 42 95  
Email: yilma_as@yahoo.com

124. Mr. Addisu Ademie  
ITD Director  
Assosa University  
Assosa, Ethiopia  
Email: p.addisu@yahoo.com

125. Mr. W/Gebriel Abraha  
Ministry’s Office Head  
MCIT  
Ministry Office Department  
Addis Ababa, Ethiopia  
Mobile: (0913) 24 81 00  
Email: weldegebrielabraha@gmail.com

126. Mr. Nuru Seid  
Institutional Transformation & Quality Assurance Directorate Department  
Mekelle University  
Mobile: (0914) 04 02 27
Email: agoliad@gmail.com

127. Mr. Tekalign Minalu Tirfe
Administrative Vice-President
Administration Department
Mettu University
P.O.Box 318
Mettu, Ethiopia
Mobile: (0911) 89 71 06
Email: tekaligntirfe@gmail.com

128. Mr. Berhanu Firissa
Reform Director
Institutional Reform Department
Metu University
P.O.Box 318
Tel: 047 841 09 19
Mobile: (0911) 38 62 91
Email: bfrisa@gmail.com

129. Mr. Aklilu Asgedom
Director General
Higher Education Strategy Center
HESC, Sidist Kilo, leadership Institute
Addis Ababa Ethiopia
Mobile: (0911) 25 56 38
Email: akililu64@yahoo.com

130. Mr. Ayneabeba Andualem Aschalew
Director
Ethiopian Civil Service University
Centre for Academic & Professional Development
P.O.Box 5648
Addis Ababa, Ethiopia
Tel: (251 11) 646 30 16
Mobile: (0911) 65 13 93
Email: ayneabeba1955@gmail.com

131. Mr. Gebrehaweriat Gebremedhin
Consultant
Ethiopian Civil Service University
Procurement, Finance & Property Adm. Department
P.O.Box 5648
Addis Ababa, Ethiopia
Tel: (251 11) 646 30 14
Mobile: (0912) 04 14 35
Email: ghaweriat@yahoo.com

132. Mr. Tafesse Matewos
Director of Planning & Institutional Transformation
Planning & Institutional Transformation Department
Hawassa University
Hawassa, Ethiopia
Mobile: (0911) 73 87 05
E-mail: tafessemk@yamil.com

133. Mr. Nebiyu Samuel Altaye
Lecturer and Associate Assistant Dean for Transformation
Institute of Transformation Directorate
Adama Science & Technology University
P.O.Box 1888
Adama, Ethiopia
Mobile: (0911) 08 97 65
Email: nebbi_s@yahoo.com

134. Mr. Antigen Birhan
Reform Director
Addis Ababa Science & Technology University
Reform Directorate Department
P.O.Box 16417
Addis Ababa, Ethiopia
Mobile: (0912) 16 95 78
Email: antigen99@yahoo.com

135. Mr. Kedir Ababulgn Ali
Office of the President
Ministry of National Defense
Defense University
Addis Ababa, Ethiopia
Mobile: (0911) 48 93 92
Email: ked2002et@yahoo.com

LOCAL PARTICIPANTS – CIVIL SERVICE BUREAU

136. Mr. Biru Dereba Gobena
Head of General Service Department
Ministry of Civil Service
P.O.Box 1082
Addis Ababa, Ethiopia
Tel: (251 11) 349 51 74
Mobile: (011) 01 72 64

137. Mr. Deginet Teferra
Legal Expert & R. of the Directorate
Civil Service Minister
Legal Affairs Directorate Department
Addis Ababa, Ethiopia
138. Mr. Abeba Seifu Antenyestegne  
Inspection Directorate Director  
Ministry of Civil Service  
Inspection/HRM Department  
Addis Ababa, Ethiopia  
Mobile: (0911) 89 90 49  
Email: abeseifu@yahoo.com

139. Mr. Habri Bouhi  
Head Officer  
Civil Service Bureau  
P.O.Box 1682  
Dire Dawa, Ethiopia  
Mobile: (0915) 73 49 48  
Email: bouh1111@yahoo.com

140. Mrs. Workabeba Bahiru  
Director  
Organizational Structure, job evaluation & payment studies Department  
Civil Service Ministry  
P.O.Box 123153  
Addis Ababa, Ethiopia  
Tel: (251 11) 552 86 40  
Mobile: (0911) 60 11 95  
Email: workabebab@yahoo.com

141. Mr. Abdi Hussein  
Commissioner  
Somalia Civil Service Commission Department  
Recruitment & Examination Chairman  
P.O.Box 252  
Mogadishu, Somalia  
Tel: 619 531 260  
Email: Somalia_NCSL@yahoo.com

142. Mr. Ibrahim Mohammed Leyila  
Civil Service  
Security Department  
Addis Ababa, Ethiopia  
Mobile: (0913) 60 62 36

143. Mr. Gezu Tadesse  
Inspection Team Leader  
G.G.M  
Inspection Directorate  
Addis Ababa, Ethiopia  
Mobile: (0913) 15 38 98

144. Mr. Abayneh Bizuayehu  
Ministry of Civil Service  
Addis Ababa, Ethiopia  
Mobile: (0913) 13 84 68

145. Mr. Tesfaye Gashaw Ambaye  
Senior Organizing, Job Evaluation & Salary Study Expert  
Ministry of Civil Service  
Addis Ababa, Ethiopia  
Mobile: (0911) 09 38 76  
Email: tsfgashaw12@...........

146. Mr. Mathios Mekonnen  
Reform Team Leader  
Ministry of Civil Service  
Federal Reform program monitoring Department  
Addis Ababa, Ethiopia  
Mobile: (0911) 24 07 68  
Email: Mekonnenmathios107@gmail.com

147. Mr. Tagesse Chaffo  
Vice-President & Civil Service Bureau Head  
Southern NNP Region  
Civil Service Department  
P.O.Box 311  
Hawassa, Ethiopia  
Tel: 046 220 114  
Mobile: (0935) 40 85 23  
Email: tagesse_70@yahoo.co.uk

148. Ms. Misrak Mekonnen  
State Minister  
Civil Service Minister  
Addis Ababa, Ethiopia  
Mobile: (0911) 52 62 97  
Email: mismek@gmail.com

149. Mr. Hosana Tesfahun  
HRM Process Owner  
Civil Service Bureau  
HRM Process Department  
P.O.Box 567  
Bahir Dar, Ethiopia  
Tel: 058 220 09 28  
Mobile: (0910) 91 42 66  
Email: hhtesfahun@yahoo.com
150. Mr. Endale G/Mariam
HRM Information Director
Ministry of Civil Service
HRM Information Directorate
Department
Addis Ababa, Ethiopia
Mobile: (0911) 62 08 38

151. Mr. Diba Gutu
Director
Ministry of Civil Service
Planning & Budget Monitoring & Evaluation Department
Addis Ababa, Ethiopia
Tel: (251 11) 554 96 70
Mobile: (0911) 03 37 35
Email: dibagutu@yahoo.com

152. Mr. Mohamed Abdi Mohamed
Ethiopia Somali Regional Civil Service
HRD Core Process Department
Jijiga, Ethiopia
Tel: 025 775 2499
Mobile: (0915) 75 58 91
Email: mohameddef49@gmail.com

153. Mr. Qalbi Ahmed Jama
Deputy Head
Ministry of Civil Service
Jijiga/Somali Region, Ethiopia
Mobile: (0915) 33 02 29
Email: qaldaf@gmail.com

154. Mr. Bizuneh Denboba
Reform Process Owner
Oromia Civil Service & Good Governance Bureau
Reform Department
Sebeta, Ethiopia
Mobile: (0911) 88 74 67
Email: bizuyene@yahoo.com

155. Mr. Ermias Desta
Planning Expert
Civil Service Bureau
Addis Ababa, Ethiopia
Mobile: (0913) 01 63 27

157. Mr. Zekarias Kiros Berhe
HRM Process Owner
Tigray Civil Service Bureau
Human Resource Mgt. Department
Mekelle, Tigray, Ethiopia
Tel: 251-03444 024 51
Mobile: (0914) 73 37 86
Email: terrudaz2002@gmail.com

156. Mr. Michael G/Medhin
Deputy Head
Tigray Civil Service Bureau
Mekelle, Tigray, Ethiopia
Tel: 251- 03 444 000 51
Mobile: (0914) 73 23 80
Email: mik.2000@yahoo.com

158. Mr. Getachew Abdissa
Communication V/Head
Ministry of Civil Service
Communication Department
Addis Ababa, Ethiopia
Mobile: 90911) 89 48 11
Email: getachew_abdiissa@yahoo.com

159. Mr. Tesfaye Atire
Director
Property Administration & General Service
Ministry of Civil Service
Organizational Change Research & Transformation Department
P.O.Box 1290
Debrezeit, Ethiopia
Mobile: (0911) 43 02 99
Email: tatire@gmail.com

160. Mr. Teklu Belete
Director
Civil Service Administrative Tribunal
Department Head
Civil Service Ministry
Addis Ababa, Ethiopia
Mobile: (0911) 12 50 40
Email: mesfinregassa@gmail.com

161. Mr. Chala Wata
Head
Plan & Program Department
P.O.Box 1031
163. Ms. Messelu Fikre  
Women’s Affairs Expert  
Ministry of Civil Service  
Women’s Affairs Department  
Addis Ababa, Ethiopia  
Mobile: (0910) 37 50 92

164. Mr. Desta Kenenissa  
ICT Director  
Ethiopian Civil Service Ministry  
ICT Department  
Addis Ababa, Ethiopia  
Mobile: (0911) 48 91 38  
Email: destaasne@yahoo.com

165. Mr. Gelaw Wondimagegn  
Process Owner  
Amhara Region Civil Service Bureau  
Public Institutions Change Program  
Process Department  
Bahir Dar, Ethiopia  
Tel: 251- 058 222 1472  
Mobile: (0918) 78 17 02  
Email: gelawond12@yahoo.com

166. Mr. Yacob Tadesse  
Head Process Owner  
HRM Department  
Oromia Civil Service & Good Governance Bureau  
Addis Ababa, Ethiopia  
Mobile: (0911) 30 43 24

167. Mr. Abebe Walga  
Capacity Building Process Owner  
Civil Service Bureau  
Capacity Building Department  
P.O.Box 1682/291  
Dire Dawa, Ethiopia  
Mobile: (0921) 16 18 76

168. Mr. Seyfedin Abdurahman  
HRM Process Owner  
Civil Service Bureau  
HRM Department  
P.O.Box 1682/291  
Dire Dawa, Ethiopia  
Tel : (251 11) 12 38 36
175. Mr. Getnet Sileshi  
Human Resource Development & Performance Management Department  
Ministry of Civil Service  
Addis Ababa, Ethiopia  
Mobile: (0911) 81 01 12  
Email: get5001@yahoo.com

176. Mrs. Tsehaynesh Atsime  
Civic Association Participation & C. Building Director  
Ministry of Civil Service  
C. Ass. P. & C. Building Directorate  
Department  
P.O.Box 80666  
Addis Ababa, Ethiopia  
Tel: (251 11) 14 11 50  
Mobile: (0911) 93 03 97  
Email: yomeee3@yahoo.com

177. Mr. Jemal Ahmed Mussa  
Justice System Reform Program Director  
Ministry of Civil Service  
Justice System Reform Program Department  
Addis Ababa, Ethiopia  
Mobile: (0911) 05 54 22  
Email: jemal510@yahoo.com

178. Mr. Okello Gnygelo  
Reform Program Research & Implementation Process Owner  
Gambella Regional Civil Service Bureau  
Civil Service Reform Program Department  
P.O.Box 45  
Gambella, Ethiopia  
Mobile: (0911) 83 14 44  
Email: okellognygeho@gmail.com

179. Mr. Teka G/Yesus Entenabu  
Good Governance Affairs Director  
Ministry of Civil Service  
Good Governance Affairs Directorate Department  
P.O.Box 80081  
Addis Ababa, Ethiopia  
Mobile: (0911) 22 78 67  
Email: tekadid@yahoo.com

180. Mr. Dereje Awash  
Support, Monitoring & Evaluation Expert  
Ministry of Civil Service  
Support, Monitoring & Evaluation Department  
Addis Ababa, Ethiopia  
Mobile: (0911) 04 48 96  
Email: Dereje-0140@gmail.com

181. Mr. Zekarias Abebe Chernet  
Communication Officer  
Ministry of Civil Service  
Communication & Foreign Affairs Department  
P.O.Box 4867  
Addis Ababa, Ethiopia  
Mobile: (0911) 46 26 22

182. Mr. Temesgen Tilahun  
State Minister  
Civil Service Ministry  
Good Governance Department  
Addis Ababa, Ethiopia  
Mobile: 90914) 31 68 28  
Email: snnp_temesgen@yahoo.com

183. Mr. Million Hailu  
Finance Department  
Addis Ababa, Ethiopia  
Mobile: (0913) 57 54 64

184. Mr. Leul Woldu  
Public Relation Director  
Ethiopian Management Institute  
Public Relation Department  
Addis Ababa, Ethiopia  
Mobile: (0911) 10 62 43  
Email: leulwoldu@ymoil.com

185. Mr. Taya Wakenna  
Director  
Ministry of Civil Service  
Audit Department  
Addis Ababa, Ethiopia  
Mobile: (0911) 89 77 31  
Email: tayewako@y.co
186. Mr. Mebratu Kassa  
Director  
Ministry of Civil Service  
HRM Department  
Addis Ababa, Ethiopia  
Mobile: (0910) 94 30 03  
Email: mebratukassa@gmail.com

MEDIA

187. Ms. Mahlet G/Kiristose  
Reporter  
ERTA  
FM 97.2  
Addis Ababa, Ethiopia  
Mobile: (0910) 12 94 41  
Email: Mahletgk@gmail.com

188. Mr. Abdulrazak Jima  
Reporter  
Ethiopian News Agency (ENA)  
Addis Ababa, Ethiopia  
Mobile: (0910) 60 00 70  
Email: nafiabdjuima@yahoo.com

189. Mr. Abebe Haile  
Senior Reporter/Journalist  
Ethiopian Radio & Television Agency  
News & Current Affairs Department  
Addis Ababa, Ethiopia  
Mobile: (0911) 34 40 70  
Email: abebehaile@gmail.com

190. Mr. Wudineh Zenebe  
Senior Reporter/Journalist  
Ethiopian Reporter N.P.  
Addis Ababa, Ethiopia  
Fax: (251 11) 661 61 89  
Mobile: (0911) 53 34 03  
Email: wudinehzenebe@yahoo.com

191. Mr. Johar Ahmed Mohammed  
EPA  
Al-Alem Department  
Addis Ababa, Ethiopia  
Mobile: (0913) 40 57 39

192. Mr. Medrex Luael  
Producer  
FBC  
News Department  
Addis Ababa, Ethiopia  
Mobile: (0914) 12 47 10

193. Mr. Esayas Asrat  
Journalist/Reporter Fana FM 98.1  
Addis Ababa, Ethiopia  
Mobile: (0911) 31 01 92  
Email: esulove31@yahoo.com

194. Mr. Abdulkadir Mohammed  
Editor in Chief/Journalist  
Mesenazerya News Paper  
P.O.Box 16328  
Addis Ababa, Ethiopia  
Mobile: (0911) 66 16 80  
Email: Melabin99@gmail.com

195. Mr. Getachew Gissa  
Journalist  
E.T.V  
Addis Ababa, Ethiopia  
Mobile: (0911) 40 76 22

196. Mr. Mesfin Solomon  
Photographer  
Addis Ababa, Ethiopia  
Mobile: (0911) 12 51 15

197. Mr. Debela Tadesse  
Journalist  
Ethiopian Press Agency  
Addis Ababa, Ethiopia  
Mobile: (0917) 84 75 75  
Email: debelatadesse@gmail.com

198. Ms. Mahlet Abdul  
Journalist  
Ethiopian Press Agency  
News Department  
Addis Ababa, Ethiopia  
Mobile: 90911) 86 72 67

199. Mr. Tibebu Yirdaw  
Reporter (ERTA)  
English Department  
Addis Ababa, Ethiopia  
Tel: (251 11) 419 44 42  
Mobile: (0911) 43 24 32  
Email: tibebkante@gmail.com

200. Mr. Abraham Menalu  
Editor/Journalist  
ENA
LIST OF EMBASSIES

201. Mr. Abderrezzaq Benbara
   Diplomatic Attaché
   Algerian Embassy
   P.O.Box 5740
   Addis Ababa, Ethiopia
   Mobile: (0929) 90 04 58
   Email: arezakbenbara@yahoo.fr

202. Mr. André Ventura
   Minister Councellor
   Angola Embassy
   Addis Ababa, Ethiopia
   Mobile: (0911) 21 24 81
   Email: aventura5811@hotmail.com

203. Mr. Faustin Noayistt......
   Second Councellor
   Embassy of Burundi
   Addis Ababa, Ethiopia
   Mobile: (0937) 99 65 41

204. Mr. Faradj Djadda
   Diplomat
   Chad Embassy
   Addis Ababa, Ethiopia
   Mobile: (0911) 00 38 63
   Email: djaddaelhadjfaradj@yahoo.com

205. Mr. Tia Glegnini
   Councellor
   Diplomat
   Côte d’Ivoire Embassy
   Addis Ababa, Ethiopia
   Mobile: (0936) 98 35 13
   Email: glignini78@gmail.com

206. Mr. Julien Lontange
   Chargé d’Affaires a.i.
   Ambassade de la République démocratique du Congo
   Addis Ababa, Ethiopia
   Mobile: (0931) 30 45 92
   Email: julienlontange@yahoo.com

207. Mr. Foula-Gouari Gilbert
   Premier Secrétaire
   Ambassade du Congo
   Addis Ababa, Ethiopia
   Mobile: (0921) 88 22 65

208. Mr. Marwa Ali
   Diplomat
   Egypt Embassy
   Addis Ababa, Ethiopia
   Mobile: (0931) 72 12 17
   Email: miroco2000@yahoo.com

209. Mr. Joseph Chisala
   First Secretary
   Malawi Embassy
   Addis Ababa, Ethiopia
   Mobile: (0913) 54 38 22
   Email: jbchisala@hotmail.com

210. Mr. Beibatt Ahmedou
   Conseiller, Chargé des Affaires sociales
   Ambassade de Mauritanie
   Addis Ababa, Ethiopia
   Mobile: (0912) 65 80 06
   Email: ahmedouahmed@yahoo.fr

211. Mr. Olivier Ochi
   First Secretary
   Embassy of Nigeria
   Addis Ababa, Ethiopia
   Mobile: (0934) 47 43 26
   Email: ochiolivier@gmail.com

212. Mr. Suma Mwakyusa
   Councellor
   Tanzania Embassy
   P.O.Box 1027
   Addis Ababa, Ethiopia
   Tel : (251 11) 116 63 43 53

213. Ms. Tody Muna Wallage
   Embassy of Liberia
   Addis Ababa, Ethiopia
   Mobile: (0910) 838614
   (0924) 91 14 39
   Email: bone306501@hotmail.com
New York: UNDESA

214. Dr. John-Mary Kauzya
Chief of Public Administration Capacity Branch
Division of Pub. Adm. Dev. Management
Department of Economic & Social Affairs
Tel: +212 963 1973
Fax: +212 963 2916
Email: Kauzya@un.org

215. Ms. Almaz Atnafu Woldekidane
Senior Governance and Public Administration Officer
Division for Pub. Adm. Dev. M.
Department of Economic & Social Affairs
Tel: +917 367 9994
Fax: +212 963 2916
Email: almaz@un.org

SECRETARIAT

216. Mr. Gamal Ibrahim
United Nations Economic Commission
Macroeconomic Policy Division (MPD)
for Africa (UNECA)
Addis Ababa, Ethiopia
Tel: (251 11) 544 32 59
Email: geibrahim@une.ca.org

217. Mr. Kaleb Demeksa
Macroeconomic Policy Division (MPD)
Governance and Public Administration Officer
Addis Ababa, Ethiopia
Tel: (251 11) 544 33 85
Email: kdemeksa@une.ca.org

218. Mr. Allan Mukungu
Economist
Macroeconomic Policy Division (MPD)
United Nations Economic Commission for Africa (UNECA)
Addis Ababa, Ethiopia
Tel: (251 11) 544 55 38
Email: amukungu@une.ca.org

219. Mr. Gedion Jalata
Consultant
Macroeconomic Policy Division (MPD)