# PROGRAMME HANDBOOK

## 2013 UNITED NATIONS PUBLIC SERVICE FORUM DAY AND AWARDS CEREMONY

24-27 June 2013
Manama, Kingdom of Bahrain

United Nations

WELCOME TO THE 2013 UNITED
NATIONS PUBLIC SERVICE FORUM
DAY AND AWARDS CEREMONY

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## THEMATIC AREA OF THE FORUM

TRANSFORMATIVE E-GOVERNMENT
AND INNOVATION: CREATING A BETTER
FUTURE FOR ALL

# THEMATIC AREA OF THE FORUM

## TRANSFORMATIVE E-GOVERNMENT AND INNOVATION: CREATING A BETTER FUTURE FOR ALL

### OVERVIEW OF THE THEME

The 2013 United Nations Forum comes at a time when citizens the world over are demanding better governance, greater participation in public affairs and enhanced integrity and accountability of public leaders. It is a time when it is critical that governments take stock of how efficiently and equitably they deliver services to citizens, and reflect on what can be done better to ensure that citizens have access to quality services and can enjoy a good standard of living.

The theme of the 2013 United Nations Public Service Forum is on "Transformative E-Government and Innovation: Creating a Better Future for All". Transforming governments by leveraging the potential of ICT and by promoting innovative solutions to governance challenges is a timely theme and a priority concern of many countries from around the globe. The role of effective, capable and responsive governments has never been more important than it is today to the wellbeing and prosperity of our societies. On the one hand, governments are faced with an increase in citizens' demands for (a) effective, equitable and citizen-centric services (including security, education, health, justice, shelter, sanitation); (b) greater levels of transparency and accountability of what government does, especially in times of scarce resources, and (c) greater citizen engagement in public decision-making processes. On the other hand, governments are faced with a rising set of domestic as well as international challenges. At the domestic level, countries must tackle multiple crises, including the economic crisis, climate change, natural disasters, food and water shortages, expansive waves of international migration with over 200 million people living outside of their country of birth, and, in some cases, intra-State conflicts. At the international level, governments must deal effectively with globalization processes, including the financial crisis, which has both international and domestic components, and issues related to international peace and security.

The challenges that the governments are facing at the beginning of the 21st Century require a holistic approach to transformation and innovation in public governance. This, in turn, requires that governments become catalysts for change instead of mere service providers; facilitate networked co-responsibility among stakeholders by engaging and empowering communities to take part in finding the solutions to their problems; allow for a competitive rather than monopolistic approach to provision of goods and services; become entrepreneurial in generating revenues and promoting partnerships; are results-oriented and customer-driven, pro-active instead of reactive (anticipating problems and acting

preventively, particularly in relation to natural disasters and conflict); make full use of opportunities afforded by information and communication technology and E-Government, and enhance capacity building through increased sharing of knowledge. This kind of transformative change entails not only the design and implementation of innovative practices in public governance, but more fundamentally a transformation of government's role, functions, institutional frameworks and processes.

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. In other words, there is a strong paradigm shift about the role that civil society and the private sector can play in contributing to good governance. In this respect, governments need to transform the way they operate to adapt to new ways of engaging citizens and delivering services. Whereas in the past citizens were seen as passive receivers of services and governments were the main providers of "solutions", today in all corners of the globe we witness a shift in how services are being conceptualized, managed and delivered. Where citizens are involved in public decision-making processes and in service delivery, there is an increased sense of ownership and greater sustainability of public initiatives, as well as more creative ideas on how to do more with less in an inclusive and equitable manner. Experience has shown that governments that have made progress in promoting transparency and accountability, and in providing equitable and effective service delivery have developed innovative ideas and practices, making use, whenever possible, of information and communication technology, and relying on strategic partnerships.

Innovation should not only be seen as a single practice, but as a process to transform government to better respond to citizens' needs and aspirations. In this sense, innovation can be defined and measured in terms of quality and degrees of transformation in relation to societal development goals. Although there are no "one-size fits all" recipes to innovation, there are mechanisms and tools that can help build endogenous capacity in this area.

The explosion of digital connectivity, the significant improvements in communication and information technologies paired with an ever-increasing stakeholder's engagement are revolutionizing governance systems and delivery of public services. With the increasing availability of mobile broadband, governments can expand usage and increase access to services of vulnerable groups, including youth, the disabled, the elderly, women, and indigenous people. The 2012 United Nations Conference on Sustainable Development, also referred to as Rio+20, recognized the power of ICTs, including connection technologies and their innovative applications, to promote knowledge exchange, technical cooperation and capacity-building for sustainable development. The recent report by the UN Task Team on Post 2015 development agenda underscored that ICTs have expanded opportunities for the creation, transmission and dissemination of information. Greater knowledge sharing will be critical to induce the holistic and transformative change needed to promote innovation and collaborative governance and to ultimately achieve economic, social and environmental development.

A growing number of countries from around the world are exploring the potential of ICT tools to improve efficiency, enhance quality and availability of services, facilitate dialogue between citizens and governments, and ensure that social vulnerable groups have greater access to and improved quality of services delivered to them. It is increasingly being recognized that E-Government can play a fundamental role in meeting the social, economic and environmental challenges of our societies. Leading E-Government countries are expanding the reach and accessibility of their services and public infrastructure to allow citizens to experience faster and greater access to government information and services. Governments are increasingly utilizing ICT tools and applications, internet and mobile devices to support good governance, strengthen existing relationships and build new partnerships with civil society, and the private sector. E-Government is a multidimensional and complex issue, which requires a broad definition and understanding of its main challenges and opportunities in order to effectively design and implement successful strategies. The adoptive challenges of E-Government go far beyond technology; they call for innovative organizational structures and individual skills, new forms of leadership, transformative public and private partnerships.

## OBJECTIVES OF THE FORUM

The United Nations Public Service Forum is a unique global event on public governance that provides a platform to explore, discuss and learn about:

- Emerging challenges, issues and trends – what are the major challenges and issues governments are facing at present and what is their vision for the future?
- Innovative practices to address these challenges – what are the governance solutions that are being spearheaded in different parts of the world?
- Capacity development strategies, approaches and tools – how can we learn from these practices and what tools are available or can be developed to move forward?

The ultimate goal of the Forum is to build the capacity of governments, particularly in developing countries, to anticipate and respond, in a collaborative and innovative way, to the many challenges of our time, including multiple crises, volatile international markets, climate change, persisting poverty, etc. It also aims at promoting better international and regional cooperation, while giving government officials and other stakeholders an opportunity to exchange good practices, experiences and lessons learned through networking opportunities. The 2013 United Nations Public Service Forum will build a shared understanding among all governance actors of what E-Government policies and strategies, practices and tools Member States can adopt to build public sector capacities to promote a more effective, transparent, accountable, participatory and citizen-centric public administration with a view to fostering greater social and economic development. Moreover, the Forum will look at how to build the capacities of government leaders at all levels to design and implement appropriate E-Government strategies for development and innovation in public governance; how to engage citizens in service design and delivery; and how to make sure that public administration and public service delivery are inclusive and responsive to the needs of women, and other vulnerable groups, for a more equitable and prosperous society.

The Forum will be articulated in plenary sessions, parallel capacity development workshops, and side events. The plenary sessions, including the Ministerial Roundtable, will provide an opportunity to learn from global speakers how to transform government in times of multiple crises and to dialogue with them through an interactive discussion.

The parallel capacity development workshops and the Expert Group Meeting, which will have the same broad objectives, will provide participants an opportunity to:

- Present and discuss challenges and trends in public governance in the specific thematic area;
- Share successful experiences in strengthening public administration capacity in the specific thematic area through the presentation of the initiatives of the 2013 UNPSA winners;
- Discuss what tools are available to strengthen public administration capacity in the area of innovation and E-Government, with a particular focus not only on what policy options are available, but also on how to enable countries to build such capacity;
- Strengthen North-South and South-South cooperation to enhance public sector capacity building.

## EXPECTED RESULTS

The Forum is expected to achieve the following goals:
- Increased knowledge of challenges and trends, best practices and tools in the main thematic areas of the Forum;
- Learn about concrete solutions to complex governance challenges and explore the possibility of adapting good practices, through peer-to-peer learning;
- Share innovative capacity development tools and approaches to build national and local capacity, and brainstorm on the development of manuals and guidelines on how to strengthen the capacity of public administration in the main thematic areas of the Forum;
- Network with government officials, experts, and practitioners from around the world during and beyond the event;
- Leave the Forum with renewed commitment and inspiration to serve better communities and work together to co-create a better future for all.

# PROGRAMME

AGENDA AT A GLANCE

# AGENDA AT A GLANCE

## DAY 1: MONDAY, 24 JUNE 2013 Bahrain National Theatre

| | |
|---|---|
| 08:30 – 11:00 | REGISTRATION |
| 10:00 – 10:15 | OPENING CEREMONY |
| 10:15 – 11:00 | OPENING KEYNOTE SPEECHES<br>The Critical Role of Innovation and ICT in Public Governance to Promote Development for All |
| 11:00 – 11:15 | VIDEO PRESENTATION AND SHORT BREAK |
| 11:15 – 12:45 | HIGH-LEVEL REPRESENTATIVES FROM DIFFERENT REGIONS |
| 13:00 – 15:30 | Lunch Break |
| 15:30 – 16:10 | INTERACTIVE GOVERNANCE DIALOGUES<br>Each speaker will have 10 minutes to deliver a statement. Each dialogue session will be followed by a 30-minute discussion with the public through e-interaction.<br><br>SESSION 1<br>The Critical Role of Innovation and ICT in Public Governance for the Promotion of Social Inclusive Development |
| 16:10 – 16:40 | Discussion |
| 16:40 – 17:35 | SESSION 2<br>Transformative E-Government and Innovation: Empowering People for Inclusive Economic Growth and Environmental Protection |
| 17:35 – 18:05 | Discussion |
| 18:05 – 18:20 | INTRODUCTION TO THE THEMATIC AREAS OF THE PARALLEL WORKSHOPS |
| 18:20 – 18:30 | Closing Remarks |

## DAY 2: TUESDAY, 25 JUNE 2013 Bahrain International Circuit (BIC)

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|---|---|
| 8:00 – 9:30 | REGISTRATION |
| 9:00 – 12:00 | PARALLEL CAPACITY DEVELOPMENT WORKSHOPS<br>Expert Meeting |
| 12:00 – 13:45 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |
| 13:45 – 17:30 | PARALLEL CAPACITY DEVELOPMENT WORKSHOPS<br>Expert Meeting |

## DAY 3: WEDNESDAY, 26 JUNE 2013 Bahrain International Circuit (BIC)

| | |
|---|---|
| 9:00 – 12:00 | PARALLEL CAPACITY DEVELOPMENT WORKSHOPS<br>Expert Meeting |
| 12:00 – 13:45 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |
| 13:45 – 17:00 | PARALLEL CAPACITY DEVELOPMENT WORKSHOPS<br>Expert Meeting |
| 17:00 – 17:30 | CLOSING CEREMONY OF THE CULTURAL EXHIBITION organised by CICCC |
| 17:30 – 19:30 | BAHRAINI CULTURAL ACTIVITIES |
| 19:30 – 21:00 | DINNER RECEPTION AT THE BAHRAIN INTERNATIONAL CIRCUIT |

## SIDE EVENTS: 25-26 JUNE 2013 Bahrain International Circuit (BIC)

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| PUBLIC SERVICE INNOVATION EXPO |
| CULTURAL EXHIBITION<br>Spotlight on Chinese Ink Painting International Art Exhibition organized by China International Cultural Communication Center (CICCC) |

## DAY 4: THURSDAY, 27 JUNE 2013 Bahrain National Theatre

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|---|---|
| | PARALLEL SPECIAL MEETINGS |
| 10:00 – 11:00 | Steering Committee for the Final Declaration (Closed Meeting) |
| 9:00 – 13:00 | Special Meeting on "Essential Leadership Capacities and Actions to Promote Effective Transformational Governance" organized by UNPOG/DPADM (Closed Meeting) |
| 13:00 – 15:15 | Lunch Break |
| | PLENARY SESSION |
| 15:00 – 15:15 | OPENING REMARKS |
| 15:15 – 16:00 | FINDINGS AND RECOMMENDATIONS from the Workshops and the Expert Group Meeting |
| 16:00 – 16:15 | FINAL DECLARATION |
| 16:15 – 17:40 | MINISTERIAL ROUNDTABLE |
| 17:40 – 19:20 | UNITED NATIONS PUBLIC SERVICE AWARDS CEREMONY |
| 19:20 – 19:30 | PHOTO OPPORTUNITY |
| 19:30 – 20:30 | CULTURAL PERFORMANCE |

**2013 UNITED NATIONS PUBLIC SERVICE FORUM** DAY AND AWARDS CEREMONY

FORUM: CAPACITY DEVELOPMENT WORKSHOPS

25-26 JUNE 2013
OVERVIEW

Venue: Bahrain International Circuit (BIC)

# OVERVIEW

## OBJECTIVES

Following the thematic overview of the workshops during the plenary sessions of the Forum's first day, seven parallel capacity building workshops and one expert group meeting will be devoted to knowledge sharing and in-depth analysis and discussion about key areas of transformative E-Government and innovation in public governance. The Workshops will explore the challenges and trends, innovative practices, as well as capacity development tools and methodologies to promote more efficient, inclusive, transparent, accountable and responsive public governance systems by leveraging the potential of innovation and ICT.

The following workshops will be conducted in parallel on 25 and 26 June 2013:

### Workshop 1

Promoting Collaborative E-Governance through Innovation and ICTs organized by United Nations Department of Economic and Social Affairs (UNDESA)/Division for Public Administration and Development Management (DPADM)

### Workshop 2

Transfer and adaptation of Innovations for Improved Public Service Delivery in Least Developed Countries organized by UNDESA/DPADM

### Workshop 3

Fostering Participation in the Context of the Post-2015 Development Agenda organized by DPADM/United Nations Economic and Social Commission for Western Asia (UN-ESCWA)

### Workshop 4

Transforming Public Service Delivery to Advance Gender Equality organized by United Nations Gender Entity for the Advancement of Women (UN WOMEN)

## Workshop 5

Creating an Enabling Environment for Entrepreneurship and Economic Development through Innovation and E-Government organized by United Nations Industrial Development Organization (UNIDO)/Arab Regional Center for Entrepreneurship & Investment Training (ARCEIT)

## Workshop 6

Leadership for Transformational Government organized by the Bahrain Institute of Public Administration (BIPA) and United Nations Development Programme (UNDP)

## Workshop 7

GCC Initiatives Towards eGovernance & Sustainable Public Services organized by the eGovernment Authority – Kingdom of Bahrain

# PROMOTING COLLABORATIVE E-GOVERNANCE THROUGH INNOVATION AND ICTS

25-26 JUNE 2013
WORKSHOP 1

Venue: Bahrain International Circuit (BIC)

# WORKSHOP 1

## PROMOTING COLLABORATIVE E-GOVERNANCE THROUGH INNOVATION AND ICTS

### BACKGROUND

This Workshop is organised by the E-Government Branch of the Division for Public Administration and Development Management (DPADM) of UNDESA. It will provide a platform for senior level officials from the Arab region and across the world, to discuss 21st century trends and challenges in E-Government. The workshop will aim to provide policy options on how governments can tackle multi-faceted and complex issues and provide better public services to their citizens through collaborative governance systems in an open and participatory manner.

### OBJECTIVES

The main objectives will be to (i) share experiences and lessons learned, (ii) debate emerging issues of E-Government development as defined in UNDESA's flagship publication titled UN E-Government Survey 2012 which focused on whole of government approaches (iii) discuss the predominant institutional framework models, and (iv) provide recommendations on institutional capacity building for E-Government officials to respond to an ever changing and challenging environment of innovations in technology. In this regard, the workshop will focus on two inter-linking issues: (i) the challenges and opportunities of whole of government collaborative approaches and (ii) the challenges of public administration across the world to increase their level of interoperability by leveraging on new technologies and innovation.

### EXPECTED RESULTS

• Increased understanding of collaboprative governance and models of institutional frameworks
• Knowledge sharing about whole of government innovative approaches
• Enhanced learning and networking opportunities
• Recommendations on how to promote collaborative governance through innovation and ICTs

## CONTACT INFORMATION

### MR. VINCENZO AQUARO

Officer-in-Charge and Chief
E-Government Branch
Division for Public Administration and Development Management
United Nations Department of Economic and Social Affairs (UNDESA)
Email: aquaro@un.org

### MS. ELIDA RECI

Governance and Public Administration Officer
E-Government Branch,
Division for Public Administration and Development Management
United Nations Department of Economic and Social Affairs (UNDESA)
Email: reci@un.org

### MS. MARIA STELLA SIMPAS

Programme Assistant
E-Government Branch
Division for Public Administration and Development Management
United Nations Department of Economic and Social Affairs (UNDESA)
Email: simpas@un.org

## TUESDAY, 25 JUNE 2013

| | |
|---|---|
| 9:00 – 9.15 | **OPENING STATEMENT AND WELCOME ADDRESS**<br>Mr. Vincenzo Aquaro<br>Officer-in-Charge and Chief, E-Government Branch, Division for Public Administration and Development Management, Department of Economic and Social Affairs (UNDESA)<br>Mr. Mohammed Ali Al-Qaed<br>Chief Executive Officer, eGovernment Authority Kingdom of Bahrain |
| 9:15 – 10:30 | **SPECIAL SESSION**<br>**Regional and International Experience**<br><br>**CHAIRPERSON**<br>Ms. Rowena Bethel<br>Member, United Nations Committee of Experts on Public Administration (CEPA)<br><br>**SPEAKERS**<br>Dr. Haidar Freihat<br>Director, Information and Communication Technologies Division, United Nations Economic and Social Commission for Western Asia (UN-ESCWA)<br>Mr. Edwin Lau<br>Director, Public Administration Reform Division, Public Governance and Territorial Development Directorate, Organisation for Economic Co-operation and Development (OECD)<br>Mr. Oleg Petrov<br>Program Coordinator, Open Government Specialist, World Bank<br>Mr. Raul Zambrano<br>eGovernment Advisor, Bureau for Development Policy, United Nations Development Programme (UNDP) |
| 10:15 – 10:30 | **FEATURED PRESENTATION**<br>**UN eGovernment Survey – Capturing Emerging Global Trends in eGovernment**<br><br>Mr. Richard Kerby<br>Inter-regional Advisor, E-Government Branch, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs (UNDESA) |

**CHAIRPERSON**

Ms. Elida Reci
Governance and Public Administration Officer
Division for Public Administration and Development
Management, United Nations Department of Economic and
Social Affairs (UNDESA)

There will be 20 minutes for room discussion

| 10:30 – 12:00 | **PANEL I / SESSION 1**<br>**Whole of Government Approaches – An Overview** |
|---|---|

Mr. Raul Zambrano
eGovernment Advisor, Bureau for Development Policy,
United Nations Development Programme (UNDP)

**SPEAKERS**

Ms. Mantai Murry
Senior ICT Advisor for Africa Region, Analysys Mason
Mr. Chiheb Bouchnak
Senior Expert, E-Government Unit, Presidency of the
Government, Tunisia

**MODERATOR**

Mr. Richard Kerby
Inter-regional Advisor, E-Government Branch, Division of Public
Administration and Development Management, United Nations
Department of Economic and Social Affairs (UNDESA)

There will be roundtable and room discussions

| 12:00 – 13:45 | Lunch Break and Visit to the Public Service Innovation Expo/<br>Cultural Exhibition |
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| 13:45 – 16:00 | **PANEL I / SESSION 2**<br>**eLeadership and Institutional Framework** |

**CHAIRPERSON**

Mr. Edwin Lau
Director, Public Administration Reform Division, Public
Governance and Territorial Development Directorate,
Organisation for Economic Co-operation and
Development (OECD)

**SPEAKERS**

Ms. Julie Glidden
Managing Partner, 21 c Century, London United Kingdom
Ms. Elida Reci
Governance and Public Administration Officer, Division for
Public Administration and Development Management, United
Nations Department of Economic and Social Affairs (UNDESA)

**MODERATOR**

Mr. Richard Kerby
Inter-regional Advisor, E-Government Branch, Division of Public
Administration and Development Management, United Nations
Department of Economic and Social Affairs (UNDESA)

There will be 20 minutes for room discussion

| 16:00 – 17:30 | **PANEL I / SESSION 3**<br>**eLeadership and Institutional Frameworks Best Practices –**<br>**UNPSA** |
|---|---|

**CHAIRPERSON**

Mr. Nawar Al-Awa
Regional Advisor, Information and Communication
Technologies Division, United Nations Economic
and Social Commission for Western Asia (UN-ESCWA)

**SPEAKERS**

Mr. Tadej Gabrjel
Head of Project
Ministry of Justice and Public Administration, Slovenia,
UNPSA Winner
Mr. Khaled Al Mazrouei
Business Information Manager, Abu Dhabi Government
Contact Centre, United Arab Emirates, UNPSA Winner
Mr. Jansen Ling, Ag
Deputy Director, Chief Information Officer, National
Environment Agency, Singapore, UNPSA Winner

**MODERATOR**

Ms. Elida Reci
Governance and Public Administration Officer, Division for
Public Administration and Development Management, United
Nations Department of Economic and Social Affairs (UNDESA)

There will be Q&A and room discussions

| 17:30 – 18:00 | **CLOSING SESSION** |
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Mr. Vincenzo Aquaro
Officer-in-Charge and Chief, E-Government Branch, Division
for Public Administration and Development Management,
Department of Economic and Social Affairs (UNDESA)

## WEDNESDAY, 25 JUNE 2013

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|---|---|
| 09:00 – 10:30 | **PANEL II / SESSION 1**<br>**Infrastructure for Whole of Government Approach** |

**CHAIRPERSON**
Dr. Haidar Freihat
Director, Information and Communication Technologies Division, United Nations Economic and Social Commission for Western Asia (UN-ESCWA)

**SPEAKERS**
Mrs. Maria Isabel Mejia
Vice Minister, Ministry of ICT, Colombia
Mr. Park Chan Woo
First Vice Minister, Ministry of Security and Public Administration (MOSPA), Republic of Korea

**MODERATOR**
Ms. Elida Reci
Governance and Public Administration Officer, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs (UNDESA)

There will be roundtable and room discussions

| | |
|---|---|
| 10:30 – 12:00 | **PANEL II / SESSION 2**<br>**Infrastructure for Whole of Government Approach Best Practices – UNPSA** |

**CHAIRPERSON**
Mr. Abdullilah Dewachi
Senior ICT Advisor for Arab Region, Former Advisor of UN-ESCWA

**SPEAKERS**
Mr. Lee Suk-Joon
Vice Minister of Strategy and Finance, Ministry of Strategy and Finance, Republic of Korea, DBAS: Korea's Integrated Financial Management Information System, UNPSA Winner
Mr. Francis Ugbodaga
General Director, Nigeria, Galaxy Backbone, I-Gov.net, UNPSA Winner
Mr. Randal Karim
Director of Policy and Strategy, Trinidad and Tobago, Ministry of Trade, Industry and Investment, TTBIZLink, UNPSA Winner
Mr. Younes Asri
Director, Ministry of Urbanisaton and Housing Policies, QR Codes, Morocco, UNPSA Winner

**MODERATOR**
Mr. Richard Kerby
Inter-regional Advisor, E-Government Branch, Division for Public Administration and Development Management, (UNDESA)

There will be Q&A and room discussions

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|---|---|
| 12:00 – 13:45 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |
| 13:45 – 14:00 | **PANEL III / SESSION1**<br>**Online Service Integration and Public Sector Interoperability** |

**CHAIRPERSON**
Ms. Rowena Bethel
Member, UN Committee of Experts on Public Administration (CEPA)

**SPEAKERS:**
Mr. Pjerin Marku
Former eGovernment Advisor to Prime Minister of Albania
Dr. Adil Matloob
Advisor to the Ministry and Member of the National eGov Steering Committee, Ministry of Science and Technology (MoST), Iraq

**MODERATOR:**
Mr. Richard Kerby
Inter-regional Advisor, E-Government Branch, Division for Public Administration and Development Management, (UNDESA)

There will be roundtable and room discussions

| 16:00 – 17:00 | **PANEL III / SESSION 3** |
| | **Online Service Integration and Public Sector Interoperability – Best Practices – UNPSA** |
| | CHAIRPERSON |
| | **Ms. Mantai Murry** |
| | Senior ICT Advisor for Africa Region, Mason Analysis |
| | **Mr. Aamir Nizami** |
| | Chief, Web & Mobile Portal Management, eGovernment Authority, Kingdom of Bahrain, Intergrated Service Delivery Platform (ISDP) |
| | **Ms. Malebogo Pracious Mokotedi** |
| | Directorate of Public Service Management, Ministry of Local Government and Rural Development, Botswana Smartswitch, Food Coupon System, Directorate of Public Service Management, UNPSA Winne |
| | **Mr. Kevin Duke** |
| | Smartswitch, Botswanar |
| | **Mr. Antonio Arozarena Villar** |
| | Instituto Geografico Nacional, Plan Nacional de Observacion del Territoria, Spain, UNPSA Winner |
| | MODERATOR |
| | **Ms. Elida Reci** |
| | Governance and Public Administration Officer, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs (UNDESA) |
| | There will be Q&A and room discussions |
| 17:00 | **CLOSING OF DAY TWO AND OVERALL WORKSHOP** |
| | CHAIRPERSON |
| | **Mr. Vincenzo Aquaro** |
| | Officer-in-Charge and Chief, E-Government Branch/DPADM/UNDESA |
| 17:00 – 17:30 | **CLOSING CEREMONY OF THE CULTURAL EXHIBITION organised by CICCC** |
| 17:30 – 19:30 | **BAHRAINI CULTURAL ACTIVITIES** |
| 19:30 – 21:00 | **DINNER RECEPTION AT THE BAHRAIN INTERNATIONAL CIRCUIT** |

# FORUM: CAPACITY DEVELOPMENT WORKSHOPS

25-26 JUNE 2013
EXPERT GROUP MEETING

Venue: Bahrain International Circuit (BIC)

# EXPERT GROUP MEETING

## EXPERT GROUP MEETING: TRANSFORMATIVE E-GOVERNMENT AND INNOVATION: CREATING A BETTER FUTURE FOR ALL

### BACKGROUND

The move towards a more citizen-centric approach entails improving online public service delivery through better use of ICT tools towards promoting the digitalization of the public sector, enabling better access to electronic services, including mobile delivery, and making self-service solutions through electronic and mobile services an opportunity for all. In this context, DPADM is developing a Self-Assessment E-Government Toolkit for the use of all UN Member States to be made available online for maximum global outreach. The purpose of the Toolkit is to help Member States (a) self-identify the steps they need to take to enhance their E-Government and hence to transform their government so as that it is more efficient, effective, transparent and open, accountable, participatory and citizen-centric, and (b) provide guidance on how to effectively design and implement an e-governance strategy and roadmap to promote economic, social and sustainable development through progress in key e-governance areas.

### OBJECTIVES

This Expert Group Meeting is organised by the E-Government Branch of DPADM/UNDESA. The purpose of the EGM is to provide a forum for discussion to allow the experts to:

- Exchange views on emerging trends and issues related to the theme of the meeting;
- Provide advice and recommendations for DPADM on the formulation of a self-assessment Toolkit on how governments can enhance their e-governance, including recommendations on the key components and questions to be included in the toolkit;
- Share experiences and lessons learnt from the development of previous toolkits, including how to engage governments in the design and use of a toolkit.

## EXPECTED RESULTS

The Meeting will be conducted using the participatory method and structured with a focus on seeking advice and recommendations for the development of DPADM's Self-assessment e-Government Toolkit.

As concrete deliverables of the meeting, the following outputs are expected:

• An overview of the emerging trends and issues related to the overall theme of the meeting;
• A set of recommendations for the formulation of the Toolkit for DPADM/UNDESA's consideration;
• A roadmap for the implementation of the Toolkit for DPADM/UNDESA's consideration;
• The findings and outcomes of the meeting will enrich the thematic areas and content of the United Nations Public Administration Country Studies (UNPACS), as well as increase knowledge sharing through the dissemination of good practices
• A report containing the meeting proceedings.

## CONTACT INFORMATION

### MR. VINCENZO AQUARO
Chief, E-Government Branch (EGB)
Division for Public Administration and Development Management (DPADM)
United Nations Department of Economic and Social Affairs (UNDESA)
Tel: +1-917-367-4524
Email: aquaro@un.org

### DR. ADRIANA ALBERTI
Senior Governance and Public Administration Officer
UNPSA Forum Coordinator
EGB/DPADM/UNDESA
Tel: +1-212-963-2299
Email: alberti@un.org

### MS. ANNI HAATAJA
Governance and Public Administration Officer
Expert Group Meeting Coordinator
EGB/DPADM/UNDESA
Tel: +1-917-367-3028
Email: haatajaa@un.org

## TUESDAY, 25 JUNE 2013

| | |
|---|---|
| 08:00 – 09:45 | REGISTRATION |
| 10:00 – 10:15 | OPENING SESSION |

**Mr. Vincenzo Aquaro**
Officer in Charge, Division for Public Administration and Development Management, Department of Economic and Social Affairs, United Nations

**Mr. Mohammed Al Qaed**
CEO, eGovernment Authority, Kingdom of Bahrain

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|---|---|
| 10:15 – 11:00 | PLENARY SESSION |

CHAIRPERSON
**Mr. Nawaf Abdulrahman**
President, Bahrain Internet Society

SPEAKERS
Introduction to the Self-Assessment E-Government Toolkit

**Mr. Vincenzo Aquaro**
Officer in Charge, Division for Public Administration and Development Management, Department of Economic and Social Affairs, United Nations

**Dr. Adriana Alberti**
Senior Public Administration and Governance Officer, E-Government Branch, Division for Public Administration and Development Management Department of Economic and Social Affairs United Nations

Introduction to the Participatory Method
**Professor Robertson Work**
Director, Innovative Leadership Services, Fellow New York University Research Center on Leadership in Action Professor, New York University Wagner School of Public Service, USA

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| 11:00 – 12:00 | **THEMATIC SESSION I**<br>Innovative Ideas, Best Practices and Lessons Learnt from Previous Toolkits<br>• What are some lessons learnt from the past toolkits?<br>• Why is a toolkit in E-Government needed? |
| | **CHAIRPERSON**<br>Dr. Raymond Khoury<br>Business Technology Practice, Booz and Company, United Arab Emirates |
| | **SPEAKERS**<br>Mr. Goran Pastrovic<br>Training Manager, Regional School of Public Administration (ReSPA),Montenegro<br>Ms. Katie Demain<br>Consultant, iOpener Institute, South Africa |
| 12:00 – 13:45 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |
| 13:45 – 14:15 | **THEMATIC SESSION I**<br>Reporting back from the Breakout Groups |
| 14:15 – 15:45 | **THEMATIC SESSION II**<br>Toolkit Framework and Components<br>Some questions to be addressed:<br>• What are the key components that should form the Toolkit?<br>• How should it be structured?<br>• What are some of the key questions that should be included in the Toolkit?<br>• How to best engage governments around the world on the co-creation and the use of the Toolkit?<br>How to link the Toolkit to DPADM's activities in the field? |
| | **CHAIRPERSON**<br>Mr. Oleg Petrov<br>Program Coordinator, Open Government Specialist, World Bank |
| | **SPEAKER**<br>Mr. Dinand Tinholt<br>Vice President, Global EU Account Lead, Cap Gemini, Netherlands |

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| 15:45 – 17:15 | **THEMATIC SESSION III**<br>Linking the Toolkit to UN's Activities<br>Some questions to be addressed:<br>• How to link the Toolkit to the Post-2015 Development Agenda?<br>• How to link the Toolkit to sustainable development? |
| | **CHAIRPERSON**<br>Mr. Joe Okpaku<br>President and CEO, Telecom Africa Corporation |
| | **SPEAKERS**<br>Mr. Jeremy Millard<br>Senior Consultant, Policy and Business Development, Danish Technological Institute, Denmark |
| 17:15 – 17:30 | Recommendations and Conclusions from Day 1<br>Mr. Robertson Work |

## WEDNESDAY, 26 JUNE 2013

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| 09:00 – 10:30 | **THEMATIC SESSION IV**<br>Review of the Existing Themes<br>Some questions to be addressed:<br>• What are the some of the issues related to the six themes of the E-Government Survey (Whole of Government, e-Participation, Multichannel Service Delivery, Usage, Digital Divide and Vulnerable Groups, Open Government Data) that should be addressed in the Toolkit? |
| | **CHAIRPERSON**<br>Dr. Haidar M. Fraihat<br>Director of ICT Division UNESCWA |
| | **SPEAKERS**<br>Dr. Drisskettani<br>Professor of Computer Science, Alakhawayn University, Morocco |

| 10:30 – 12:00 | THEMATIC SESSION V |
| | Recommendations on New Themes |
| | Some questions to be addressed: |
| | • What are the new and upcoming themes on E-Government that should be captured in the Toolkit? |
| | CHAIRPERSON |
| | Ms. Rowena Bethel |
| | Consultant The Bahamas Government, Office of the Prime Minister, Nassau |
| | SPEAKERS |
| | Ms. Gayah Gulam Haidar |
| | Head of Public Governance, MSC Malaysia, Cyberjaya, Malaysi |
| 12:00 – 13:45 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |
| 13:45 – 16:00 | THEMATIC SESSION VI |
| | Way Forward: Transforming Innovative Ideas into the Toolkit |
| | Some questions to be addressed: |
| | • What should be the roadmap from now until the end of the year? |
| | • How to best engage governments around the world on the co-creation and the use of the Toolkit? |
| | CHAIRPERSON |
| | Ms. Anni Haataja |
| | Associate Public Administration Officer, E-Government Branch, DPADM/UNDESA |
| | SPEAKERS |
| | Professor Dennis Anderson |
| | Chairman and Professor of Management and Information Technology, St. Francis College, New York City, USA |
| 16:00 – 17:00 | CLOSING SESSION |
| | Recommendations and Conclusions |
| | CHAIRPERSON |
| | Mr. Roberto Work |
| | SPEAKERS |
| | Mr. Vincenzo Aquaro |
| 17:00 – 17:30 | CLOSING CEREMONY OF THE CULTURAL EXHIBITION organised by CICCC |
| 17:30 – 19:30 | BAHRAINI CULTURAL ACTIVITIES |
| 19:30 – 21:00 | DINNER RECEPTION AT THE BAHRAIN INTERNATIONAL CIRCUIT |

TRANSFER AND ADAPTATION OF INNOVATIVE PRACTICES FOR IMPROVED PUBLIC SERVICE DELIVERY IN LEAST DEVELOPED COUNTRIES (LDCS)

25-26 JUNE 2013
WORKSHOP 2

Venue: Bahrain International Circuit (BIC)

# WORKSHOP 2

## TRANSFER AND ADAPTATION OF INNOVATIVE PRACTICES FOR IMPROVED PUBLIC SERVICE DELIVERY IN LEAST DEVELOPED COUNTRIES (LDCS)

### BACKGROUND

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. 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, especially in the Least Developed Countries (LDCs), is unlikely, with significantly fewer resources to ensure sustained improvements in service delivery.

To promote 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. 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.

### OBJECTIVES

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 services that help achieve MDGs.

### EXPECTED RESULTS

It is anticipated that the workshop will be instrumental for 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 a UNDESA project, which aims to foster innovation in LDCs. Additionally, the workshop will assist to identify and strengthen 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). It will bring about opportunities for collaboration and mobilisation of required resources with local and regional actors in the public and private sectors, as well as civil society (to promote collaborative governance approaches) and with countries that have introduced significant innovations.

## CONTACT INFORMATION

### 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
Email: kauzya@un.org

### MR. GARY MANUKYAN
Governance and Public Administration Officer
Division for Public Administration and Development Management
Department of Economic and Social Affairs
Tel: +212-963-5410
Fax: + 212.963.2916
Email: manukyan@un.org

### MS. SIRKKA NGHILUNDILUA
Associate Public Administration and Governance Officer
Division for Public Administration and Development Management
Department of Economic and Social Affairs
Tel: +212-963-3927
Fax: + 212.963.2916
Email: nghilundilua@un.org

### MS. FLOR VELAZCO-JUAREZ
Technical Cooperation Assistant
Public Administration Capacity Branch/DPADM
United Nations Department of Economic and Social Affairs
2 UN Plaza, New York, NY 10017, USA
Tel: 1 917-367-3004
Fax: 1 212 963 2916
E mail: velazco-juarez@un.org

### MS. NADINE MANKET
UNPSA Team Member
Public Administration Capacity Branch/DPADM
United Nations Department of Economic and Social Affairs
2 UN Plaza, New York, NY 10017, USA
Tel: 1 917-367-3004
Fax: 1 212 963 2916
E mail: manket@un.org

## TUESDAY, 25 JUNE 2013

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|  | **MAIN FACILITATOR**<br>Dr. John-Mary Kauzya<br>Chief, PACB/UNDESA |
|  | **GENERAL RAPPORTEUR**<br>Ms. Alexandra Mills<br>Governance and Probity Consultant, Australia |
| 08:00 – 09:00 | **REGISTRATION** |
| 09:00 – 9:30 | **OPENING OF THE MEETING** |
|  | **SPEAKERS**<br>Dr. John-Mary Kauzya<br>Chief, PACB/UNDESA<br>H.E. Mr. Jorge da Conceicao Teme<br>Minister of State Administration, Timor-Leste<br>H.E. Ms. Sezi Prisca Mbaguta<br>Minister of State, Ministry of Public Service, Uganda |
| 09:30 – 12:00 | **PLENARY SESSION I**<br>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**<br>H.E. Dr. Motioheloa Phooko<br>Honorable Minister, Government of Lesotho |
|  | **SPEAKERS**<br>Ms. Alexandra Mills<br>Governance and Probity Consultant, Australia<br>Mr. Teddy Gounden<br>Project Manager<br>UNPSA Winner, South Africa<br>Dr. Samai Sirithongthaworn<br>Director, UNPSA Winner, Thailand<br>Mr. Victor Bodiu<br>Secretary General of the Government,<br>UNPSA Winner, Republic of Moldova |
| 10:30 – 11:00 | **SPECIAL PRESENTATION**<br>on the relevant experience of Bahrain |
| 11:00 – 12:00 | General discussion |

| 12.00 – 13:45 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |
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| 13:45 – 15:30 | **PLENARY SESSION II**<br>Challenges and opportunities in transferring innovative practices to public sectors of LDCs |
| | CHAIRPERSON<br>**Professor and Hon. Frank V. Zerunyan**<br>University of Southern California, USA |
| | SPEAKERS<br>**Ms. Thuli Radebe**<br>CEO, Centre for Public Service Innovation (CPSI), South Africa (on Africa)<br>**Dr. Noore Siddiquee**<br>Flinders University, Australia (on Asia)<br>**Mr. Felix Ortega de La Torre**<br>International Cooperation RENIEC, UNPSA Winner, Peru<br>**Presenter 4**<br>Oman, UNPSA Winner |
| 14:50 – 15:30 | General discussion |
| 15:30 – 18.00 | BREAKOUT GROUPS |
| | GROUP A<br>The potential of collaborative governance and the role of facilitative leadership for improved service delivery |
| | FACILITATOR<br>**Professor and Hon. Frank V. Zerunyan**<br>University of Southern California, USA |
| | RAPPORTEUR<br>**Mr. Philip Thigo**<br>Social Development Network (SODNET), Nairobi, Kenya |
| | GROUP B<br>Adaptation of best practices in priority areas of service delivery and the facilitating factors for successful adaptation |
| | FACILITATOR<br>**Dr. John-Mary Kauzya**<br>Chief, PACB/UNDESA |
| | RAPPORTEUR<br>**Dr. Carsten Mann**<br>Center for Technology and Society (ZTG), Germany |

| | BREAKOUT GROUPS<br>participants switch their respective groups from the previous day |
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| 9:00 – 12:00 | GROUP A<br>The potential of collaborative governance and the role of facilitative leadership for improved service delivery |
| | FACILITATOR<br>**Professor and Hon. Frank V. Zerunyan**<br>University of Southern California, USA |
| | RAPPORTEUR<br>**Mr. Philip Thigo**<br>Social Development Network (SODNET), Nairobi, Kenya |
| | GROUP B<br>Adaptation of successful practices in priority areas of service delivery and the facilitating factors for successful adaptation |
| | FACILITATOR<br>**Dr. John-Mary Kauzya**<br>Chief, PACB/UNDESA |
| | RAPPORTEUR<br>**Dr. Carsten Mann**<br>Center for Technology and Society (ZTG), Germany |
| 12:00 – 13:45 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |

| 13:45 – 17:00 | **PLENARY SESSION III** |
| | The Way Forward, Lessons Learned, Reflection |
| | Feedback and Conclusions |

**CHAIRPERSON:**
**Dr. John-Mary Kauzya**
Chief, PACB/UNDESA

**GENERAL RAPPORTEUR:**
**Ms. Alexandra Mills**
Governance and Probity Consultant, Australia

| 13:45 – 14:15 | **BREAKOUT GROUPS REPORT IN PLENARY SESSIONS** |
| | **GROUP A** |
| 14:15 – 14:45 | **BREAKOUT GROUPS REPORT IN PLENARY SESSIONS** |
| | **GROUP B** |
| 14:45 – 16:00 | **General Discussion** |
| 16:00 – 17:00 | Presentation of overall conclusions and recommendations |
| | **Ms. Alexandra Mills** |
| | Governance and Probity Consultant, Australia |
| | CONCLUDING REMARKS |
| | CLOSING OF THE WORKSHOP |
| 17:00 – 17:30 | CLOSING CEREMONY OF THE CULTURAL EXHIBITION |
| | organised by CICCC |
| 17:30 – 19:30 | BAHRAINI CULTURAL ACTIVITIES |
| 19:30 – 21:00 | DINNER RECEPTION AT THE BAHRAIN |
| | INTERNATIONAL CIRCUIT |

# FOSTERING PARTICIPATION IN THE CONTEXT OF THE POST-2015 DEVELOPMENT AGENDA

25-26 JUNE 2013
WORKSHOP 3

Venue: Bahrain International Circuit (BIC)

# WORKSHOP 3

## FOSTERING PARTICIPATION IN THE CONTEXT OF THE POST-2015 DEVELOPMENT AGENDA

### BACKGROUND

This workshop is being organized by the United Nations Economic and Social Commission for Western Asia (ESCWA) in partnership with the Development Management Branch of DPADM/UNDESA.

The Workshop on "Fostering Participation in the Context of The Post-2015 Development Agenda" will explore the challenges, trends, innovative practices, and capacity development tools to foster participation for accelerating the achievement of the millennium development goals in the last 1,000 days to the target date. The goal of the Workshop is to enhance knowledge and build a shared understanding among governance actors of what strategies, practices and tools Member States can adopt to conduct a self-assessment with respect to the engagement of citizens in managing development in their respective countries. These tools will also assist in fostering participation to meet the challenges of sustainable development in the post 2015 context: eradicating inequalities, extreme poverty and disparities between and within countries – especially between urban and rural areas – addressing the needs of the poorest and most marginalized, minorities, women and girls, improving food security, maternal health, sanitation, rural development, environmental sustainability and responses to climate change. To this end, the UN Secretariat has developed a citizen engagement self-assessment questionnaire (CESAQ) that will be shared with participants. The Workshop will also provide ample time for exchanging ideas, experiences and lessons learned on participatory governance and citizen engagement in development management with a particular focus on the Arab region.

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 Forum.

## OBJECTIVES

The workshop aims to provide a forum where practitioners and other participants can exchange ideas, experiences and lessons learned on fostering participation for the achievement of the MDGs and beyond. It also intends enhancing participants' capacity to conduct a self-assessment with respect to the engagement of citizens in managing development in their respective countries. To this end, the UN Secretariat has developed a citizen engagement self-assessment questionnaire (CESAQ), the conceptual framework of which was discussed during an Expert Group Meeting and a capacity development workshop jointly organized by DPADM and ESCWA in Beirut, Lebanon on 3-6 December 2012.

## EXPECTED RESULTS

The workshop will help identify needs for capacity development and training requirements to track progress on participatory governance and citizen engagement in development management in the Arab Region.

## CONTACT INFORMATION

### MS. ELIA ARMSTRONG

Chief, Development Management Branch (DMB)
Division for Public Administration and Development Management (DPADM)
United Nations Department of Economic and Social Affairs (UNDESA)
Email: armstronge@un.org

### MS. VALENTINA RESTA

Governance and Public Administration Officer
DMB, DPADM/UNDESA
Email: restav@un.org

### MR. TARIK ALAMI

Director
Division for Emerging and Conflict Related Issues
Emerging and Conflict-Related Issues Division
UN-ESCWA
Email: chaitani@un.org

## TUESDAY, 25 JUNE 2013

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| 8:30 – 9:00 | REGISTRATION<br>Fostering Participation in the Context of The Post-2015 Development Agenda Workshop |
| 9:00 – 9:30 | OPENING SESSION<br>Citizen Engagement and Participatory Governance<br>Welcoming remarks and introduction on Workshop Objectives<br>**Mr. Adib Nehme**<br>Regional Advisor on Governance and State Building, ESCWA/ECRI<br>**Ms. Valentina Resta**<br>Governance and Public Administration Officer, DESA/DPADM<br>**Mr. Adib Nehme**<br>Presentation of the key findings from the Beirut EGM and Workshop deliberations |
| 9:30 – 11:00 | SESSION I<br>Participatory Governance: Enhanced Participation for a New State-Citizen Relationship?<br>Participants will learn from global innovative practices responding to the following key questions:<br>• What are the basic steps that must be taken in order to build a resilient architecture of a new state-citizen relationship?<br>• Why and how are citizens engaged in governance and public administration?<br>• What is the role of public participation in development management?<br><br>FACILITATOR<br>**Mr. Adib Nehmeh**<br>ESCWA<br><br>Discussion & 2-3 Recommendations |

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| 11:00 – 12:30 | **SESSION II**<br>**Strengthening Participatory Governance: Challenges and Opportunities of Access to Information**<br>• What are the provisions for informing citizens and for classifying information (public, confidential, special access, data protection, etc.)? What are the required organizational frameworks?<br>• What are the examples of good practice for informing citizens and classifying information?<br>• What are the challenges faced by citizens with regards to access to government information?<br><br>**FACILITATOR**<br>Mr. Ziad Obeidat<br>Director, Development Plan and Programmes Department, Ministry of Planning and International Cooperation, Jordan<br><br>**SPEAKERS**<br>Mr. Yassir Belrhiti<br>Director of Support, Regime Collectif d'Allocation de Retraite (RCAR), Morocco<br>Mr. Abdulameer Sabah Al Lawati<br>Head of Systems, State Audit Institution, Sultanate of Oman<br><br>Discussion & 2-3 Recommendations |
| 12:30 – 13:45 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |
| 13:45 – 15:45 | **SESSION III**<br>**Strengthening Participatory Governance: Overcoming Current Obstacles for Better Consultation Mechanisms**<br>• What are the institutional arrangements required for consulting citizens?<br>• How can ICT help in consulting citizens and what are determinants of good consultative processes?<br>• What are the examples of good practice for consultation?<br>• What are the capacity, administrative or institutional barriers that hinder citizen consultation?<br><br>**FACILITATOR**<br>Ms. Lana Baydas<br>First Social Affairs Officer, ESCWA's Center for Women<br><br>**SPEAKER**<br>Mr. Choongyeol Lee<br>Director-General of Welfare Policyn<br><br>Discussion & 2-3 Recommendations |
| 15:45 – 16:00 | Coffee Break |

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| 16:00 – 17:30 | **SESSION IV**<br>**Strengthening Participatory Governance: Decision-Making in Development Management**<br>• What frameworks allow citizens to participate in decision-making more integrally, interactively and jointly with the government?<br>• What are the examples of good practice for decision-making?<br>• How effectively public access to national/local budgets, open government data and decentralization policies enable participation in decision-making?<br>• What challenges could be faced when engaging citizens in decision-making?<br><br>**FACILITATOR**<br>Mr. Zuhair Al-Khayed<br><br>Discussion & 2-3 Recommendations |

## WEDNESDAY, 26 JUNE 2013

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| 10:00 – 12:00 | **SESSION V**<br>**Assessing Citizen Engagement in the Arab Region**<br><br>**SPEAKER**<br>Ms. Alia El Mahdi<br>Professor of Economics, Faculty of Economics and Political Science, Cairo University, Egypt |
| 12:00 – 13:30 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |
| 13:30 – 15:30 | **SESSION V continued**<br>• How can the questionnaire be further improved?<br>• What is the most suitable dissemination mechanism?<br>• How can the stakeholders tap into its results to suggest policy improvements?<br>• What further demand exists for research and capacity development?<br>• What is the role of the United Nations and especially of DESA and ESCWA in capacity development and in providing other advisory services to the region<br><br>**FACILITATOR**<br>Ms. Valentina Resta<br>DESA |
| 15:30 – 15:45 | Coffee Break |

| 15:45 – 17:20 | SESSION VI<br>The Way Forward |
| | FACILITATOR<br>H.E Ms. Prisca Sezi Mbaguta<br>Minister of State for Public Service of Uganda |
| | Discussion & 2-3 Recommendations |
| 17:20 – 17:30 | CLOSING SESSION<br>(ESCWA/ECRI, DESA/DPADM) |
| 17:00 – 17:30 | CLOSING CEREMONY OF THE CULTURAL EXHIBITION<br> organised by CICCC |
| 17:30 – 19:30 | BAHRAINI CULTURAL ACTIVITIES |
| 19:30 – 21:00 | DINNER RECEPTION AT THE BAHRAIN<br>INTERNATIONAL CIRCUIT |

# TRANSFORMING PUBLIC SERVICE DELIVERY TO ADVANCE GENDER EQUALITY

25-26 JUNE 2013
WORKSHOP 4

Venue: Bahrain International Circuit (BIC)

# WORKSHOP 4

## TRANSFORMING PUBLIC SERVICE DELIVERY
## TO ADVANCE GENDER EQUALITY

## BACKGROUND

Governments, national governments and donors are accountable for implementing their commitments to gender equality and women's rights and for securing the financial resources needed for this purpose. However, gender equality as a development priority is often absent from development and aid management processes and instruments and evidence continues to point to significant gaps and obstacles to women and girls' access to public services[1]. Where this access exists, quality is often lacking. In conflict and post conflict contexts, the challenges facing equitable public service delivery are even greater. In responding to these issues, a number of countries have introduced innovative measures some of which will be recognized and discussed at this Forum.

In addition, approaches to mainstream gender in governments' plans, budgets and performance monitoring systems will be examined in light of their potential to address structural gender inequalities and durably transform public service delivery. One of these approaches, Gender Responsive Budgeting (GRB), is increasingly adopted by governments around the world with 65 countries reporting work in this area in 2011. At the national level, GRB initiatives have collaborated with Ministries of Finance to mainstream gender in budget reform processes and systems; supported sector ministries to ensure that their plans and budgets facilitate the implementation of programmes that address women's needs; built capacity of public institutions in gender responsive planning and budgeting; and supported mechanisms for monitoring and tracking financing for gender equality within and outside governments. At the local level, GRB work has sought to improve women's access to resources and services through strengthened capacities of local authorities to design and implement gender responsive plans and programmes. At the global level, efforts have been made to engage donors with a view to making aid more responsive to gender equality priorities.

In a context where austerity measures, conflict and development challenges of various natures threaten to stall or reverse progress on gender equality, it is more important than ever to safeguard investment in gender equality, enhance efforts in promoting gender responsive service delivery, and strengthen accountability and capacity for implementing gender equality commitments.

What is needed, more broadly, is a transformation of governance systems. There are still too many obstacles to gender responsive governance. For instance, there is a frequent disconnect between public policies including sector and local plans and national gender equality commitments; financial resources for gender equality which are not only low but often limited to social sectors; the capacity of government to cost actions on gender equality, make resources available for these actions and track allocations to implement commitments, are limited. In many countries, corruption also constitutes a significant obstacle to women's access to public services. This includes certainly access to basic services (education, health, water and sanitation etc.) but also other sectors such as employment, law enforcement and political participation. Moreover, types of corruption that disproportionately affect women such as demanding sexual favors in return for access to public services are often under-reported. The current internationally accepted corruption measurement tools are mainly gender blind as they so far do not undertake sex-disaggregated data collection nor provide for tools and instruments designed to analyze the impact of corruption from a gender perspective. Therefore, anti-corruption approaches, measures and mechanisms will need to address issues of relevance for women more specifically and involve women groups in the anti-corruption agenda at national and international level.

## OBJECTIVES

This workshop will provide a platform for dialogue and experience sharing among civil servants on transforming public service delivery to make it more responsive to gender equality concerns. Representatives of Finance Ministries, planning ministries, sector ministries, local governments and civil society organizations will examine good practice, gaps and challenges in women's access to public services. The issue of financing for gender equality and its impact on the implementation of commitments towards gender equality and women's rights will also be discussed. Participants will be encouraged to think about how best to integrate a gender perspective in governments' plans and budgets with a view to improve women and girls' access to public services and achieve equitable development results.

Specifically, the workshop will aim to achieve the following objectives:

- Discuss measures and initiatives improving women's access to public services (at national, sectoral and local level) in stable and post-conflict countries and how they can be replicated;
- Share knowledge about capacity development and accountability measures that strengthens financing for gender equality and women's access to public services (gender-sensitive costing, planning, budgeting and public expenditures tracking);
- Build practical skills for gender responsive planning, budgeting and performance monitoring;
- Identify a set of recommendations for transforming public service delivery and strengthening gender responsive governance and financing for gender equality.

## EXPECTED RESULTS

The main outputs of the workshop include the following:

- A report capturing the shared experiences, the identified results as well as remaining challenges.
- A set of recommendations for transforming public service to advance gender equality, strengthening gender responsive governance and financing for gender equality.
- A network of institutions (schools of public administration, GRB centers of excellence and other training institutes) currently involved in efforts to build institutional capacity for planning, budgeting and monitoring performance from a gender perspective.

## CONTACT INFORMATION

### MS. FATOU AMIMATA LO
Programme Specialist
UN WOMEN
Email: fatou.lo@unwomen.org

## TUESDAY, 25 JUNE 2013

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| 09:00 – 09:45 | **WELCOMING REMARKS**<br>**Introduction and Expectations**<br>Ms. Begona Lasagabaster<br>Director Governance and Leadership Section, UN Women |
| 09:45 – 10:00 | Break |
| 10:00 – 13:00 | **AWARD RECIPIENT**<br>Describe the initiative, conception, strategy, results, funding, partners, challenges and lessons learned |
| 10:20 – 10:40 | **EGYPT**<br>**Presenter**<br>Dr. Dorria Salem<br>Professor of Radiology – Cairo University/Project Manager, Women's Health Outreach Program, Egypt |
| | **ECUADOR**<br>**Presenter**<br>Ms. Soraya Areval<br>Head of the Gender Unit, Ministry of Finance, Ecuador |
| | **GERMANY**<br>**Presenter**<br>Mrs. Sabine Christen<br>Senior Expert (Federal Ministry of Family Affairs, Senior Citizens, Women and Youth) and Mrs. Eva Peters, Senior Expert (Federal Employment Agency), Germany |
| | **MOROCCO**<br>**Presenter**<br>Ms. Najat Zarrouk<br>Governor, Director of Training for Administrative and Technical Staff, Ministry of Interior, Morocco |
| | **PAKISTAN**<br>**Presenter**<br>Mr. Tahir Manzoor<br>Deputy Director, Gender Unit, Department of Labor, Lahore, Pakistan |
| | **ITALY**<br>**Presenter**<br>Mr. Lorenzo Marciano-Agostinelli<br>Officer, Department of General Administration, Ministry of Economy and Finance, Italy |

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| 13:00 – 14:00 | Lunch Break and Visit to the Public Service Innovation Expo/Cultural Exhibition |
| 14:00 – 15:00 | **GENDER-RESPONSIVE SERVICE DELIVERY**<br>**learning from initiatives in Senegal, Austria and Latin America**<br>**SPEAKERS**<br>Dr. Abdoul Aziz Kasse, Professor of Oncology<br>President of Association "Prevenir", Senegal<br>Ms. Ursula Rosenbichler<br>Head of the Federal Performance Management Office, Austrian Federal Chancellery, Austria |
| 15:00 – 15:15 | Break |
| 15:15 – 16:50 | **THE EQUALITY PATH**<br>**Planning and budgeting with a gender lens**<br>Ms. Fatou Lo<br>Programme Specialist, UN Women<br>**Strengthening accountability for financing for gender equality in Nepal**<br>Mr. Dhundi Raj Pokharel<br>Joint Secretary, Ministry of Finance, Nepal<br>Mr. Durga Prasad Khatiwada<br>Programme Officer, UN Women Nepal<br>**Improving women's access to public services at the local level: the Gender Equitable Local Development programme in Africa**<br>Ms. Mary Okumu<br>Chief Technical Adviser, UNCDF, South Africa |
| 16:50 – 17:00 | **WRAP-UP** |

## WEDNESDAY, 26 JUNE 2013

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| 09:00 – 9:10 | **RECAP OF DAY 1**<br>Review key messages from Day 1 and present the programme for Day 2 |
| 09:10 – 9:20 | **DEVELOPING CAPACITY OF PUBLIC INSTITUTIONS TO FORMULATE GENDER SENSITIVE DEVELOPMENT PLANS AND BUDGETS**<br>Ms. Fatou Lo<br>Programme Specialist, UN Women |

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| 09:20 – 11:00 | **CAPACITY DEVELOPMENT FOR GENDER RESPONSIVE BUDGETING**<br>learning from various experiences around the world |
| | **SPEAKERS**<br>**Ms. Ayat Abdel Mooty**<br>Deputy Minister of Sports, Former Head of the Equal Opportunities Unit at the Ministry of Finance, Egypt<br>**Ms. Generosa Cossa**<br>Director of the Center of Studies and Coordination of Gender Issues, Eduardo Mondlane University, Mozambique<br>**Dr. Chika Ezeanya**<br>Director of Research, School of Finance and Banking, Rwanda<br>**Mr. Julius Mukunda**<br>Senior Program Director, Forum for Women in Democracy, Uganda |
| 11:00 – 11:15 | Break |
| 11:15 – 12:00 | **CAPACITY DEVELOPMENT FOR GENDER RESPONSIVE BUDGETING**<br>learning from various experiences around the world (continued) |
| | **SPEAKERS**<br>**Ms. Emilia Reye**<br>Programme Coordinator, Public Budgets with a Gender Perspective, "Equidad de Genero", Mexico<br>**Ms. Zineb Bouba**<br>Head of the Department of Economic and Financial Report and Gender Budget Report, Ministry of Finance, Morocco<br>Ms. Irina Kalabikhina<br>Associate Professor, Moscow State University and Advisory Board Member for GRB Regional Center of Excellence, Russia |
| 12:00 – 13:45 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |

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| 13:45 – 14:15 | **PANEL: GENDER AND CORRUPTION**<br>how does corruption affect women and girls' access to public services and what can be done about it? |
| | **SPEAKERS**<br>**Ms. Sri Sofjan**<br>Chief Executive Officer, Penang Women's Development Corporation, Malaysia<br>**Ms. Sangeeta Purushothaman**<br>Founder, Best Practices Foundation, India |
| 14:15 – 15:15 | **PANEL: GENDER-RESPONSIVE GOVERNANCE**<br>what governance models are needed to transform public service delivery to advance gender equality? |
| | **SPEAKERS**<br>**Mr. Kango Lare-Lantone**<br>Governance expert, Independent consultant, Benin<br>**Ms. Yamini Mishra**<br>Programme Advisor, UN Women, India |
| 15:15 – 15:30 | Break |
| 15:30 – 17:00 | **ESTABLISHING RECOMMENDATIONS FOR THE FORUM OUTCOME DOCUMENT** |
| 17:00 – 17:30 | **CLOSING REMARKS** |
| 17:00 – 17:30 | **CLOSING CEREMONY OF THE CULTURAL EXHIBITION**<br>organised by CICCC |
| 17:30 – 19:30 | **BAHRAINI CULTURAL ACTIVITIES** |
| 19:30 – 21:00 | **DINNER RECEPTION AT THE BAHRAIN INTERNATIONAL CIRCUIT** |

CREATING AN ENABLING ENVIRONMENT FOR ENTREPRENEURSHIP AND ECONOMIC DEVELOPMENT THROUGH INNOVATION AND E-GOVERNMENT

25-26 JUNE 2013
WORKSHOP 5

Venue: Bahrain International Circuit (BIC)

# WORKSHOP 5

## CREATING AN ENABLING ENVIRONMENT FOR ENTREPRENEURSHIP AND ECONOMIC DEVELOPMENT THROUGH INNOVATION AND E-GOVERNMENT

In line of the UN Resolution "Entrepreneurship for Development", UNIDO ITPO Bahrain through its Arab International Center for Entrepreneurship & Investment is organizing this workshop which is aimed at sharing best practices on the optimal eco-system that would best ensure the smooth creation and growth of entrepreneurial enterprises; hence, playing a significant role in job creation, youth employment, eradication of poverty and economic diversification. The various thematic sessions will address and present potential investment opportunities in the area of Green Industry and the Bahrain Cluster of Health & Wellness "Green Lifestyle".

The workshop will also address the role of the various support institutions whether financial or non-financial service providers and educational institutions in promoting entrepreneurship. Also present best practices for the economic empowerment of women.

An entrepreneurs debate will be organized for 12 entrepreneurs from eleven countries namely Bahrain, Lebanon, Sudan, Egypt, Kuwait, Saudi Arabia, Tunisia, Kenya, Sierra Leone, Armenia and Italy. Allowing to share their personal experiences and deliberate on what needs to be done to further boost entrepreneurship development.

## TUESDAY, 25 JUNE 2013

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| 08:00 – 09:30 | REGISTRATION |
| 09:30 – 09:45 | OPENING SESSION<br>Dr. Hashim Hussein<br>Head UNIDO ITPO Bahrain |
| 09:45 – 10:30 | PLENARY SESSION<br>Keynote Speech<br><br>SPEAKERS<br>HE Shaikh Ebrahim Bin Khalifa Al Khalifa<br>Chairman Board of Trustees of the UNIDO Arab International<br>Center for Entrepreneurship & Investment<br>HE Shaikh Abdulla Bin Rashed<br>Governor of the Southern Governorate<br>Mr. Terry Tamminen<br>President Strategic Advisors R20, USA<br>Dr. Imad Shehab<br>Secretary General Arab Union of Chambers<br>Dr Zakaria Hejres<br>Director of the MENA OECD Investment Center |
| 10:30 – 12:00 | THEMATIC SESSION I<br>Green Growth: Health & Wellness Cluste<br><br>CHAIRPERSON<br>Adel Al Zayan<br>CEO Supreme Council for Environment<br><br>SPEAKERS<br>Shaikha Maram Al Khalifa<br>Deputy Secretary General National Initiative for Agricultural<br>Development<br>Mr. Ruggero Ottogalli<br>Area Manager Technogym S.P.A.<br>Mr. Rami Abdulmalik<br>UNIDO Project and Communications Consultant<br>Dr. Mohamed Eisa<br>UNIDO Representative, South Africa<br>Mr. Osama Al Khaja<br>KFH Green Fund |
| 12:00 – 13:45 | Lunch Break and Visit to the Public Service Innovation Expo/<br>Cultural Exhibition |

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| 13:45 – 15:15 | THEMATIC SESSION II<br>Entrepreneurs Debate<br><br>CHAIRPERSON<br>Dr. Hashim Hussein<br>Head UNIDO ITPO / AICEI Bahrain<br><br>SPEAKERS<br>Mrs. Huda Janahi<br>CEO Global Cargo, (Entrepreneurs Ambassadors), Bahrain<br>Mrs. Antonia Coker Caramba<br>Sierra Leone<br>Mrs. Douja Gharbi<br>Director Royal Tapis, Tunisia<br>Mr. Nicola De Carne<br>Italy<br>Ms. Soha Attallah<br>Liban Pack, Lebanon<br>Mr. Patrick Kimathi<br>Kenya<br>Ms. Araksya Grigoryan<br>Armenia<br>Mr. Hussam Ibrahim Osman<br>Sudan<br>Ms. Rim Siam<br>Director Webb Middle east, Egypt<br>Mr. Yahya Al Ansari<br>Partner Youth Hand Partners, Bahrain<br>Mrs. Muna AL Zayer<br>Kuwait |

| 15:15 – 16:45 | THEMATIC SESSION III |
| | Non Financial Support Services for the Creation & Growth of Entrepreneurial Enterprises |

CHAIRPERSON
HE Sh. Hesham Al Khalifa
Deputy General Manager, Bahrain Development Bank

SPEAKERS
Dr. Imad Shehab
Secretary General, Union of Arab Chambers
Mr. Hans Horska
Dubai Silicon Oasis Authority Intrapreneurship
Dr. Abdullah Al Subyani
Founder & President The Firm
Mr. Motaz El Tabaa
Executive Director, Alexandria Businessmen Association
Mr. Osama Al Khaja
Director Ibtikar (Innovation Association Bahrain)
Ms. Soha Attallah
Liban Pack

| 15:15 – 16:45 | Financial Services for the Creation & Growth of Entrepreneurial Enterprises |

CHAIRPERSON
Mr. Afif Barhoumi
UNIDO / AICEI Bahrain

SPEAKERS
Mr. Abdullah Saeed Al Darmaki
CEO Khalifa Fund for Enterprise Development, UAE
Mr. Tawfig Moh'd Khaled
General Manager Bank of Khartoum
Mr. Ahmed Ebrahim Shehab
Head of Finance, Ebdaa Bank
Mr. Hasan Haidar
CEO Tenmou

| 16:45 – 17:30 | Recommendations and Conclusions from Day 1 |

## WEDNESDAY, 26 JUNE 2013

| 09:00 – 10:30 | THEMATIC SESSION IV |
| | Role of Educational Institutions in Entrepreneurial Development: Chaired |

CHAIRPERSON
Dr. Mohamad Eisa
UNIDO South Africa

SPEAKERS
Dr. Mazin Jumaah
President Royal University for Women
Dr. Mona Al Zayani
Director Gulf University
Dr. Abdulla Al Hawaj
Director Ahlia University
Mr. Rami Abdulmalik
UNIDO Project and Communications Consultant, Austria
Dr. Josiane Fahed-Sreih
Director, Institute of Family and Entrepreneurial Business, Lebanese American University, France

| 10:30 – 12:00 | THEMATIC SESSION V |
| | Women Economic Empowerment |

CHAIRPERSON
Mrs. Awatef Al Qattan
Assistant Undersecretary Ministry of Social Affairs & Labor Kuwait

SPEAKERS
Mrs. Rana Ahmed
Director of Support Center for Women, SCW
Mrs. Khayria Dashti
Arab Businesswomen Council
Mrs. Ahlam Janahi
President Bahrain Businesswomen's Society (Entrepreneurs Ambassadors)
Mrs. Antonia Coker Caramba
UNIDO Sierra Leone

Women Economic Empowerment Centers
Mrs. Mariam Al Romaithy
Family Development Foundation, UAE
Mrs. Rana Ahmed
Director of Support Center for Women, SCW

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| 12:00 – 13:45 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |
| 13:45 – 15:45 | THEMATIC SESSION VI<br>Franchising an Innovative Support Program for Entrepreneurs |
| | SPEAKER<br>**Tony Fitzpatrick**<br>Managing Partner Franchise Your Business, Ireland. |
| 15:45 – 17:00 | CLOSING SESSION |
| | SPEAKER<br>**Dr. Hashim Hussein**<br>Head UNIDO ITPO/AICEI Bahrain |
| 17:00 – 17:30 | CLOSING CEREMONY OF THE CULTURAL EXHIBITION<br> organised by CICCC |
| 17:30 – 19:30 | BAHRAINI CULTURAL ACTIVITIES |
| 19:30 – 21:00 | DINNER RECEPTION AT THE BAHRAIN INTERNATIONAL CIRCUIT |

# LEADERSHIP FOR TRANSFORMATIONAL GOVERNMENT

25-26 JUNE 2013
WORKSHOP 6

Venue: Bahrain International Circuit (BIC)

# WORKSHOP 6

## LEADERSHIP FOR TRANSFORMATIONAL GOVERNMENT

### BACKGROUND

This session will examine the role of leadership in transformational government. Panelists will relate their narratives of successful leadership for effectively implementing government strategies and development policies through an inclusive, consultative, empowering and enabling process that focusses not only on people development but also on structural change mechanisms to institutionalize leadership and make government transformational.

The presentations will put a special emphasis on the impact that political leadership has on community capacity development. In furthering transformational government, the Workshop will illustrate how national and local political leaders influence the dynamics between the various stakeholders in the State/Community and how these interactions ultimately affect the overall direction of a country, community and it'snational development.

For transformational government to become a reality, i.e. inclusive, self-regulating, centrally flexible and locally resilient, a new breed of leadership is required, one that can operate through E-Governance to engage a variety of stakeholders. This new breed of leaders quickly build social capital despite the generally negative perception of politics and political elites; they systematically harness the goodwill of stakeholders and foster conditions under which people can work together; create new visions, productively deal with underlying issues, generate fresh insights and change cultures.

### OBJECTIVES
• Reach a common understanding of leadership for transformational government in the context of the Arab/Middle Eastern region and develop agreed upon programming concepts and strategies through different practical methodologies.
• Relate successful government strategies for enacting the transformational government, both centrally and locally;
• Identify possible "missing links" between evidence and action for change.
• Steps towards operationalizing strategies and support

## ISSUES TO BE DISCUSSED

- Leadership to make E-Government transformational
- Different types of leadership for transformational government:
  Individual, Government-led, Community-led, etc.
- The role of leadership throughout the extended value-chain of E-Government
- Building leadership capacity for transformational government
- Community-led leadership through Innovation Networks
- Enacting the Transformative Environment of E-Government through leadership
- Conceptual & theoretical perspectives of leadership and transformational government

## MAIN QUESTIONS

- How is government transformational?
- What type of leadership is required for transformational government?
- What is the impact of government leadership on capacity development for transformational government?
- How do political leaders influence the dynamics between the various stakeholders in a community and the policy structures and the overall direction of the transformational government development agenda?
- What are the changes in the governance and government institutions, community decision-making and participation, and economic performance indicators and outputs that led to these changes?
- What are the leadership styles and how can leaders serve as catalysts for transformational government capacity development?

## TUESDAY, 25 JUNE 2013

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|---|---|
| 08:30 – 09:00 | REGISTRATION |
| 09:00 – 09:20 | WELCOMING REMARKS |
| | SPEAKERS |
| | Mr. Peter Grohman |
| | Resident Coordinator & Resident Representative, United Nations Development Programme (UNDP) |
| | Dr. Raed Bin Shams |
| | Director General, Bahrain Institute of Public Administration (BIPA) |
| 09:20 – 09:30 | INTRODUCTION TO THE WORKSHOP THEME Leadership for Transformational Government |
| | Dr. Sofiane Sahraoui |
| | Assistant Director General, BIPA |
| 09:15 – 11:00 | SESSION 1 Strategies for leadership in Transformational Government |
| | SPEAKERS Turkish Government Strategy to Nurture Leadership for Government Transformation |
| | Dr. A. Ramazan Altinok |
| | Head of E-Government Advisory Group, Prime Minister's Office, RECIPA Concept Advisor, Turkey |
| | Dr. Khalid Al-Yahya |
| | Director of the Arab Public Management Research Initiative and Assistant Professor at the Dubai School of Government |
| | Mr. Lotfi Seibi |
| | Director, 4D-Leadership House, Tunisiav |
| | Discussion (Q&A) |
| 11:00 – 11:15 | RAPPORTEURS SYNTHESIS |
| | Abla Amawi |
| | UNDP |
| | Tamer Qarmout |
| | UNDP |
| 11:15 – 11:45 | Coffee Break |

| 11:45 – 14:25 | SESSION II |
| | |
| | **CHAIRPERSON**<br>Mr. Ishaq Ameen<br>Leadership Programme Director, BIPA |
| | **SPEAKERS**<br>Community-led Leadership through Innovation Networks |
| | Dr. Marco Meneguzzo<br>Director of Innovation and Management of Public<br>Administration Master Programme, University of Rome, Italy |
| | Youth Engagement through E-Governance |
| | Mr. Jeffrey Ghannam<br>Development Technical Advisor and Managing Director,<br>DEMOCRATech Solutions, USA |
| 14:25 – 15:25 | Lunch Break and Visit to the Public Service Innovation Expo/<br>Cultural Exhibition |
| 15:25 – 16:00 | WORKING GROUP SESSION<br>Mr. Jeffrey Ghannam |
| 16:00 – 16:15 | Coffee Break |
| 16:15 – 16:35 | Leadership in a Connected Government<br>Dr. Patrick Breard<br>Director and Consultant, Breard & Associates, France |
| 15:25 – 16:00 | WORKING GROUP SESSION<br>Dr. Patrick Breard |
| 17:00–17:30 | Discussion (Q&A) |
| 17:30–17:45 | RAPPORTEURS SYNTHESIS<br>Abla Amawi<br>UNDP<br>Tamer Qarmout<br>UNDP |

## WEDNESDAY, 26 JUNE 2013

| 9:00 – 9:15 | INTRODUCTION TO THE WORKSHOP SUB-THEME<br>Leadership Capacity Development for the Transformational<br>Government |
| | Dr. Sofiane Sahraoui<br>Assistant Director General, BIPA |
| | **CHAIRPERSON**<br>Adnan Al-Mahmoud<br>Gulf Petrochemical Industries Company, Bahrain |
| 9:15 – 9:45 | KEYNOTE ADDRESS<br>Leadership Capacity Building for Transformational<br>Government |
| | Dr. Marco Meneguzzo<br>Director of Innovation and Management of Public<br>Administration Master Programme, University of Rome, Italy |
| 9:45 – 10:30 | WORKING GROUP SESSION<br>Dr. Marco Meneguzzo |
| 10:30 – 11:00 | PLENARY |
| 11:00 – 11:30 | Coffee Break |
| 11:30 – 12:00 | SESSION III<br>Regional Experiences |
| | **SPEAKERS**<br>Leadership Initiatives for Government Transformation in<br>Dubai, UAE |
| | Mr. Mhamed Biygautane<br>Research Associate, the Dubai School of Government<br>Sheikh Mohammed bin Rashid Al Maktoum Leadership<br>Initiatives for Government Transformation in Dubai, UAE |
| | Leadership Training at BIPA, Bahrain |
| | Mr. Ishaq Ameen<br>Leadership Programme Director, BIPA<br>Leadership Training at BIPA, Bahrain |
| | Developing Leaders in the Transformational Context of Tunisia |
| | Mr. Lotfi Seibi<br>Director, 4D-Leadership House, Tunisia<br>Developing Leaders in the Transformational Context of Tunisia |

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| 13:30 – 4:15 | WORKING GROUP SESSION |
| 14:15 – 14:45 | PLENARY |
| 14:45 – 15:15 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |
| 15:15 – 17:45 | SESSION IV Introduction to the Middle East Public Administration Research (MEPAR) |
| | CHAIRPERSON Dr. Raed Bin Shams BIPA |
| | SPEAKER Research/Policy Agenda for Leadership in the Transformational Government Dr. Sofiane Sahraoui Assistant Director General, BIPA Mr. Mhamed Biygautane |
| | Research Associate, the Dubai School of Government Mr. Mhamed Biygautane Research Associate, the Dubai School of Government Research on Knowledge Management for Government |
| | Discussion (Q&A) |
| 16:20 – 16:45 | Coffee Break |
| 16:45 – 17:30 | WORKING GROUP SESSION Defining the Research/Policy Agenda for MEPAR |
| 17:30–17:45 | RAPPORTEURS SYNTHESIS Abla Amawi UNDP Tamer Qarmout UNDP |
| 17:45 – 18:00 | CLOSING REMARKS |
| 17:00 – 17:30 | CLOSING CEREMONY OF THE CULTURAL EXHIBITION  organised by CICCC |
| 17:30 – 19:30 | BAHRAINI CULTURAL ACTIVITIES |
| 19:30 – 21:00 | DINNER RECEPTION AT THE BAHRAIN INTERNATIONAL CIRCUIT |

COOPERATION COUNCIL FOR THE ARAB STATES OF THE GULF (GCC) INITIATIVES TOWARDS EGOVERNMENT AND SUSTAINABLE PUBLIC SERVICES

25-26 JUNE 2013
WORKSHOP 7

Venue: Bahrain International Circuit (BIC)

# WORKSHOP 7

## COOPERATION COUNCIL FOR THE ARAB STATES OF THE GULF (GCC) INITIATIVES TOWARDS EGOVERNMENT AND SUSTAINABLE PUBLIC SERVICES

### BACKGROUND

The Gulf Cooperation Council (GCC) was formed in 1981 in an aim to create economic, scientific and business cooperation among its members. Such cooperation is also concrete in the eGovernment and public services and thus the group countries. Luckily, Gulf countries have uniformed egovernment strategy guidelines and common level of awareness among GCC citizens about eGovernment services. Most recently GGC countries have enjoyed high ranking in the UN eGovernment Readiness Index as a result of advancements in eGoverment initiatives.

### OBJECTIVES

Being held on the sidelines of the United Service Public Service Day 2013, the workshop will gather GCC eGovernment leaders and will be attended by international delegates, a number of  objectives are sought, including:
 (i) Share regional experiences and successful stories with other countries, (i) Showcase the best initiatives adopted in the GCC countries based on UN eGovernment Survey 2012 that focused on whole of government approach (iii) Discuss emerging issues with GCC eGovernment leaders  (iv) Provide a model regional experience for other countries for the benefit of all.
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### EXPECTED RESULTS

The concrete outcomes are expected from the workshop:

The workshop will enrich the UNPSF and provide an opportunity to showcase the unique initiatives within the GCC countries related to eGovernment and Public service.

The workshop provides an open and interactive discussion platform involving the leaders of GCC eGovernments to exchange ideas related to the eGovernment integrated projects and outlook for future GCC joint projects.

Most importantly the workshop is to share successful projects with the other countries in order to benefit from the experiences and achievements of the block.

## TUESDAY, 25 JUNE 2013

| | | |
|---|---|---|
| 09:00 – 09:15 | **OPENING SPEECH**<br>Dr. Zakareya Al-Khaja<br>VCEO – eGA, Bahrain | |
| 09:15 – 09:35 | **IMPACT OF SOCIAL MEDIA FOR SME'S STRATEGY PLANNING**<br>Dr. Hilal Said Al Shidhani<br>Social Media Strategy Consultant<br>Supreme Council for Planning, Oman | |
| 09:35 – 09:55 | **SMART GOVERNMENT**<br>Eng. Meshal Abdulla Ibrahim Binhussain<br>Manager Operations CERT, U.A.E | |
| 09:55 – 10:15 | **SAUDI EGOVERNMENT PROGRAM (YESSER)**<br>Impact and Challenges<br>Eng. Ahmad Y Alkhiary<br>Assistant Director General at MCIT – Yesser, Saudi Arabia | |
| 10:45 – 11:05 | **METRASH2" SERVICE**<br>wide range of MoI's services via mobile phones.<br>Ministry of Interior, Qatar | |
| 11:05 – 11:25 | **eGOVERNMENT OFFICIAL PORTAL VIA SMART PHONES**<br>Ms. EbtisamAlAwadhi<br>The Central Agency for Information Technology, Kuwait | |
| 11:25 – 11:45 | **BALADIYA MOBILE APPLICATION**<br>Ministry Of Municipality & Urban Planning, Qatar | |
| 11:45 – 12:00 | Discussion (Q&A) | |
| 12:00 – 14:15 | Lunch Break and Visit to the Public Service Innovation Expo/<br>Cultural Exhibition | |
| 14:15 – 14:25 | **ACHIEVEMENTS OF SAFEER**<br>A Scholarship Management Platform<br>Dr. Khalid Alajmi<br>Ministry of Higher Education, Saudi Arabia | |
| 14:25 – 14:55 | **THAKERAT AL-KUWAIT**<br>A comprehensive archiving of Kuwaiti's Newspapers<br>Mr. Turky Al-Turky<br>The Central Agency for Information Technology, Kuwait | |
| 14:55 – 15:15 | **NOOR**<br>Education Management System<br>Dr. Jarallah S. AlGhamdi<br>CIO of the Ministry of Education, Saudi Arabia | |
| 15:15 – 15:30 | Discussion (Q&A) | |
| 15:30 – 17:00 | **OPEN DISCUSSION**<br>GCC eGovernment Strategy and key initiatives shared among the members<br><br>SPEAKERS<br>Mr. Mohammed AlQaed<br>CEO of Bahrain eGovernment Authority<br>Mr. Hassan Al-Sayed<br>Assistant Secretary General-Information Technology Sector,<br>ICT Government Programs, Qatar<br>Eng. Ahmad Y Alkhiary<br>Assistant Director General at MCIT<br>Yesser, Saudi Arabia<br>Mrs. Majida Al-Naqeeb<br>DGM – National Project<br>The Central Agency for Information Technology, Kuwait<br>Mr. Salem Al housani<br>Director Development Department<br>Information and eGov Sector, U.A.E<br>Dr. Hilal Said Al Shidhani<br>Social Media Strategy Consultant<br>Supreme Council for Planning, Oman | |

## WEDNESDAY, 26 JUNE 2013

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| 09:00 – 09:20 | **ROLE OF THE NATIONAL DOMAIN NAME ".AE" IN BUILDING THE LANDSCAPE FOR THE INTERNET IN THE UAE AND THE LATEST PROJECTS IN THE PIPELINE**<br>Mr. Mohammed Al Khamis<br>Manager ICT Planning<br>TRA, U.A.E |
| 09:20 – 09:40 | **GOVERNMENT RESOURCE PLANNING (GRP) PROGRAM "MAWARED"**<br>ictQATAR, Qatar |
| 09:40 – 10:00 | **SMART CARD PROJECT**<br>Central Informatics Organization, Bahrain |
| 10:00 – 10:15 | Discussion (Q&A) |
| 10:15 – 10:30 | Short Break |
| 10:30 – 10:50 | **MM1111 CALL CENTER**<br>Mrs. Samiya Hamed Al Saidi<br>Communication Technical<br>Muscat Municipality, Oman |
| 10:50 – 11:10 | **CONTACT CENTER OF NATIONAL ePORTAL**<br>Mr. Talal Farhan<br>The Central Agency for Information Technology, Kuwait |
| 11:10 – 11:30 | **MOL EMPLOYMENT SYSTEMS**<br>Dr. Amr Zuhair Mas'ood<br>Nitaqat Program Manager<br>Ministry of Labor, Saudi Arabia |
| 11:50 – 12:05 | Discussion (Q&A) |
| 12:05 – 14:15 | Lunch Break and Visit to the Public Service Innovation Expo/ Cultural Exhibition |
| 14:15 – 14:35 | **CONSUMER EPROTECTION**<br>Mr. Nasser Said Al Mubaihsi<br>Director, IT Department<br>Public Authority for Consumer Protection, Oman |

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| 14:35 – 14:55 | **CORRESPONDENCE MANAGEMENT SYSTEM**<br>Mrs. Reham Al-Awadi<br>The Central Agency for Information Technology, Kuwait |
| 14:55 – 15:15 | **THE ROLE OF AECERT IN PROTECTING THE UAE SOCIETY**<br>Eng. Meshal Abdulla Ibrahim Binhussain<br>Manager Operations CERT – U.A.E |
| 15:15 – 15:30 | Discussion (Q&A) |
| 15:30 – 17:00 | **OPEN DISCUSSION**<br>GCC eGovernment Challenges and implementation strategies<br>**SPEAKERS**<br>Mr. Hassan Al-Sayed<br>Assistant Secretary General-Information Technology Sector,<br>ICT Government Programs, Qatar<br>Mrs. Majida Al-Naqeeb<br>DGM – National Project<br>The Central Agency for Information Technology, Kuwait<br>Dr. Zakareya Al-Khaja<br>VCEO – EGA, Bahrain<br>Mr. Salem Al housani<br>Director Development Department<br>Information and eGov Sector, U.A.E<br>Mr. A.Ameer Bin Sabah Allewatya<br>Chief ICT<br>State Audit Institution, Oman |
| 17:00 – 17:30 | **CLOSING CEREMONY OF THE CULTURAL EXHIBITION**<br> organised by CICCC |
| 17:30 – 19:30 | **BAHRAINI CULTURAL ACTIVITIES** |
| 19:30 – 21:00 | **DINNER RECEPTION AT THE BAHRAIN INTERNATIONAL CIRCUIT** |

ESSENTIAL LEADERSHIP
CAPACITIES AND ACTIONS FOR
TRANSFORMATIONAL GOVERNMENT

27 JUNE 2013
SPECIAL MEETING

Venue: Bahrain International Circuit (BIC)

# SPECIAL MEETING

## ESSENTIAL LEADERSHIP CAPACITIES AND ACTIONS FOR TRANSFORMATIONAL GOVERNMENT

### BACKGROUND

The United Nations Project Office on Governance (UNPOG), which is managed by the United Nations Department for Economic and Social Affairs, Division for Public Administration and Development Management, will organise the Special Meeting on "Essential Leadership Capacities and Actions for Transformational Government" on Friday, 28 June 2013.

Various researchers have shown that early E-Government initiatives did not meet diverse expectations of citizens fully because governments tried to simply focus on automation of services, not making enough efforts of providing sharply tailored services for satisfying citizen's needs. Citizens now demand more comprehensive and encompassing services from their governments because various governmental programmes are intertwined to each other and, in most cases, disjoined institutions cannot provide full-fledged information for service users. Today effective public administration requires a whole-of-government approach which should ensure horizontal and vertical collaboration among various governmental agencies, going beyond the mere creation of a website.

Several UN publications also indicate that the role of E-Government should be more proactive. In particular, according to "The Role of Responsive and Accountable Public Governance in Achieving the Millennium Development Goals and the Post-2015 Development Agenda", prepared by the UN Committee of Experts on Public Administration 2013, functions of E-Government have been transformed from making government data or services available online to more actively availing all-encompassing and across-the-board data so that citizens can have easy access to needed information. In so doing, government's ICT-utilised services have became more joined up and connected to better address user's diverse needs. This new trend of E-Government has become popularly known as "transformational government" or "t-Government".

Like E-Government, successful implementation of t-Government is influenced by social, political, and economic factors of countries such as their legal and public administration system, digital divide, leadership, human capital, development level of information infrastructure and so on. Among all these factors, the role of leadership needs to be closely examined because leaders' vision and commitment, as overarching drivers for change and innovation, are essential to the success of t-Government. In line with this, UNPOG will hold the Special Meeting on the subject of "Essential Leadership Capacities and Actions for

Transformational Government" with a particular focus on developing countries and small state islands. 24 high-level government officials and CIOs, including ministers from CIS countries, Mongolia, Republic of Korea, China, and Seychelles, are expected to attend this event. The format of the meeting will be participatory and the discussion will be interactive as it is aimed at producing concrete recommendations for capacity-building.

## OBJECTIVE

The main objective of the Special Meeting is to identify the essential key leadership capacities needed to promote effective government transformation and to build partnerships with civil society and the private sector, as well as networks at the global, national and local levels to better address socio-economic and environmental challenges, particularly for developing countries. The meeting will also discuss and provide recommendations on what concrete actions are required to transform government and promote effective E-Government strategies so that the public sector is able to meet citizens' demands effectively and solve complex multiple crises in innovative ways.

Participants of the Special Meeting will attend the first three days of the Forum in order to benefit from knowledge-sharing of cutting-edge ideas and innovations in E-Government through plenary sessions and the Workshop on Collaborative Governance, which will focus on institutional frameworks for whole-of-government approaches. The lessons and policy options that are obtained from other sessions will provide substantive input for discussions of the Special Meeting, which will be held on the morning of 27 June 2013. The recommendations of the Special Meeting will then be presented in the Plenary Session of the afternoon of 27 June 2013.

## EXPECTED RESULTS

- A set of recommendations/guidelines about key essential leadership capacities and actions for enhancing t-Government in developing countries and related policies
- Recommendations on how essential leadership capacities can be built and what measures can be taken;
- Discussion about how to develop guidelines and an online course for the United Nations Public Administration Network (UNPAN) on the role of leadership for transformational government for officials at all levels;
- Presentation of the findings of the meeting in the plenary session in the afternoon of the fourth day of the 2013 UN Public Service Forum
- Inclusion of the findings of the Special Meeting in the upcoming United Nations E-Government Survey
- Presentation of the findings and recommendations of this Meeting at a special panel during the upcoming Global E-Government Forum, which will take place in the Republic of Korea in October 2013.

## CONTACT INFORMATION

### MR. VINCENZO AQUARO
Officer-in-Charge and Chief,
E-Government Branch (eGB)
DPADM, UNDESA
Tel: +1-917-678-3349
Fax: +1-212-963-0522
Email: aquaro@un.org

### MR. ALEXEI TIKHOMIROV
Acting Head, UNPOG
Tel: 82-2-717-4278
Fax: 82-2-756-7577
Email: tikhomirov@un.org

### MR. BONG-UP CHO
Senior Policy Development Expert, UNPOG
Tel: 82-2-2100-4271
Fax: 82-2-756-7577
Email: chob@un.org

### MR. CHANG ROK YUN
Associate Capacity Development Expert, UNPOG
Tel: 82-2-2100-4273
Fax: 82-2-756-7577
Email: yunc@un.org

## THURSDAY, 27 JUNE 2013

| | |
|---|---|
| 10:00 – 10:10 | **OPENING REMARKS** |
| | **SPEAKERS**<br>**Mr. Vincenzo Aquaro**<br>Officer-in-Charge and Chief, E-Government Branch (eGB)<br>Division for Public Administration and Development<br>Management (DPADM)<br>UNDESA<br>**Mr. Alexei Tikhomirov**<br>Acting Head<br>United Nations Programme Office on Governance (UNPOG)<br>Division for Public Administration and Development<br>Management (DPADM)<br>UNDESA, Seoul, Republic of Korea |
| 10:10 – 11:10 | **SESSION 1**<br>Overview of E-Government programmes from selected countries |
| 11:10 – 12:35 | **SESSION II**<br>Key essential leadership capacities and actions for enhancing t-Government: Recommendations and Policy Options |
| | Questions for discussion will include the following:<br>• What essential leadership capacities are needed to promote t-government?<br>• How can leadership capacities for t-government be developed?<br>• What strategies and approaches have worked in the past?<br>• What innovative approaches and tools could be developed to support Member States from developing countries and LDCs in order to build effective leadership capacity? |
| | Roundtable Discussion |
| 12:30 – 12:50 | **PRESENTATION OF KEY RECOMMENDATIONS**<br>from each roundtable and synthesis of discussion |
| 12:50 – 13:00 | **SESSION III**<br>Wrap-up and Closing Remarks |

# 2013
# UNPSA WINNERS

# 2013 UNITED NATIONS PUBLIC SERVICE AWARD WINNERS

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

## CATEGORY 1
Preventing and Combating Corruption in the Public Service

GEORGIA    INDIA    ITALY    MOROCCO    OMAN    REPUBLIC OF KOREA    SLOVENIA

## CATEGORY 2
Improving the delivery of public services

BRAZIL    INDIA    MEXICO    NIGERIA    OMAN    PERU    SOUTH AFRICA

SPAIN    THAILAND    UNITED ARAB EMIRATES    UNITED STATES OF AMERICA

## CATEGORY 3
Fostering Participation in Public Policy-Making Decisions Through Innovative Mechanisms

BRAZIL    EGYPT    MOLDOVA    REPUBLIC OF KOREA

## CATEGORY 4
Promoting Whole-of-Government Approaches in the Information Age

BAHRAIN    BOTSWANA    MOROCCO    NIGERIA    REPUBLIC OF KOREA    SINGAPORE    SLOVENIA

SPAIN    TRINIDAD & TOBAGO    UNITED ARAB EMIRATES

## CATEGORY 5
Promoting Gender-Responsive Delivery of Public Services

EGYPT    ETHIOPIA    EQUADOR    GERMANY    INDIA    ITALY    JORDAN

KENYA    MOROCCO    PAKISTAN    REPUBLIC OF KOREA
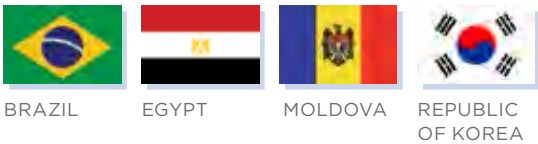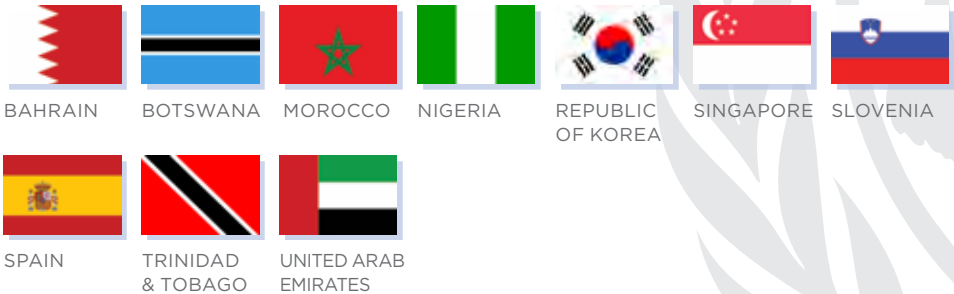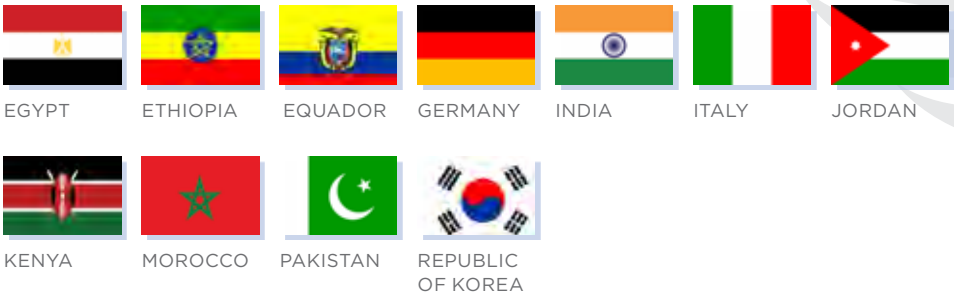
# CATEGORY 1

## PREVENTING AND COMBATING CORRUPTION IN THE PUBLIC SERVICE



### AFRICA

**1ST PLACE WINNER**

MOROCCO

### ASIA & THE PACIFIC

**1ST PLACE WINNER**

INDIA

**2ND PLACE WINNER**

REPUBLIC OF KOREA

### EUROPE & NORTH AMERICA

**1ST PLACE WINNER**

ITALY

**2ND PLACE WINNER**

SLOVENIA

### WESTERN ASIA

**1ST PLACE WINNER**

OMAN

**2ND PLACE WINNER**

GEORGIA

## AFRICA
2013 Category 1 Winner

### MOROCCO – 1ST PLACE WINNER

Initiative: Integrity Reinforcement
Institution: RCAR – Régime collectif d'allocation de retraite (Groupe Caisse de Dépôt et de Gestion)

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

# ASIA & THE PACIFIC
2013 Category 1 Winner

## INDIA – 1ST PLACE WINNER
Initiative: Mass Contact Programme (MCP)
Institution: Chief Minister's Office – Kerala State

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

# ASIA & THE PACIFIC
2013 Category 1 Winner

## REPUBLIC OF KOREA – 2ND PLACE WINNER
Initiative: Anti-Corruption Clean Construction System
Institution: Seoul Metropolitan Infrastructure Headquarters

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

# EUROPE & NORTH AMERICA

2013 Category 1 Winner

## ITALY – 1ST PLACE WINNER

Initiative: INPS: Our Fight and Synergy Against Corruption
Institution: National Institute of Social Security, Apulia, Bari

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

# EUROPE & NORTH AMERICA

2013 Category 1 Winner

## SLOVENIA – 2ND PLACE WINNER

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

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

# WESTERN ASIA

## OMAN – 1ST PLACE WINNER
Initiative: Complaints Window
Institution: State Audit Institution

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

# WESTERN ASIA

## GEORGIA – 2ND PLACE WINNER
Initiative: Online Asset Declaration System (OADS)
Institution: Civil Service Bureau

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

# CATEGORY 2

## IMPROVING THE DELIVERY OF PUBLIC SERVICES

### AFRICA

**1ST PLACE WINNER**
SOUTH AFRICA

**2ND PLACE WINNER**
NIGERIA

### EUROPE & NORTH AMERICA

**1ST PLACE WINNER**
SPAIN

**2ND PLACE WINNER**
SPAIN

**2ND PLACE WINNER**
UNITED STATES OF AMERICA

### WESTERN ASIA

**1ST PLACE WINNER**
OMAN

**2ND PLACE WINNER**
UNITED ARAB EMIRATES

### ASIA & THE PACIFIC

**1ST PLACE WINNER**
THAILAND

**2ND PLACE WINNER**
INDIA

### LATIN AMERICA & THE CARIBBEAN

**1ST PLACE WINNER**
PERU

**2ND PLACE WINNER**
BRAZIL

**2ND PLACE WINNER**
MEXICO

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# AFRICA

2013 Category 2 Winner

## SOUTH AFRICA – 1ST PLACE WINNER

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

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

# AFRICA
2013 Category 2 Winner

## NIGERIA – 2ND PLACE WINNER
Initiative: Federal Capital Territory Administration Mobile Integrated Primary Health Care Service Delivery "MAILAFIYA"
Institution: Federal Capital Territory Administration, Abuja, Nigeria

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

# ASIA & THE PACIFIC
2013 Category 2 Winner

## THAILAND – 1ST PLACE WINNER
Initiative: Child First-Work Together (CF-WT)
Institution: Rajanagarindra Institute of Child Development – Ministry of Public Health

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

# ASIA & THE PACIFIC
2013 Category 2 Winner

## INDIA – 2ND PLACE WINNER
Initiative: SWAVALAMBAN
Institution: District Administration, Dhanbad

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

# EUROPE & NORTH AMERICA
2013 Category 2 Winner

## SPAIN – 1ST PLACE WINNER
Initiative: Servicio de atención a Personas con Movilidad Reducida – PMR- en los aeropuertos de la red
Institution: AENA (Aena Aeropuertos Españoles y Navegación Aérea)

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

# EUROPE & NORTH AMERICA

2013 Category 2 Winner

## SPAIN – 2ND PLACE WINNER

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

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

# EUROPE & NORTH AMERICA

2013 Category 2 Winner

## UNITED STATES OF AMERICA – 2ND PLACE WINNER

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

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

# LATIN AMERICA & THE CARIBBEAN

## PERU – 1ST PLACE WINNER

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

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

# LATIN AMERICA & THE CARIBBEAN

## BRAZIL – 2ND PLACE WINNER

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

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

# LATIN AMERICA & THE CARIBBEAN

2013 Category 2 Winner

## MEXICO – 2ND PLACE WINNER

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

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

# WESTERN ASIA

2013 Category 2 Winner

## OMAN – 1ST PLACE WINNER

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

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

# WESTERN ASIA

2013 Category 2 Winner

## UNITED ARAB EMIRATES– 2ND PLACE WINNER

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

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

# CATEGORY 3

FOSTERING PARTICIPATION IN PUBLIC POLICY-MAKING DECISIONS THROUGH INNOVATIVE MECHANISMS

## ASIA & THE PACIFIC

**1ST PLACE WINNER**
REPUBLIC OF KOREA

**2ND PLACE WINNER**
REPUBLIC OF KOREA

## LATIN AMERICA & THE CARIBBEAN

**1ST PLACE WINNER**
BRAZIL

## EUROPE & NORTH AMERICA

**1ST PLACE WINNER**
MOLDOVA

## WESTERN ASIA

**1ST PLACE WINNER**
EGYPT

## REPUBLIC OF KOREA – 1ST PLACE WINNER
Initiative: Seoul Welfare Standards enabled by and for the Citizens of Seoult
Institution: Seoul Metropolitan Government

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

## REPUBLIC OF KOREA – 2ND PLACE WINNER
Initiative: Eco-mileage, a Program to Engage Citizens in GHG Reduction
Institution: Seoul Metropolitan Government

According to a survey on the characteristics of greenhouse gas emissions in the city of Seoul, households and buildings account for 67% and transportation 24%. The most effective way of reducing emissions in the city in the short-term was for households and businesses to voluntarily implement energy conservation efforts consistently. There was however limited participation of citizens in the efforts for improving energy conservation. The government therefore offered incentives to households and organizations that implement energy conservation measures to reduce greenhouse gas emissions. The Eco Mileage Card System was set up to offer mileage on energy conservation, the purchase of environment-friendly products and the use of public transportation. If citizens become Eco Mileage members and take part in energy conservation efforts, they can monitor their conservation efforts in figures, while also receiving economic incentives. The incentives are given in goods and facilities that significantly reduce greenhouse gas emissions or improve energy efficiency. The incentives have worked as a significant motivating factor for energy conservation for many citizens. The Eco Mileage System is the first citizen-participating greenhouse gas reduction program implemented by a local government in Korea. The city of Busan, Gyeonggi and Jeollanam-do Provinces have also introduced and implemented the system to their citizens. In January 2010, the Ministry of Environment designated the Seoul Eco Mileage System as a model for the government-enterprise cooperation in the implementation of environment-friendly measures.

# EUROPE & NORTH AMERICA

2013 Category 3 Winner

## MOLDOVA  – 1ST PLACE WINNER

Initiative: Increased Transparency in the Decision-Making Process
Institution: State Chancellery of the Republic of Moldova

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

# LATIN AMERICA & THE CARIBBEAN

2013 Category 3 Winner

## BRAZIL – 1ST PLACE WINNER

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

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

# WESTERN ASIA

2013 Category 3 Winner



## EGYPT – 1ST PLACE WINNER

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

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

# CATEGORY 4

## PROMOTING WHOLE-OF-GOVERNMENT APPROACHES IN THE INFORMATION AGE

### AFRICA

| 1ST PLACE WINNER | 2ND PLACE WINNER | 2ND PLACE WINNER |
|---|---|---|
| NIGERIA | BOTSWANA | MOROCCO |

### ASIA & THE PACIFIC

| 1ST PLACE WINNER | 2ND PLACE WINNER | 2ND PLACE WINNER |
|---|---|---|
| REPUBLIC OF KOREA | REPUBLIC OF KOREA | SINGAPORE |

### EUROPE & NORTH AMERICA

| 1ST PLACE WINNER | 2ND PLACE WINNER |
|---|---|
| SLOVENIA | SPAIN |

### LATIN AMERICA & THE CARIBBEAN

| 1ST PLACE WINNER |
|---|
| TRINIDAD AND TOBAGO |

### WESTERN ASIA

| 1ST PLACE WINNER | 2ND PLACE WINNER | 2ND PLACE WINNER |
|---|---|---|
| UNITED ARAB EMIRATES | BAHRAIN | UNITED ARAB EMIRATES |

# AFRICA
2013 Category 4 Winner

## NIGERIA – 1ST PLACE WINNER
Initiative: 1-GOV.net
Institution: Galaxy Backbone

The Federal Government was spending over 120 million USD on ICT infrastructure projects championed by different Ministries, Departments or Agencies (MDAs). Most of these projects were duplications. At the same time valuable information created in one MDA was not accessible to the next. Overall, there was lack of a coordinated approach to e-Government. The Federal Government was receiving little value for money while paying a high price for the connectivity services: about $6.7m a year for what was no more than a total of 50 Mbps to different MDAs. In addition, the security of information was at risk with Government data being hosted in several open access infrastructures offshore. A common ICT platform for the Federal Government was proposed by an inter-ministerial committee on harmonization of ICT initiatives of all MDAs and approved by the President of Nigeria. This common platform called 1-GOV.net has now become a secure government cloud consisting of software, hardware and network infrastructure offering shared services to the whole of the Federal Government of Nigeria. Now, over 85% of the MDAs are integrated into a secure, exclusive network. For example, inter-agency voice and video conferencing is now available through 3,600 connected locations nationwide reducing the need to travel across and between the cities for meetings. The initiative eliminated the duplication of ICT projects and infrastructure within government, reducing costs and improving efficiency.

# AFRICA
2013 Category 4 Winner

## BOTSWANA – 2ND PLACE WINNER
Initiative: Food Coupon System
Institution: Ministry of Local Government and Rural Development

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

# AFRICA
2013 Category 4 Winner

## MOROCCO – 2ND PLACE WINNER
Initiative: Quick Response Codes
Institution: AGENCE URBAINE D'ESSAOUIRA

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

# ASIA & THE PACIFIC
2013 Category 4 Winner

## REPUBLIC OF KOREA – 1ST PLACE WINNER
Initiative: DBAS: Korea's Integrated Financial Management Information System
Institution: Ministry of Strategy and Finance

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

# ASIA & THE PACIFIC

2013 Category 4 Winner

## REPUBLIC OF KOREA – 2ND PLACE WINNER

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

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

# ASIA & THE PACIFIC

2013 Category 4 Winner

## SINGAPORE – 2ND PLACE WINNER

Initiative: Co-Creation of Creative Solutions Through eGov Initiatives
Institution: National Environment Agency

Over the years the government of Singapore has had increased pressures placed on their administration. Besides having to manage competing land uses in land-scare Singapore, the government has had to manage the pressures on Singapore's environment over the years. This has been largely due to the rapid pace of urbanization, as well as, with recent high population growth. The initiative used a series of smart technologies to share environmental data, such as, air quality, public health and weather, with government agencies and public.  National Environment Agency (NEA) contributed to the creation of 86 environment datasets and 17 spatial datasets to the Singapore Government data hub, SG-Data/GeoSpace, for inter-agency sharing. In addition, 75 datasets and 8 map layers to the Singapore Government's one-stop portal service, www.data.gov.sg, was added. These datasets permitted public usage and collaborated with the Public Utilities Board to provide integrated environmental information (e.g. water level information, sms alerts for flash flood, and heavy rain warnings) to the public via mobile applications to better handle environmental crisis or issues.  In addition, NEA works with several Institutes of Higher Learning (IHLs) to develop a gaming platform (Operation MACE -www.macecommand.com.sg), to create awareness among the youths. This actively attracted environment champions to co-create solutions for everyone. As a result Singapore has been positioned as one of the Data Collection or Product Centres (DCPC) in the region under the World Meteorological Organization (WMO) umbrella.

# EUROPE & NORTH AMERICA

2013 Category 4 Winner

## SLOVENIA – 1ST PLACE WINNER

Initiative: Reusable IT Building Blocks for Electronic Data Exchange
– implementation for e-Social Security
Institution: Ministry of the Interior and Public Administration

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

# EUROPE & NORTH AMERICA

2013 Category 4 Winner

## SPAIN – 2ND PLACE WINNER

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

In Spain until 2004, various departments of the Central Government and each of the regional administrations managed the acquisition and production of geographic information according to their individual needs and requirements, without integration at a national level. This resulted in the generation of information gaps, duplication of effort and expenses as well as lack of continuity in work plans. To improve the situation, the National Plan for the Observation/Monitoring of the Spanish Territory was initiated. The main objective of this plan is to provide accurate information to citizens, the private sector and NGOs whose work relates to agricultural infrastructure, public works, tourism, migration, fires, environmental changes etc. The initiative plays an essential role in developing environmental policies, in conducting socio-economic studies about the density of the population, and in improving tourism through an assessment of historical monuments. It is implemented through the cooperation of seven ministries, universities and the private sector. The initiative has become an innovative model of inter-administrative management based on partnership and co-ownership. It enabled co-financing of projects on geographic information by different institutions and it was successful in meeting the needs and requirements of all stakeholders while fostering inter-governmental collaboration Fain to launch a Geographical Information System (GIS) in Spain. Through the use of improved technology it is now easier to capture and make available geographical information for better services and at a lower cost.

# LATIN AMERICA & THE CARIBBEAN

2013 Category 4 Winner

## TRINIDAD AND TOBAGO – 1ST PLACE WINNER

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

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

# WESTERN ASIA

2013 Category 4 Winner

## UNITED ARAB EMIRATES– 1ST PLACE WINNER

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

The government of Abu Dhabi was faced with a fragmentation in customer experience and lack of cross-government policies across the more than 50 government departments responsible for providing hundreds of services to customers. This was mainly due to a lack of accessibility to phone channels and heavy reliance on a counter channel with limited availability. Customer care for each entity took place in silo, provided at the entity level, and subject to its own standards of customer service, with minimal or no coordination among departments or with the central government. No comprehensive and professional customer relationship management was in place. To elevate customer service to a new level, the Abu Dhabi Government Contact Centre (ADGCC) was created. It provides a single point of access to all government services using phones as primary channel and supported by Email, SMS, Self Service (www.abudhabi.ae), Chat, and Mobile Apps as peripheral channels. This One Stop Shop initiative aligns, standardizes and consolidates customer care processes, people and technology across the government. It also includes a customer relationship management (CRM) platform that provides key capabilities such as case management, campaign management and business analytics and is also a centralized repository of customer data. The new customer services program has significantly improved the accessibility to government services while at the same time increasing transparency and accountability.

# WESTERN ASIA

## BAHRAIN – 2ND PLACE WINNER
Initiative: Integrated Service Delivery Platform (ISDP)
Institution: eGovernment Authority

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

# WESTERN ASIA

## UNITED ARAB EMIRATES – 2ND PLACE WINNER
Initiative: Dubai eGovernment Electronic Shared Services (ESS)
Institution: Dubai eGovernment

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

# CATEGORY 5

## PROMOTING GENDER-RESPONSIVE DELIVERY OF PUBLIC SERVICES



## AFRICA

2013 Category 5 Winner



### MOROCCO – 1ST PLACE WINNER

Initiative: L'Intégration de l'Approche Genre dans le Plan Stratégique de Formation, de Renforcement des Capacités, de Développement des Compétences et de Mise en Réseau au profit des Collectivités Territoriales du Maroc
Institution: La DFCAT du Ministère de l'Intérieur (DFCAT the Ministry of the Interior)

Women in the municipalities do not have the equal opportunities for training, capacity building and networking like men. In particular, women are underrepresented in the decision-making process at the local level and thus have limited impact on the outcome of such processes. Several socio-economic factors and complex composites contribute to this situation and require a concerted and sustainable global approach to solve them. In response DFCAT has developed, implemented and executed a strategic plan for the support and assistance of Local Authorities in Morocco, including the Gender Approach as a fundamental societal transformation based on equality and equal participation of women and men in decision-making processes. Over a hundred activities such as presentations, workshops, study trips, participatory governance training, were undertaken to create and train gender awareness and to build local capacity building in and outside Morocco. Approximately, 8,000 Moroccan and women from other African countries benefited from the project. Several networks were created among locally elected women from the Maghreb, locally elected women of Morocco and locally elected African women. Through a comprehensive outreach program to create gender awareness and to build women's capacity, more women were elected and appointed to government functions.

## AFRICA



1ST PLACE WINNER
MOROCCO

2ND PLACE WINNER
ETHIOPIA

2ND PLACE WINNER
KENYA

## ASIA & THE PACIFIC



1ST PLACE WINNER
PAKISTAN

2ND PLACE WINNER
INDIA

2ND PLACE WINNER
REPUBLIC OF KOREA

## EUROPE & NORTH AMERICA



1ST PLACE WINNER
GERMANY

2ND PLACE WINNER
ITALY

## LATIN AMERICA & THE CARIBBEAN



1ST PLACE WINNER
EQUADOR

## WESTERN ASIA



1ST PLACE WINNER
EGYPT

2ND PLACE WINNER
JORDAN

# AFRICA

## ETHIOPIA – 2ND PLACE WINNER

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

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

# AFRICA

## KENYA – 2ND PLACE WINNER

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

Women in rural areas who suffer from preventable illnesses often do not have access to adequate health care services. A 2009 health needs assessment for women in four rural communities in South-East Kenya identified major health concerns: 1) Life expectancy of women had dropped from 60.1 years in 1990 to around 45.6 years in 2009; 2) Early marriage and teenage pregnancy had contributed to high infant mortality and maternal death rates; 3) Pregnancy, especially in adolescents, put women at higher risk of malaria infection than any other adult group and problems such as hemorrhage, shock and bacterial infections from female genital cutting on young women. For health care, women had to travel long distances, often by foot or bicycle, to access a government clinic. Some preventable diseases spread easily and treatable illnesses often became endemic. Nikumbuke-Health by Motorbike was addressed this problem by reaching out to rural areas not only for conventional health care services but also by illness prevention measures through knowledge transfer and local capacity building. Since 2009, N-HbM has reached approximately 60,000 people, which is approximately two thirds of the rural population of the Kwale District and more than 3000 families per year have directly benefited from the health services of the Mama-Toto Mobile Clinic. Maternal health has greatly improved by encouraging pre-natal visits and the delivery of babies at the government Health Center for those who can afford the transportation and fee, and by providing knowledge and tools for safe home deliveries for those who do not.

# ASIA & THE PACIFIC
2013 Category 5 Winner

## PAKISTAN – 1ST PLACE WINNER
Initiative: GRLI
Institution: Gender Unit Department of Labour Punjab

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

# ASIA & THE PACIFIC
2013 Category 5 Winner

## INDIA – 2ND PLACE WINNER
Initiative: GRAAMIN HAAT
Institution: Dept. of Cottage and Rural Industries

Although women comprise almost 50% of the population of Madhya Pradesh, their participation in the decision-making process at all levels very limited. Women also have no control over resources and their contribution to the family and society remained largely unrecognized. The Haat Development Committee that operates weekly markets (haats) decided to create Women Self Help Groups (WSHGs) that would operate its own haats. The first such initiative took place in village Digwar 10 years ago. It was the first time that a haat was managed by rural women who were illiterate and inexperienced in managing such enterprise. The initiative included the allocation of land to set up 150 shops. Basic amenities like cleanliness and drinking water were provided free of cost. Women now not only had an important place in the haat and thus in the society but also control over resources. The initiative has now expanded to 1775 shops in 36 haats benefitting almost 1800 sellers and 415,000 villagers from 217 villages. The initiative provided women an opportunity to acquire management skills, operate a business on their own and improve overall living conditions in their communities. This in turn created a new sense of self-confidence and earned them respect in the family and society. It also allowed women to gradually become part of the governance of their community.

# ASIA & THE PACIFIC
2013 Category 5 Winner

## REPUBLIC OF KOREA– 2ND PLACE WINNER
Initiative: Comprehensive Support Initiative for Women of Single Person Households
Institution: Seoul Metropolitan Government

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

# EUROPE & NORTH AMERICA
2013 Category 5 Winner

## GERMANY – 1ST PLACE WINNER
Initiative: Aktionsprogramm Perspektive Wiedereinstieg (PWE)
Institution: Bundesministerium für Familie, Senioren, Frauen und Jugend

Women in Germany often take longer career breaks to care for their children or elderly family members. The re-entry into the labor market is often difficult after a longer break and little tailored assistance is provided by government job centres. After an extended career break, often ranging between 7 and 10 years, returning to the workforce can pose a complex challenge for women and their families. There has been a structural lack of information, advice and support, as well as a lack of job opportunities tailored specifically to this target group of women who have had a career break for a longer period of time. The initiative Aktionsprogramm Perspektive Wiedereinstieg (PWE) 'Prospects for re-entering the workforce' addressed this issue by providing easy access to information, advice, training and other measures for re-integration into the labor market. It founded the 'Prospects for re-entering the workforce' network which is a forum in which program participants can interact. Thus far, the project provided a total of 17,300 women with information and advice on re-entering the workforce. Of these, 4,660 women took part in an intensive coaching program, while others received special assistance in taking up work. Of 3,645 participants who completed the program a total of 2,504 were integrated into the workforce. This represents 69 per cent of participants. Another, 12 per cent became self-employed and 23 per cent began further training.

# EUROPE & NORTH AMERICA

2013 Category 5 Winner
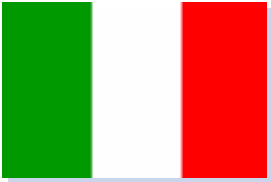
## ITALY – 2ND PLACE WINNER

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

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

# LATIN AMERICA & THE CARIBBEAN

2013 Category 5 Winner

## ECUADOR – 1ST PLACE WINNER

Initiative: Catalogo Orientador de Gastos Politicas de Equidad de Genero
Institution: Ministerio de Finanzas Ecuador-Ministry of Finance

The state budget of Ecuador was lacking an institutionalized approach to including gender aspects into its budgeting process. It was difficult to discern what level of resources is invested in gender and whether this was done at all. Also, such concept as "gender budgeting" was new and required a change of mind-set to recognize its value. To tackle the problem, the ministry created a Gender Unit to operationalize a Memorandum of Understanding signed with UN Women, to serve as the framework for implementing gender budgeting and other guidelines. By bringing together gender equality advocates, and key national stakeholders (parliamentarians, planning and budgeting officers and other government actors) and building their capacities to ensure that budget policies and outcomes are gender-responsive, the unit created the necessary awareness and capacity within the public sector. The Ministry also established technical tools and methodologies to incorporate a gender perspective in the national budget and continuously provided guidance to key public sector institutions for implementation. A major impact is establishing institutional culture of accountability and transparency in the use of public resources for reducing gender gaps. Overall, the initiative introduced strategic and sustainable changes into budgetary processes.

# WESTERN ASIA

## EGYPT – 1ST PLACE WINNER

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

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

# WESTERN ASIA
2013 Category 5 Winner

## JORDAN – 2ND PLACE WINNER

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

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

# BACKGROUND INFORMATION ON THE UNITED NATIONS PUBLIC SERVICE DAY AND AWARDS

UNPSA Winners by Year and Region

# UNITED NATIONS PUBLIC
# SERVICE DAY AND AWARDS

The UN General Assembly, in its Resolution 57/277, designated 23 June as Public Service Day (A/RES/57/277). The UN Public Service Day intends to celebrate the value and virtue of public service to the community; highlight the contribution of public service in the development process; recognize the work of public servants, and encourage young people to pursue careers in the public sector.

## WHO ATTENDS THE CEREMONY?
Every year over 400 participants from around the world are expected to attend this high-level event, including dignitaries, innovative leaders, as well as representatives of academia, international and regional organizations, civil society and the private sector.

## UNITED NATIONS PUBLIC SERVICE AWARDS

The United Nations Public Service Awards (UNPSA) is the most prestigious international recognition of excellence in public service. It rewards the creative achievements and contributions of public service institutions to a more effective and responsive public administration in countries worldwide in five categories.

The Awards are given in five catorgories, namely:
• Preventing and Combating Corruption in the Public Service
• Improving Delivery of Public Services
• Fostering Participation in Public Policy-making Decisions through Innovative Mechanisms
• Promoting Whole-of-Government Approaches in the Information Age
• Promoting Gender-responsive Delivery of Public Services.

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

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

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

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



## WHY WAS THE UNPSA PROGRAMME ESTABLISHED?

Experience demonstrates that without sound governance and devoid of an efficient, competent, professional, responsive and dedicated public service, sustainable development is jeopardized. In order for public service to acquire these features, however, there is a need to recruit and retain a fair share of the best local and national talent, develop innovative practices and enhance efficiency, effectiveness and inclusiveness of service-delivery. Against this backdrop, UNPSA was established in 2003 through the same General Assembly resolution, which established the United Nations Public Service Day (A/RES/57/277). The objectives of both UNPSA and the United Nations Public Service Day are to contribute to the internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs) through promoting efficiency, transparency, accountability and inclusiveness in public service.

## WHAT IS THE PURPOSE OF THE UNPSA PROGRAMME?

The overall purpose of the United Nations Public Service Awards is to recognize the institutional contribution made by public servants to enhance the role, professionalism, image and visibility of the public service. Its more specific objectives can be summarized as:

- To reward high-quality service to citizens and to motivate public servants worldwide to sustain the momentum of innovation and the improvement of the delivery of public services;
- To collect and disseminate successful practices and experiences in public administration in order to support efforts for effective and quality public service delivery at local and national levels;
- To raise the image and prestige of public service and to revitalize public administration as a noble discipline on which development greatly depends;
- To promote, encourage and facilitate networking among institutions and organizations relevant to public administration and to strengthen the networks of the United Nations Programme on Public Administration and Development; and
- To enhance professionalism in the public service by rewarding the successful experiences in innovations and excellence in the public service.

## THE UNITED NATIONS PUBLIC SERVICE AWARDS AIM TO

- Discover innovations in governance;
- Reward excellence in the public sector;
- Motivate public servants to promote innovation;
- Enhance professionalism in the public service;
- Raise the image of public service;
- Improve trust in government;
- Support networking of public administration institutions;
- Collect and share best-practices for possible replication.

## WHO MANAGES THE UNPSA PROGRAMME?

It is managed by the Division for Pubic Administration and Development Management of the United Nations Department of Economic and Social Affairs.

## HOW TO APPLY?

An electronic application form will have to be completed online at:
**http://www.unpan.org/applyunpsa2013**

Only online nominations are allowed to enter the competition and applications are accepted in anyone of the six official United Nations languages (Arabic, Chinese, English, French, Russian or Spanish).

## WHO IS ELIGIBLE?

Organizations performing public service functions are eligible for nomination. Eligible nominators include: Government departments and agencies; universities, non-governmental organizations, professional associations. Self nominations are not accepted.

The United Nations Public Service Awards Programme takes into consideration a geographical distribution of five regions. In order to level the playing field for nominations received from countries with different levels of development, the following five regional categories have been designated:

- Africa
- Asia and the Pacific
- Europe and North America
- Latin America and the Caribbean
- Western Asia

Purely scientific innovations, e.g. in medical or environmental science, do not qualify for the United Nations Public Service Awards.

## WHAT ARE THE CATEGORIES?

In 2013, the United Nations Public Service Awards were given in the following five categories:
- Preventing and combating corruption in the public service
- Improving the delivery of public services
- Fostering participation in policy-making decisions through innovative mechanisms (e. g. utilizing ICT and participatory budgeting)
- Promoting Whole-of-Government Approaches in the Information Age
- Promoting gender-responsive delivery of public services

FOR ENQUIRIES ABOUT THE UNPSA PROGRAMME, PLEASE CONTACT

**DR. JOHN-MARY KAUZYA**
Chief, Governance and Public Administration Branch
DPADM, UNDESA
Email: kauzya@un.org

**DR. ADRIANA ALBERTI**
UNPSA Forum Coordinator
Senior Governance and Public Administration Officer
DPADM, UNDESA
Email: alberti@un.org

**MS. SIRKKA NGHILUNDILUA**
UNPSA Coordinator
Associate Governance Officer
DPADM, UNDESA
Email: nghilundilua@un.orgA

Information is also available on UNPAN at: **http://www.unpan.org/unpsa**

## UNPSA WINNERS BY YEAR (2004-2012)

# UNPSA WINNERS BY REGION



AFRICA



ASIA &
THE PACIFIC



EUROPE &
NORTH AMERICA



LATIN AMERICA & THE
CARIBBEAN



WESTERN ASIA

# PUBLIC SERVICE
INNOVATION EXPO

About the Exhibition
Venue

# ABOUT THE PUBLIC SERVICE INNOVATION EXPO

The Public Service Innovation Expo provides an opportunity for companies NGOs and Governments to display and showcase their activities and services to increase knowledge sharing and learning.The Expo will consist of a number of exhibitors and ongoing activities on the exhibition floor. It will encompass the stands for the 2013 winners of the United Nations Public Service Award. Each one will have stand decorations and a dedicated screen to showcase their winning project.

In addition, the exhibition will consist of a number of open flat stands for the main sponsors of the event, providing them the opportunity to showcase the latest technology in their public sector accomplishments.

The exhibition floor will also include Bahraini Non-Governmental Organizations (NGOs), where they will be able to showcase their achievements, accomplishments and benefits towards the citizens of Bahrain. Their participation aspires to display their projects in relation to the workshops and subjects designed to be discussed during the event.

The exhibition floor will also encompass a selected number of private sector companies, who will present their projects, businesses and accomplishments.

## VENUE
Bahrain International Circuit

CULTURAL EVENTS

# CULTURAL EVENTS

Alongside the 2013 United Nations Public Service Forum, our attendees will be given a chance to explore the Kingdom of Bahrain by visiting the main attractions, getting exposed to the rich history, culture, and lifestyle of Bahrain, watching one of the most thrilling sport activities, as well as participating in some Bahraini cultural activities including a unique musical performance.

## EXPLORE BAHRAIN'S HISTORY



Discover the largest and one of the oldest historic museums in the Kingdom. The Bahrain National Museum is home to many astonishing historical artifacts dating back to ancient eras. The museum also sheds light on the cultural aspect in Bahrain through featuring customs and tradition by displaying clothing, housing, rituals and traditional crafts.

## TRADITIONAL ACTIVITIES



In order to expose participants to the traditional atmosphere and ambiance of Bahrain, different activities are planned during the Forum, including a performance of the Bahraini "Ardah". Ardah is a traditional dance that consists of male performers in which traditional costumes are worn and dancing is performed with swords along with the poetry rhymes and drums.

Moreover, well known traditional Bahraini sweets and snacks will be served as part of the cultural events such as Luqaimat, Khanfaroosh, and Kabab.

## MOTOR SPORT ACTIVITIES



Bahrain International Circuit offers a unique kind of competitive thrill that takes place almost every day throughout the year. During the Forum, there will be a live race taking place at the circuit.

Delgates will experience motor activities at the circuit, such as 4x4 adventure rides and karting.

## BAB AL BAHRAIN



Bab Al Bahrain literally translates to "Gateway of Bahrain". Bab Al Bahrain is a historical building located in the center of Manama's former central business district. It marks the main entrance to the Manama souq since 1945.

The monument itself was refurbished in 1986 to incorporate Islamic architectural features. Today, the ground floor now houses the tourist information office and a handicrafts shop. The monument essentially consists of a huge arch, below which runs a road, which is often referred to as the entrance to the Manama souq (marketplace).

## BAHRAIN FORT



Thought to be once the centre of power for the ancient Dilmun civilisation, Qal'at al Bahrain (Bahrain Fort) has UNESCO World Heritage status. Originally an Islamic fort, dating back to the 16th Century AD, this was more recently occupied by the Portuguese.

The Bahrain Fort Museum showcases archaeological discoveries from different civilisations that successively occupied the site. Arad Fort is more recent, but is nonetheless one of Bahrain's most important castles. Riffa Fort, built in 1812, is the most recent of the forts.

## EVENING ENTERTAINMENT
### THE MAGIC LUTES - Composed by Hughes de Courson
This concert is a journey celebrating the story of the Lute: A story spanning almost 5000 years, travelling from Arabia to Morocco, Spain, and through the Middle East to India and Central Asia.

## CONFERENCE FACILITIES INFORMATION

Bahrain National Theatre
Bahrain International Circuit

# BAHRAIN NATIONAL THEATRE



The Bahrain National Theatre is already hailed as the third biggest in the Arab World, ranked after the Opera House in Egypt and Al-Sultania Opera in Oman. The plans for the National Theatre of Bahrain have been in the works for almost a decade, the main auditorium seats 1,001 spectators. Additionally, a flexible auditorium will hold an extra 150 seats as well as an exhibition area. H.E Shaikha Mai explained that the '1,001' seats is a reference to the famous literary classic set in Arabia, "Thousand and One Nights".

Representatives from the Architecture-Studio Paris, the main consultants for the National Theatre Project later explained the concept behind the design of the structure. Renowned typographer, graphic designer, researcher and writer Huda Smitshuijzen AbiFares designed the logo of the theatre. The project also features a parking capable of accommodating 290 cars, north of the Bahrain National Museum Lake.

The Bahrain National Theatre is designed to be at the meeting point between the land and the sea. The golden shell is anchored in the earth, while the light canopy is floating over the water.

# BAHRAIN INTERNATIONAL CIRCUIT



Since its inception in 2004, Bahrain International Circuit (BIC), "the Home of Motorsport in the Middle East," has remained instantly recognizable. The circuit had the distinction of hosting the Middle East's first ever Grand Prix in 2004, and has since moved from strength to strength. Along with a wide array of facilities and features available on-site, the state-of-the-art BIC features six different racing tracks that cater to the unique requirements of differing motorsport disciplines, including the stunning 1.2km Drag Strip, and a 3km 4x4 off-road circuit. In addition, the facility has a world-class karting track that hosted the CIK-FIA Under-18 World Championship last year. Over the years, the Sakhir circuit has hosted various international events such as the GP2, Formula 3, Australian V8 Supercars, the FIA World Endurance Championship, Speedcar Series, FIA GT Championship, Formula BMW World Finals, Radical and many more. While it is the region's preferred venue for a range of motorsport activities, it has even played host to a string of local and regional events outside the realm of motorsport, including conferences, exhibitions, corporate meetings, weddings, concerts, car launches and marathons.

For more information, visit **www.bahraingp.com**

## ORGANIZATION AND MANAGEMENT

About the Organisers
UNPSD and Forum Team

# ABOUT THE ORGANISERS

## DIVISION FOR PUBLIC ADMINISTRATION AND DEVELOPMENT MANAGEMENT

The Division for Public Administration and Development Management (DPADM) of the Department of Economic and Social Affairs (DESA) provides secretariat support to the United Nations Programme on Public Administration and Development. It assists the Member States of the United Nations in fostering efficient, effective, transparent, accountable, clean and citizen-centered public governance, administration and services through innovation and technology to achieve the internationally agreed development goals including the MDGs. areas of the Division are institutional and human resources capacity development, e-government development, and development management and citizen engagement based on research and analysis; advocacy and learning; advisory services; and training and knowledge management.

Major products and services of the Division include:



**The Committee of Experts on Public Administration**, comprised of 24 members who meet annually at UN Headquarters, is responsible for supporting the work of ECOSOC concerning the promotion and development of public administration and governance among Member States, in connection with the UN Millennium Development Goals.



The UN General Assembly has designated June 23rd as **UN Public Service Day** to "celebrate the value and virtue of service to the community". On this day, the **UN Public Service Awards** are presented by DPADM for contributions made towards enhancing the role and visibility of public service.

The United Nations Public Administration Network is a one-window access to worldwide, multi-lingual resources on public administration and public sector policy. UNPAN is the only such public administration web-portal in the world today. **www.unpan.org**



The UN E-Government Survey assesses the e-government readiness of the 193 Member States of the UN according to a quantitative composite index of e-readiness based on website assessment, telecommunication infrastructure, and human resource endowment. ICTs can help reinvent government in such a way that existing institutional arrangements can be restructured and new innovative arrangements can flourish, paving the way for a transformed government.



The UNPAN Online Training Centre delivers courses on various topics in public administration. The main objective of the UNPAN Training Centre is to increase the opportunities for government officials from all over the world to access training materials on e-government. UNPAN online training courses are available to anyone with Internet access and are provided free of charge. UNPAN on-line training courses are available in English, French, Ukrainian, Russian and Arabic.

For more information, please visit:
**www.unpan.org/dpadm and www.unpan.org/2013unpsa**

# ORGANIZERS

## THE GOVERNMENT AUTHORITY, KINGDOM OF BAHRAIN

The eGovernment Authority (eGA) was established in August 2007 by Royal Decree No (69). Reporting to the Cabinet, the eGA is responsible for coordinating and executing eGovernment initiatives that are in line with the strategies, plans and programs set by the Supreme Council for Information Communication Technology (SCICT).

The authority's role entails everything from proposing overall policies and appropriate legislations to the SCICT for approval; to oversee the execution of the approved SCICT programs. This includes suggesting required IT programs, facilitating communications and services between all government entities, opening new eChannels for eGovernment services, as well as offering technical and knowledge-based support to the ministries and other governmental entities.

Currently, the eGA is working on executing the plans comprised within Bahrain's National eGovernment strategy to achieve the intended ambitious Bahraini initiatives, it offers over 250 governmental services electronically via various communication channels within 3 years to all citizens, residents, and businesses of Bahrain.

For more information about the Bahrain eGovernment Authority, please visit: **www.bahrain.bh**



Kingdom of Bahrain
eGovernment Authority

# UNITED NATIONS PUBLIC SERVICE FORUM, DAY AND AWARDS CEREMONY TEAM

## OVERALL UNPSD AND FORUM COORDINATION

### DR. JOHN-MARY KAUZYA
Chief, Public Administration Capacity Branch
Division for Public Administration and Development Management (DPADM)
Department of Economic and Social Affairs
United Nations
Email: kauzya@un.org

### DR. ADRIANA ALBERTI
UNPSA 2013 Forum Coordinator
Senior Governance and Public Administration Officer
Division for Public Administration and Development Management
UNDESA
Email: alberti@un.org

### MS. SIRKKA NGHILUNDILUA
UNPSA Coordinator
Public Administration Capacity Building Branch
Division for Public Administration and Development Management UNDESA
Email: nghilundilua@un.org

### MS. ANNI HAATAJA
Governance and Public Administration Officer
E-Government Branch
Division for Public Administration and Development Management, UNDESA
Email: haatajaa@un.org

## CORE UNPSD AND FORUM TEAM MEMBERS

### E-GOVERNMENT BRANCH, DPADM/UNDESA

### MR. VINCENZO AQUARO
Officer-in-Charge and Chief,
E-Government Branch
Division for Public Administration and Development Management
United Nations Department of Economic and Social Affairs Phone
Email: aquaro@un.org

### DR. ADRIANA ALBERTI
Senior Governance and Public Administration Officer
Division for Public Administration and Development Management
UNDESA
Email: alberti@un.org

### MS. ANNI HAATAJA
Governance and Public Administration Officer
E-Government Branch
Division for Public Administration and Development Management, UNDESA
Email: haatajaa@un.org

### MR. ALEXEI TIKHOMIROV
Acting Head
United Nations Project Office on Governance (UNPOG)
Division for Public Administration and Development Management
United Nations Department of Economic and Social Affairs
Email: tikhomirov@un.org

### MS. ELIDA RECI
Governance and Public Administration Officer
E-Government Branch
Division for Public Administration and Development Management
United Nations Department of Economic and Social Affairs
Email: reci@un.org

### MR. RICHARD KERBY
Inter-regional Advisor
E-Government Branch
Division for Public Administration and Development Management United
Nations Department of Economic and Social Affairs
Email:kerby@un.org

### MS. ROSANNE GRECO
Programme Assistant
Division for Public Administration and Development Management
United Nations Department of Economic and Social Affairs
Email: grecor@un.org

### MR. ELIE HOBEIKA
Programme Assistant
E-Government Branch
Division for Public Administration and Development Management
United Nations Department of Economic and Social Affairs
Email: hobeika@un.org

### MS. MADELEINE LOSCH
Programme Assistant
E-Government Branch
Division for Public Administration and Development Management
United Nations Department of Economic and Social Affairs
Email: loschm@un.org

## MS. STELLA SIMPAS

E-Government Branch
Division for Public Administration and Development Management United
Nations Department of Economic and Social Affairs
Email: simpas@un.org

## PUBLIC ADMINISTRATION CAPACITY BRANCH, DPADM/UNDESA

### MR. JOHN-MARY KAUZYA

Chief, Public Administration Capacity Branch
Division for Public Administration and Development Management United
Nations Department of Economic and Social Affairs
Email: kauzya@un.org

### MR. GAREGIN MANUKYAN

Governance and Public Administration Officer
Public Administration Capacity Building Branch
Division for Public Administration and Development Management United
Nations Department of Economic and Social Affairs
Email: manukyan@un.org

### MS. SIRKKA NGHILUNDILUA

Governance and Public Administration Officer
Public Administration Capacity Building Branch
Division for Public Administration and Development Management United
Nations Department of Economic and Social Affairs
Email: nghilundilua@un.org

### MS. FLOR VELAZCO-JUAREZ

Programme Assistant
Public Administration
Capacity Building Branch
Division for Public Administration and Development Management United
Nations Department of Economic and Social Affairs
Email: velazco-juarez@un.org

### MS. NADINE MANKET

Programme Assistant
Division for Public Administration and Development Management United
Nations Department of Economic and Social Affairs Coordination of UNPSA
Participants
Email: manket@un.org

## DEVELOPMENT MANAGEMENT BRANCH, DPADM/UNDESA

### MS. ELIA ARMSTRONG

Chief, Development Management Branch
Division for Public Administration and Development Management
United Nations Department of Economic and Social Affairs
Email: armstronge@un.org

### MS. VALENTINA RESTA

Governance and Public Administration Officer
Development Management Branch
Division for Public Administration and Development Management United
Nations Department of Economic and Social Affairs Email: restav@un.org

## MEDIA AND OUTREACH, DPADM/UNDESA
### Overall Responsible

### DR. JOHN-MARY KAUZYA

Chief, Public Administration Capacity Branch
Division for Public Administration and Development Management (DPADM)
Department of Economic and Social Affairs
United Nations
Email: kauzya@un.org

### MR. NATHAN HENNINGER

Communications, Publishing and Outreach
Email: henninger@un.org

## FORMER INTERNS, DPADM/UNDESA

### MR. JOE LAHOUD

### MR. WENHAO WU

## UN ESCWA

### MR. TARIK ALAMI

Director
Division for Emerging and Conflict Related Issues
UN ESCWA
Tel. 961 1 978 619
Email: ortiz@un.org

## UN WOMEN

Ms. Fatou Lo
UN Women
Email: fatou.lo@unwomen.org

## UN BAHRAIN

### PETER GROHMANN
UN Resident Coordinator

### NEJIB FRIJI
Director for Bahrain, Qatar and the UAE, UNIC

### DR HASHIM HUSSEIN
Head, UNIDO ITPO

### TAMER QARMOUT
Project Manager/Capacity Development Facility, UNDP

### ALI SALMAN
Programme Analyst, UNDP

### ANGIE THADANI
UN Coordination Analyst a.i., Resident Coordinator's Office

## THE KINGDOM OF BAHRAIN: HOST OF THE 2013 UNITED NATIONS PUBLIC SERVICE FORUM, DAY AND AWARDS CEREMONY

## ORGANIZING COMMITTEE

### MR. MOHAMMED AL QAED (CHAIRMAN)
Chief Executive Officer
eGovernment Authority
Email: mohamed@ega.gov.bh

### MS. HAYAM AL AWADHI
Ex. Director Administration, Finance & Human Resources
Bahrain Economic Development Board (EDB)
Email: hayam.alawadhi@bahrainedb.com

### MR. HUSSAIN AL MAHMOOD
Counselor Organization Directorate
Ministry of Foreign Affairs (MOFA)
Email: halmahmood@mofa.gov.bh

### MR. ABDULLA AL DOSSERI
Director of News
Information Affairs Authority (IAA)
Email: akhalid@brtc.gov.bh

### SH. KHALID BIN HUMOUD AL KHALIFA
Director, Antiquities & Heritage Department
Ministry of Culture
Email: kalkhalifa@moc.gov.bh

### MR. OSAMA AL KHAJA
Chairman
Bahrain Innovation Society (BIS)
Email: oalkhaja@kfh.com.bh

### MR. AHMED NAEEMI
Director, Corporate Liaison
Project Management Institute (PMI)
Email: ahmedhn@gmail.com

### MR. FAHAD AL QADHI
Director Human & Financial Resources
eGovernment Authority
Email: fqadhi@ega.gov.bh

### MR. ZIAD ASFOUR (DEPUTY CHAIRMAN)
Assistant Director, Directorate of Marketing & Awareness
eGovernment Authority
Email: zasfour@ega.gov.bh

## EGOVERNMENT AUTHORITY OF BAHRAIN
Overall Coordination

### MR. ALI H. DARWISH
Head, Public Relations
Directorate of Marketing & Awareness
eGovernment Authority
Email: adarwish@ega.gov.bh

### MS. LULWA SAMI EBRAHIM
Chief, Marketing Communications
Directorate of Marketing & Awareness
eGovernment Authority
Email: lebrahim@ega.gov.bh

### MRS. SAHAYER EBRAHIM AL HASHIMI
Chief, Public Relations & Media
Directorate of Marketing & Awareness
eGovernment Authority
Email: salhashimi@ega.gov.bh

## MR. ZIAD ASFOUR
Assistant Director Directorate of Marketing & Awareness
eGovernment Authority
Email: zasfour@ega.gov.bh

## E-GOVERNMENT TEAM MEMBERS

### MR. FAHAD AL QADHI
Director Human & Financial Resources
eGovernment Authority
Email: fqadhi@ega.gov.bh

### MR. NEZAR MAROOF
Director, strategy and eBusiness Process Reengineering
eGovernment Authority
Email: nmaroof@ega.gov.bh

### MR. MOHAMMED SAYYAR
Assistant Director, Human Resources, Finance & Capacity Building
eGovernment Authority
Email: msayyar@ega.gov.bh

### MR. KHALID AL BASTAKI
Assistant Director, Financial Resources & Purchasing
eGovernment Authority
Email: kalbastaki@ega.gov.bh

### MR. AHMED AL SAWAFIRI
Acting Assistant Director – Strategy & BPR Directorate
eGovernment Authority
Email: aalsawafiri@ega.gov.bh

### MR. HASSAN MURAD
Chief, Recruitment & Training
eGovernment Authority
Email: hmurad@ega.gov.bh

### MS. MANAHEL AL HUJAIRI
Graphics Design Coordinator
eGovernment Authority
Email: malhujairi@ega.gov.bh

### MRS. NOORA HILAL
Marcom coordinator
eGovernment Authority
Email: NHilal@ega.gov.bh

### MR. ALI JANAHI
Sr. Marcom Coordinator
eGovernment Authority
Email: ajanahi@ega.gov.bh

### MR. MOHAMMED SHUQAIR
Public Relations Coordinator
eGovernment Authority
Email: MShuqair@ega.gov.bh

### MRS. ARWA AL MAHMOOD
Customer Care specialist
eGovernment Authority
Email: AMAlMahmood@ega.gov.bh

### MS. SAFA SAFAR
Programme Coordinator
eGovernment Authority
Email: ssafar@ega.gov.bh

### MS. WAFA SAEED
Customer Care Coordinator
eGovernment Authority
Email: wmohammed@ega.gov.bh

### MS. SHAIKHA SULAIBEEKH
Media Specialist
eGovernment Authority
Email: SSulaibeekh@ega.gov.bh

### MR. ABDULRAHMAN ADAM
Editor
eGovernment Authority
Email: aadam@ega.gov.bh

### MRS. FARAH AL KUBAISI
Editor
eGovernment Authority
Email: falkubaisi@ega.gov.bh

### MR. HISHAM AL ABBASI
Head, Purchasing & Administrative Services
eGovernment Authority
Email: halabbasi@ega.gov.bh

### MR. ABDULLA AL SHAIKHA
Sr. Purchasing Coordinator
eGovernment Authority
Email: AALShaikh@ega.gov.bh

## MR. MAHMOOD AL MANSOORI
CEO Executive Assistant
eGovernment Authority
Email: malmansoori@ega.gov.bh

## MS. LAMYA EBRAHIM
Sr. Programme Coordinator
eGovernment Authority
Email: lehasan@ega.gov.bh

## MRS. KAREEMA AL AWADHI
Sr. Programme Specialist
eGovernment Authority
Email: KAlAwadhi@ega.gov.bh

## MR. ABDULRAHMAN AL AWADHI
SR Admin Coordinator
eGovernment Authority
Email: amalawadhi@ega.gov.bh

## MR. MOHAMMED AL HASSAN
Capacity Building Coordinator
eGovernment Authority
Email: malhasan@ega.gov.bh

## MR. WALEED AL MUTAWA
Capacity Building Coordinator
eGovernment Authority
Email: walmutawah@ega.gov.bh

## MR. KHALID ABDULLA AHMED
Accountant
eGovernment Authority
Email: kahmed@ega.gov.bh

## MS. FATEMA QADER
Head, Financial Planning & Analysis
eGovernment Authority
Email: fqader@ega.gov.bh

## MR. MOHAMMED KHALIFA
Entity Liaison Coordinator
eGovernment Authority
Email: mkhalifa@ega.gov.bh

# PARTNERS AND SPONSORS

# PARTNERS

## SOUTH-SOUTH NEWS

South-South News is an initiative launched in February 2010 during the sixteenth session of the United Nation General Assembly High-level Committee on South-South Cooperation (SSC). The purpose for South-South News is to advance the implementation of the Millennium Development Goals (MDGs) through the sharing of best practices in the areas of South-South and Triangular Cooperation. South-South News disseminates news about Africa, Asia and the Pacific, Middle East, Eastern Europe, Latin America, and the Caribbean. South-South News is a digital media platform for the countries of the South that is facilitating, connecting, and publishing news on various efforts in sustainable economic and social development to audiences and multiple constituencies not only in the South but also around the world.

## MISSION

South-South News will help advance the implementation of the Millennium Development Goals through the sharing of positive news and good practices in the area of South-South and triangular cooperation. As a digital platform, South-South News will also promote the use of Information and Communications Technology (ICT) as a special tool for development in order to help bridge the digital divide in the developing countries.

## GOALS & OBJECTIVES

Help raise public awareness about the programs and initiatives at the United Nations, particularly the MDGs, on a global basis. Share positive news and good practices in the area of South-South and triangular cooperation and development, particularly in Latin America, the Caribbean, Africa, the Middle East, and East Europe regions

Share positive news and good practices in the area of North-South and triangular cooperation and development in a similar manner. Work with developing countries to help formulate and implement joint and mutually beneficial programs, particularly through utilizing ICT as a tool for development.

# PARTNERS

## MR. LONG YUXIANG
### Executive Chairman – China International Cultural Communication Center

China International Cultural Communication Center is greatly honored to join you in organizing the Chinese Calligraphy & Ink-painting Art Exhibition and other activities to mark the Eleventh United Nations Public Service Day.

We sincerely hope that the Art Exhibition would help us promote mutual cultural understandings among cultures and nations. We also hope it would make positive contribution to the great cause of building a harmonious, prosperous and culturally diversified world for all.

We will continue our endeavor to support your tasks. I, on behalf of the CICCC, wish the Eleventh United Nations Public Service Day a complete success!

## CHINA INTERNATIONAL CULTURAL COMMUNICATION CENTER

Founded in 1984 with the approval of the Ministry of Civil Affairs, the China International Cultural Communication Center (CICCC) has been functioning as an important platform for cultural communication with more than 130 countries and regions across the world. At the invitation of governments including the United States of America, the United Kingdom of Great Britain and Northern Ireland, Russian Federation, France, Germany, Switzerland, Australia, Canada, Hungary, Japan, Republic of Korea and Thailand, it has cooperated and communicated with institutions and organizations all over the world in fields like culture, education, economy, science, and sports. The CICCC has participated and organized cultural events such as "The Year of Sino-U.S. Culture", "The Year of Sino-Russia Culture", "The Year of Sino-France Culture", "The Year of Sino-German Culture", "The Year of Asian Culture"; it has also organized the United Nations "Caring for the Planet, Embracing the Future, Diversifying Civilizations" Workshop at 2010 Shanghai World Expo as well as "Sound of Harmony Artistic Performance of the United Nations" from 2007 to 2010 successively. Moreover, the Center has successfully held "Spotlight on Chinese Ink Painting International Art Exhibition" in places including the headquarters of the United Nations and countries like Thailand, India and Spain as well. These events have advanced cultural communication between China and other countries of the world, strengthened friendship among nations and made contribution to the spreading of Chinese culture and the cause of promoting peace and harmonious development in the world. The CICCC also attaches great importance to charity and public welfare undertakings, one of its subordinate organizations, namely the China Charity Project Committee, has raised more than 280 million Yuan in total donating to domestic and foreign areas in need of relief and has financed 628 charity schools across 31 provinces and municipalities at home.

# ECONOMIC DEVELOPMENT BOARD
## PREMIER SPONSOR

### ABOUT EDB

The Bahrain Economic Development Board (EDB) is a dynamic public agency with overall responsibility for attracting inward investment into Bahrain and supporting initiatives that help enhance the investment climate in the country.

The role of the EDB is to work with current and prospective investors ensuring that Bahrain's investment climate is attractive, identifying its key strengths and where opportunities exist for further economic growth through investment.

The EDB focuses on several economic sectors that capitalise on Bahrain's competitive advantages and provide significant investment opportunities.

These sectors include financial services, professional services, manufacturing, ICT, logistics and transport. The financial services sectors is particularly strong in Bahrain, accounting for the largest proportion of GDP, and the EDB works to support the continued growth of the banking industry and key sub-sectors, including Islamic finance, wealth management, asset management, insurance and re-insurance.

The Bahrain EDB Board is chaired by His Royal Highness Prince Salman bin Hamad Al-Khalifa, the Crown Prince and First Deputy Prime Minister, and includes representatives of the Bahraini Government and private sector

### VISION AND MISSION STATEMENT

Our mission is to support the growth and diversification of Bahrain's economy by developing a strategy that encourages inward investment and boosts competitiveness in the global marketplace.

We are dedicated to raising living standards by creating greater opportunities for our citizens and by making Bahrain a highly attractive destination for business. We will accomplish these goals by working in partnership with the public and private sectors, and through passion, professionalism, and innovation in all that we do.

# GULF AIR
## OFFICIAL CARRIER

Founded in 1950, Gulf Air is the proud national carrier of the Kingdom of Bahrain. As a pioneering airline in the Middle East region with over sixty years of experience and expertise in flying people across continents, Gulf Air is today one of the most powerful brands and a name to reckon with in the global aviation industry.

One of the national carrier's prime objectives is to connect Bahrain to the Middle Eastern countries and the rest of the world. As such, the airline currently operates one of the largest networks in the Middle East with multiple, direct flights to various regional capitals while providing seamless onward connections to other international destinations. The airline's current network stretches from Europe to Asia, connecting 32 cities in 21 countries, with a fleet of 26 aircraft.

Reflecting the needs and aspirations of the airline's passengers, Gulf Air's strategy focuses on three core areas: a targeted, more focused network; a superior, more consistent product; and a modern, more efficient fleet that will optimize value. Gulf Air's goals reflect a commitment to the latest aviation technology complemented by the hallmark Arabian hospitality for which the airline is well known.

Catering to the needs of a broad passenger demographic, Gulf Air's multiple daily flights to many regional cities make same-day return travel feasible, offering convenient and flexible travel schedules that allow the airline's business and leisure passengers alike to travel with ease.

2013 saw Gulf Air ranked as the first full-service carrier for on-time-punctuality (OTP) in the Middle East region (for the first quarter); Gulf Air also maintained the second position, globally, as a full service, international airline for its on-time-punctuality in March 2013. These rankings were awarded by Flightstats: the industry leader in global flight and airport information services who also revealed that Gulf Air has registered an on-time-punctuality of above 90% for its flight arrival times in March 2013.

In tune with the Kingdom's economic blue print, 'Vision 2030', Gulf Air's strategy is to build an efficient, commercially sustainable and dynamic airline that effectively serves the people and the economy of Bahrain and represents the Kingdom on the world stage.

Gulf Air was the official sponsor of the 2013 Formula One Gulf Air Bahrain Grand Prix and endeavors to support all events that contribute in strengthening the Kingdom's position locally, regionally and globally.

# Performing On-Time

## Most punctual airline in the Middle East
Whether you are flying for a business transaction or having a tight schedule, you are sure to reach your destination earlier than you expect. Travel with peace of mind and be on the dot!

## Your time is our value.

طيران الخليج
**Gulf Air**

gulfair.com

The national carrier of **the Kingdom of Bahrain**

# TELECOMMUNICATIONS REGULATORY AUTHORITY (TRA)
## DIAMOND SPONSOR

The Telecommunications Regulatory Authority (TRA) was established by Legislative Decree No. 48 of 2002 promulgating the Telecommunications Law. The TRA is an independent body and its duties and powers include protecting the interests of subscribers and users, and promoting effective and fair competition among established and new licensed operators.

### ABOUT TRA

Since its establishment in 2002 the Telecommunications Regulatory Authority of the Kingdom of Bahrain (TRA) has been working with government, consumers, operators and investors to develop the Kingdom of Bahrain into the region's most modern communications hub and to facilitate the growth of the market. As an exemplary Regulator for the region, TRA independently carries out its duties in a transparent and non-discriminatory manner.

### OUR VISION

A communications environment that enriches the social and commercial fabric of the Kingdom of Bahrain.

### OUR MISSION

To develop a competition led market for the provision of innovative communications services, available to all, which: encourages sustainable, economically efficient investment; respects the interests of consumers; fosters ecologically friendly initiatives; and supports the social and commercial welfare of the Kingdom of Bahrain.

To continue to build as an exemplar regulator within the region through thought leadership and to be the employer of choice by: investing in our people to develop a professional, passionate team; transparency and fairness in operations; and adherence to quality assurance.

More information about TRA can be viewed at **www.tra.org.bh**

## ALBA
### PLATINUM SPONSOR

Aluminium Bahrain B.S.C. (Alba) consistently ranks as one of the largest and most modern aluminium smelters in the world. Known for its technological strength and innovative policies, Alba enforces strict environmental guidelines, maintains high track record for safety, and is widely regarded as one of the top ten performers on a global scale.

It supports numerous community oriented programmes and social activities that have underlined its status as one of Bahrain's leading industrial organisations that remains committed towards upholding its corporate social responsibilities.

Alba's inception marks the beginning of Bahrain's strategy to diversify its economic base and reduce its dependence on oil. The aim was to establish an industry that would provide valuable export earnings, develop the country's resources and create training and employment opportunities for a large number of Bahrainis. Alba was therefore incorporated by Charter in 1968 and officially commenced operations in 1971 as a 120,000 tonnes per annum smelter.

Alba today produces more than 890,000 metric tonnes per annum of the highest grade aluminium, with products including standard and T-ingots, extrusion billets, rolling slab, properzi ingots, and molten aluminium. Around 50 per cent of its output is supplied to Bahrain's downstream aluminium industry, with the rest exported to regional and international customers in the Middle East, Europe, Far East, South East Asia, Africa, and North America.

The Alba plant comprises five reduction lines, cast houses, a dedicated carbon plant, a 550,000 mtpa coke calcining plant, a water desalination plant, fume treatment plants, a marine terminal, and a 2,265 MW power plant, consisting of 4 power stations. The plant also features a 10 hectare 'green' oasis, with more than 7,600 trees and shrubs, a fruit and vegetable garden, and an artificial lake.

The entire plant operates to the Environmental Management System standard ISO 9001:2000 and the Casthouses and Marketing are also operating to the ISO 9002 Quality Management System.

Alba's early success established a blueprint for other non-oil industries to follow, including a thriving downstream aluminium industry. Today, Alba is a major contributor to the social, industrial and economic development of the Kingdom of Bahrain, employing over 3,000 people, of whom around 87 per cent are Bahrainis. The shareholders of Alba are Bahrain Mumtalakat Holding Company (69.38%), SABIC Investment Company (20.62%) and the General Public (10%).

# Made in Bahrain
# …and going places



That's really the story of Alba's success.
An ideally accessible location midway between the source of raw material and the world's primary aluminium markets – combined with an invaluble local workforce: a unique opportunity indeed.
But opportunity alone is not enough. It is with passion and faith, vision, pride, and a lot of hard-work, that Alba has become the global player it is today

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Merkurstrasse 25, CH-8400 Winterthur, Switzerland
2210, 22/F, Windsor House, 311 Gloucester Road, Causeway Bay, Hong Kong

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Aluminium
for the world

# GENERAL ORGANISATION FOR YOUTH SPORT (GOYS)

## GOLD SPONSOR

GOYS adopts an integrated strategy for managing the youth and sports sectors, from which a set of long-term plans and programs are ratified. On the one hand these contribute to promoting youth and their capabilities, and on the other boosting the status of sport in Bahrain.

The two royal decrees (33) and (50) of 2010 were issued to establish the Supreme Council for Sports and Youth and separate the Bahraini Olympic Committee and the Sports Associations from GOYS – a matter which helped the organization to balance its interests and focus on the activities of the Youth and Sports sectors. In its annual plans, the organization gives paramount role to these two major sectors to help achieve Bahrain Economic Vision 2030.

GOYS spares no effort to promote the status of youth and to meet all their requirements. It involves youth in specific programs and activities within both the government and private sectors, aiming to reinforce the spirit of citizenship and belonging by presenting the Bahraini youth as an effective element in society. This is achieved by developing their capabilities and skills through the implementation of many programs and projects, the foremost of which is Youth City 2030. In addition, there are youth forums and conferences at the Gulf, Arab and international level, as well as scientific forums, theatrical festivals, youth camps and other activities that are aimed at positively exploiting the energy of youth.

GOYS was keen to launch a comprehensive and correlated set of sports and youth activities and programs that aim to prepare socially devoted and mentally and physically fit citizens. This is achieved by following up with the youth centres – which are 25 centres distributed across the Kingdom of Bahrain – that offer services to different age groups in accordance with the visions and aspirations for promoting youth and developing their capabilities and talents.

In the sports arena, the organization concentrated on increasing social participation in the field sports, boosting the quality and competence of athletes, honoring the Kingdom in different sports circles and arenas, and providing a suitable atmosphere for practicing sports. Hence, GOYS organized the Zain program for discovering sports talent and aimed to develop promising junior sports stars. It also organized a Universities football league, girls' sports festival, and Charter Anniversary and National Day championships in cooperation with sports clubs.

GOYS looks forward to be the best government authority in terms of the services offered and its administrative performance, and to receive extensive acknowledgement for its contributions to excellence in the fields of youth and sports

المؤسسة العامة للشباب والرياضة
رؤية جديدة .. لجيل جديد ..

شباب بحريني الهوية ..
عالمي العطاء

# HOUSE OF TRAVEL
## GOLD SPONSOR

House of Travel has played a leading role in Bahrain's travel industry since 1992, catering to the various needs of a wide range of travelers. We continue to provide services such as complete Travel Packages and Travel Services, Destination and Event Management, Group Tours and Corporate Services.

Our Travel Management Services enabling House of Travel to become an excellent and knowledgeable provider of travel management services within the local and global markets. Our integrated Travel Management Services are designed to maximize savings, reduce travel spend, drive out any inefficiencies while consistently delivering outstanding customer service. As the needs of travelers grow more and more, we are equipped to offer a highly professional service ranging from e-tickets, travel insurance, world wide hotel / car reservations, event management, corporate & leisure travel and cruise packages. Coupled with a highly professional and experienced team, all Corporate clients are serviced by Professional Travel Consultants who are IATA qualified and supported by the latest technology and sophisticated equipments.

We have had vast experience in handling Travel Management Services/Event Management for reputed companies like Zain Telecom – Bahrain & Iraq, Viva Telecom, Tatweer Petrolium, and Occidental Petrolium.

House of Travel is an established, well respected Travel Management Company with many far reaching resources and contacts. We pride ourselves on being able to 'go the extra mile' and exceed customer/client expectations.

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# SHURA COUNCIL
GOLD SPONSOR

## JURISDICTIONS AND DUTIES OF THE SHURA COUNCIL

The Constitution of the Kingdom of Bahrain specified specialties and duties of the Shura Council: enactment of legislations and oversight over the work of the Executive Authority. The Council undertakes discussion of all draft laws and decrees by laws forwarded by the Council of Representatives, where the Council has the right to accept, amend or reject draft laws, and the right to accept or reject decrees by law. In any case, HE the Chairman of the Shura Council refers them – after endorsement by both Councils – to HRH the Prime Minister for approval of His Majesty the King.

The Constitution also granted members of the Shura Council the right to propose bills, However, to amend the Constitution only an aggregate total of 15 members can have the right to request to propose such amendments. The Constitution also guarantees members – regarding the oversight work sphere – to direct documented questions to Ministers to clarify matters within their specialities, emanating from that the Shura Council member is representing the whole society, and overlooks public interest in all his duties.

The Shura Council has a say on the Government Action Program presented at the beginning of every legislative term. The Council also is keen to form a special committee to prepare a draft reply to (The Speech of His Majesty) augmenting every session.

Through its original role with the Council of Representatives in approving the bill of State General Budget forwarded by the Government every two years, the Council also supervises State Budget including incomes and expenses.
The Shura Council also takes part in representing the Kingdom of Bahrain in the regional and international forums and conferences, which is a true opportunity for the Council to contribute to supporting the position of the Kingdom between the groups of the developed countries

**Kingdom of Bahrain**
**Shura Council**

مملكة البحرين
مجلس الشورى

### The Shura Council's Website:
Continuous efforts are made to enhance the Shura Council's website in order to assist the council in providing premium services with efficient performance, minimizing the time required to obtain information and attaining the highest degree of quality and synergy with the various government agencies. The website could be considered as the premier media and knowledge gateway for everyone interested in comprehending the legislative system of the Kingdom of Bahrain.

### Social Media:
The value of contribution made by parties concerned with parliamentary affairs is much appreciated by the Shura Council. Hence, the council provides Facebook, flicker, twitter, YouTube and other channels that pave the way for public to communicate with the council in order to reach feasible and constructive participations.

### Facebook application:
The Facebook application enriches the virtual content of Shura website and enhances the interactivity between the site and its visitors especially the parliamentarians, researchers and those interested in the parliamentary affairs.

### Virtual tour:
A 3D virtual tour for the Shura council's main hall to allow visitors to explore the hall and learn about the current work and history of Shura.

### Shura games:
Shura games are aimed at students, aged 5 to 14, learning about politics, parliament and democracy. The games come in many varieti es and themes that appeal to the players and grow their knowledge of parliament on the move.

### Member iBag:
A secure provision of parliamentary resources (Agendas, minutes of the meeting, session's recordings, legislative resources, press reports, .. etc.) and ICT services (Live video and audio broadcasting of sessions, instant messaging,.. etc.) that are provided on a portable tablet device for each member in order to reduce costs, increase efficiency and improve online access for parliamentary documents.

### Mobile applications:
10 mobile applications designed to run on smartphones, tablet computers and other mobile devices are offered for specific groups such as Shura acc ounting tracking system and Shura media center, or for general productivity and information retrieval, including Shura news, Shura guides and Shura members.

P.O Box 2991
Manama, Kingdom of Bahrain

Tel: (+973) 1774 8886
Fax: (+973) 1771 4583

Email: info@shura.bh
Website: www.shura.bh

# COUNCIL OF REPRESENTATIVES
## GOLD SPONSOR

### IN WELCOMING YOU

On the December 14th 2002,His Majesty King Hamad Bin Isa Al-Khalifa attended under his kind auspices, the opening ceremony of the first ordinary round of the first legislative term, inaugurating a new era and assuming the leadership of the Kingdom towards a flourishing and bright future of which its signs are shining and glittering like precious pearls in a chain of reforms, initiatives and gratitudes.
Not surprisingly, the Council of Representatives is in the middle of this chain, since it is the focus of attention of the kind people of Bahrain, the builder of their hopes and a place for their aspirations.

### THE LEGISLATIVE AND MONITORING POWERS OF THE COUNCIL

The Council of Representatives consists of 40 members (elected directly by secret ballot by the citizens), and the Council powers legislative and oversight through the parliamentary means available and guaranteed by the Constitution, namely: draft laws, Laws Proposal, Proposals, Questions, Questioning, Withdrawal of Confidence from a Minister, and Inability to cooperate with the Prime Minister.

### THE COUNCIL'S BUREAU

The Council's Bureau is composed of the Speaker, the two Vice Speakers including the Chairpersons of the Five Standing Committees, immediately upon their election, and it has the powers on matters that require the issuance of an edict by the Prime Minister, and on matters that require the opinion or approval of the Ministry of Finance.

### THE GENERAL SECRETARIAT

The General Secretariat of the Council of Representatives is regarded as an important pivot of the Council's Activities. The General Secretariat performs its necessary work in assisting the Council and its organizations in conducting its powers and responsibilities in accordance with the general regulations, issued by edicts of the Council's Office and orders issued by the President.
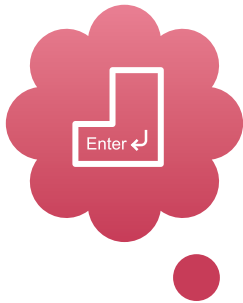
### INTER-PARLIAMENTARY GROUP

It is the Kingdom's Inter-Parliamentary group that participates in regional and international parliamentary bodies and conferences. Its general assembly consists of all members of both Councils. It has an Executive Committee chaired by the Speaker of the Council Representatives and the membership of eight members elected on the basis of four members of each Council.
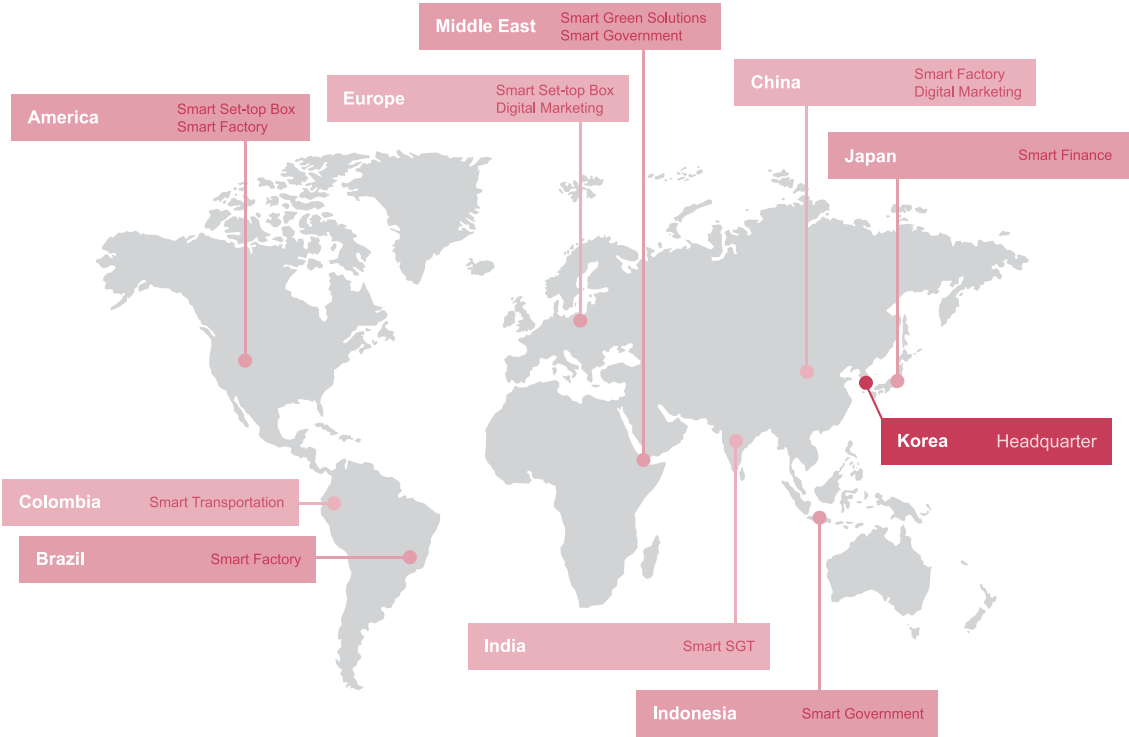
# LG
## GOLD SPONSOR

LG CNS is a global IT service provider delivering values beyond our customer's expectations through smart technologies & services that creative talents implement.

Company Name : LG CNS
Founded             : 1987
C.E.O                 : Kim Dae Hoon
Number of Employees     : Approx. 10,000(As of 2012.3, incl. overseas/domestic subsidiaries)
Annual Sales               : 3.1912 trillion KRW (As of 2011, IFRS Consolidation)
Headquarters     : Prime Tower #10-1, Hoehyeon-dong, 2-ga, Jung-gu, Seoul, Korea
Business Scope  : Consulting, System Integration, Outsourcing, ERP/BI, IT Infra-Solutions, IT Convergence
Overseas Subsidiaries: China, Japan, America, India, Indonesia, Europe, Brazil, Colombia
Overseas Offices         : U.A.E., Poland
Domestic Subsidiaries   : LG N-Sys
                                    UCESS PARTNERS
                                    BNE PARTNERS, Inc.
                                    SBI-LG Systems (Financial IT Services in Japan)
                                    KOREA ELECOM
                                    ever on (Electric vehicle sharing service and solution)

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Brazil — Smart Factory

India — Smart SGT

Indonesia — Smart Government

LG CNS

# MINISTRY OF THE INTERIOR
## GOLD SPONSOR

## MISSION
Maintenance of security, general order and safety, and law enforcement.

## STRATEGY
As part of the directives of the wise leadership and thanks to its support, the Ministry of Interior has adopted a policy of modernisation and development to improve efficiency and by using the latest technology, in order to save time and effort and improve the quality of its services and mission and fulfil its duties. The Ministry has been able to achieve excellent results through training and improving its workforce and by an optimum utilization of its financial resources and capabilities in fulfilment of the policy of the government and Economic Vision 2030.

The development and modernisation policy includes formulating plans that take into account all aspects of security work and improvement of the preparedness in dealing with the latest happenings and changes locally and regionally. These plans are reviewed and evaluated regularly to achieve the best results and meet goals.

## OBJECTIVES
The Ministry is dedicated to achieving the following goals:

### HUMAN RESOURCES DEVELOPMENT
Academic and vocational training and improvement of the staff to enable them to attain the highest performance level through:
- Developing police characteristics:For each police personnel to become honest, just, integrated and transparent so he or she acts with responsibility and protects the rights of others.
- Developing the ability to act in the right way in all situations:Confront all cases of anger and overreaction on the part of the public and use the proper degree of force for law enforcement and maintenance of general order.
- Adopting high levels of efficiency, maintaining those levels and adopting appropriate procedures under all conditions.
- Being flexible in thinking and acceptance of criticism and cultivating the ability to change and develop for the best.

### MAKING THE ENVIRONMENT SECURE
By contributing to provide an appropriate environment for growth and development in all fields through:
- Prevention of crime:By avoiding unsocial behaviour and acts that might affect general order.
- Securing general safety:For all citizens, residents and visitors. Also, protecting public and private properties.

## SECURITY PREPAREDNESS
by way of:
- Law enforcement and protection of general order (combating violence).
- Crisis management to combat natural and industrial disasters.
- Provision of excellent police services.

## PRINCIPLE:
The Ministry of Interior personnel are committed to applying the following principles:
- Swift Response: Capability to swiftly respond to accident and emergency calls.
- Effectiveness: In dealing with all accidents efficiently and capably.
- Transparency: Through the adoption of clear and simple procedures characterised by integrity, altruism, subjectivity, openness and honesty.
- Accountability: By holding everyone accountable in front of officials and the public without discrimination.
- Humanity: Dealing with all sections of society humanely and in a civilised manner.
- Community Partnership: Activation of community partnership, creation of a healthy and secure atmosphere and achievement of the slogan "Security is the Responsibility of All".

## FUTURE VISION:
The Principles of the Ministry's Future Vision include:
- Achieving a balance between maintaining security and stability and respecting human rights and freedoms.
- Commitment to legal and ethical standards and implementation of the principles of equality and transparency.
- Keeping up the high spirit of policemen.
- Achieving a high level of readiness through preparation, improved qualifications and training.
- Deploying high technology and advanced systems in the field of security-related work.
- Building channels to connect with all sections of society, embodying the concept of community partnership.
- Cooperating and coordinating with other official authorities

# LEGISLATION AND LEGAL OPINION COMMISSION
## GOLD SPONSOR

An independent entity with legal personality, it has an independent budget, the Commission's Chairman represent it before courts and in dealing with others. The Commission shall independently exercise its technical powers without any intervention. The members of the Commission, while carrying out their technical duties shall only be subject to the supervision of their superiors according to their ranks.

The Commission comprise a Chairman, Deputy Chairman, legal consultants and assistant consultants. A sufficient number of legal researchers and administrative employees shall assist in the Commission's duties.

The Commission comprise the following Departments:
1  Legal Opinion and Research Department.
2 Legislation and Official Gazette Department.
3 International Conventions and Contracts Department.
4 Elections and Referendum Department.
5 Human and Financial Resources Department.

هيئة التشريع والإفتاء القانوني
Legislation & Legal Opinion Commission

@lloc_bahrain

You Tube BahrainLegislation

Tel  +973  17 518 000
Fax  +973  17 518 008
email  info@legalaffairs.gov.bh

P.O. Box 790, Manama
Kingdom of Bahrain
www.legalaffairs.gov.bh

## CIO
### GOLD SPONSOR



## BAPCO
### GOLD SPONSOR

BAPCO is a unique company, which has never stood still. The first to discover oil in the Arabian peninsula in 1932, it started exporting in 1934, and refining in 1936.

Since then the company has helped shape the modern Kingdom of Bahrain, not simply through the generation of wealth, but through the development of Bahrain's manpower. Many of this highly skilled and sought-after elite now occupy senior positions in Government and industry.

More than 80 years after the company's establishment the adventure continues with new ambitions in exploration, new initiatives in oil and gas field development, and new global markets opening up with the completion of the refinery's US$725m Low Sulphur Diesel Plant. The company can now export ultra low sulphur diesel to those countries with the most stringent environmental standards.

Environmental protection plays as an important part in the company's US$1 billion+ investment programme and with the commissioning of the US$151 million Refinery Gas Desulphurisation Plant (RGDP) in January 2009, the air quality will be further improved.

## BATELCO
### TELECOMS PROVIDER

Batelco Group, listed on the Bahrain Bourse, is the leading integrated communications' provider in the Kingdom of Bahrain and a company of reference among the region's key telecommunications players for innovation and customer experience.

Batelco serves both the corporate and consumer markets in the most liberalised and competitive environment in the Middle East region. It delivers cutting-edge fixed and wireless telecommunications services to its customers in Bahrain, Kuwait, Saudi Arabia, Jordan, Yemen, Egypt and India.

The Batelco Group of companies offers end-to-end telecommunications solutions for its residential, business and government customers in Bahrain on Next Generation, all IP fixed and 3.5G wireless networks, MPLS based regional data solutions and, GSM mobile and WiMax broadband services across the countries in which it operates.