

UNITED NATIONS



Division for Public Administration and
Development Management, Department of Economic
and Social Affairs (DESA)
in partnership with
the United Nations Office on Drugs and Crime
(UNODC) and
the United Nations Entity for Gender Equality and the
Empowerment of Women
(UN-WOMEN)



UNITED NATIONS PUBLIC SERVICE AWARDS

MANUAL FOR THE SUBMISSION OF NOMINATIONS AND EVALUATION PROCESS



United Nations

To learn more about the Awards, visit UNPAN at: <http://unpan.org/unpsa>
To submit a nomination, please go to: <http://www.unpan.org/applyunpsa2013>

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1. BACKGROUND

1.1. What is the United Nations Public Service Awards Programme?

The United Nations Public Service Awards (UNPSA) is the most prestigious international recognition of excellence in public service.

1.2. What is its purpose?

The overall purpose of the UNPSA programme is to reward the creative achievements and contributions of public service institutions towards a more effective and responsive public administration in countries worldwide. An annual global competition that promotes the role, professionalism and visibility of public service, the programme aims to discover new innovations in governance; motivate public servants to further promote innovation; raise the image of public service; enhance trust in government; and collect and share successful practices for possible replication between and within countries. It can be translated into the following more specific objectives:

- (a) To reward service to citizens and motivate public servants worldwide to sustain the momentum of innovation and the improvement of the delivery of public services;
- (b) To collect and disseminate successful practices and experiences in public administration in order to support efforts for improvements in country level public service delivery;
- (c) Through success stories, to counterbalance any negative image of public administration, raise the image and prestige of public servants and revitalize public administration as a noble discipline on which development greatly depends;
- (d) To promote, encourage and facilitate networking among institutions and organizations relevant to public administration and strengthen the networks of the United Nations programme on public administration and development; and
- (e) To enhance professionalism in the public service in rewarding the successful experiences in innovations and excellence in the public 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.

1.3. Who manages the UN Public Service Awards Programme (UNPSA)?

The Programme is managed by the Division for Public Administration and Development Management (DPADM) of the United Nations Department of Economic and Social Affairs (UNDESA) in collaboration with the United Nations Office on Drugs and Crime (UNODC) and

the United Nations Entity for Gender Equality and the Empowerment of Women (UN-WOMEN). In 2011 two new categories were added to the programme. One on “preventing and combating corruption in the public service” established in partnership with UNODC, and one on “gender-sensitive public service delivery” established in partnership with UN-Women. In 2012, a new category on “Whole-of-Government Approaches in the Information Age” replaced category 4 on “Advancing Knowledge Management in Government”.

1.4. How was the UNPSA established?

In 2000, the United Nations Economic and Social Council (ECOSOC) endorsed the recommendation of the Group of Experts on the UN Programme in Public Administration to proclaim:

“a United Nations Public Service Day to celebrate the value and virtue of service to the community at the local, national and global levels, with prizes to be awarded by the Secretary-General for contributions made to the cause of enhancing the role, prestige and visibility of the public service.”

Three years later in 2003, the General Assembly, in its resolution 57/277, designated 23 June as United Nations Public Service Day and encouraged Member States each year to organize special events on that day to highlight the contribution of public service in the development process.

United Nations General Assembly Resolution Establishes Public Service Day
<p>General Assembly Resolution (A/RES/ 57/277) of 7 March 2003</p> <p><i>The General Assembly,</i></p> <p>Recalling its resolutions 50/225 of 19 April 1996, 53/201 of 15 December 1998 and 56/213 of 21 December 2001 on public administration and development, as well as Economic and Social Council resolution 2001/45 of 20 December 2001,</p> <p><i>Stressing</i> the need for capacity-building initiatives aimed at institution building, human resources development, strengthening financial management and harnessing the power of information and technology,</p> <ol style="list-style-type: none">1. <i>Takes note</i> of the report of the Secretary-General on the role of public administration in the implementation of the United Nations Millennium Declaration; 12. <i>Reiterates</i> that efficient, accountable, effective and transparent public administration, at both the national and international levels, has a key role to play in the implementation of internationally agreed goals, including those contained in the United Nations Millennium Declaration, 2 and in that context stresses the need to strengthen national public sector administrative and managerial capacity-building, in particular in developing countries and countries with economies in transition;3. <i>Decides</i> that 23 June will be designated United Nations Public Service Day, and encourages Member States to organize special4. <i>Expresses its deep appreciation</i> for the generous offer of the Kingdom of Morocco to host the fourth Global Forum, at Marrakesh, in December 2002; events on that day to highlight the contribution of public service in the development process;4. <i>Expresses its deep appreciation</i> for the generous offer of the Kingdom of Morocco to host the fourth Global Forum, at Marrakesh, in December 2002;5. <i>Welcomes</i> the substantive support that the Secretariat has provided to the Global Forum and invites it to extend such support to any future forums of a similar kind that may take place;6. <i>Reiterates its appreciation</i> for the role that the United Nations Online Network in Public Administration and Finance performs in promoting information sharing and exchange of experience and in building the capacities of developing countries to utilize information communication technologies for this purpose, and reiterates that particular emphasis should be given to the exchange of experience related to the role of public administration in the implementation of internationally agreed goals, including those contained in the Millennium Declaration;7. <i>Requests</i> the Secretary-General to submit a report to the General Assembly at its fifty-eighth session, in the manner he deems appropriate, on the implementation of the present resolution.

1.5. Who is eligible for nomination and who can nominate an institution?

Nominees: Public organizations/agencies at the national, state and local levels, as well as public/private partnerships and organizations performing outsourced public service functions, are all eligible for nomination, including NGOs if they collaborate with or on behalf of the government.

Nominators: Eligible nominators include Government departments and agencies; universities, non-governmental organizations, professional associations, among others, preferably an organization that has benefitted from the initiative.

1.6. What are the UNPSA categories?

The United Nations Public Service Awards is given in the following five categories:

- Preventing and combating corruption in the public service
- Improving the delivery of services
- Fostering participation in policy-making decisions through innovative mechanisms
- Promoting Whole-of-Government Approaches in the Information Age
- Promoting gender responsive delivery of public services

While it is understandable that some initiatives may fall within the scope of more than one category, nominees should make sure to select **only one** category, i.e. the one that best represents and fits the initiative.

In order to ensure a level playing field for nominations from different countries, the winners are decided per region as follows:

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

1.7. When and how are the UNPSA winners awarded?

The Awards are handed out every year on 23 June, day designated by the General Assembly as [United Nations Public Service Day](#) (A/RES/57/277) to “celebrate the value and virtue of public service to the community”. The General Assembly, in its resolution 57/277, encourages Member States to organize special events on that Day to highlight the contribution of public service in the development process.

Over 500 participants from 70 Member States are invited to take part in this event. In the past years, the President of the General Assembly, the Secretary-General of the United Nations, as well as the Under-Secretary-General for Economic and Social Affairs were invited to take part in this event. The Ceremony is part of a UN Public Service Forum that lasts four days and takes place every year in a different region of the world. To view past years’ events, please visit:

<http://www.unpan.org/unpsd>

2. EVALUATION PROCESS

2.1. First Round Evaluation

The UNPSA nomination process consists of three rounds of evaluation, as well as a final verification of the results. Nominations are accepted every year from September to November/December, and the evaluation process starts in January and ends in April or beginning of May of each year (depending on when the Meeting of the United Nations Committee of Experts is convened).

Step 1- DPADM in collaboration with UNODC and UN-Women screens and pre-selects the online nominations submitted to the online UNPSA database at:

www.unpan.org/unpsa/applyunpsa2013. Online nominations can be made in one of the six official United Nations languages (Arabic, Chinese, English, French, Russian or Spanish) and therefore reviewers with different language capabilities are required.

Each nomination is reviewed by two different experts independently to ensure a fair assessment of nominations. Reviewers assess each nomination according to an evaluation form designed for each category of the Award. Nominations are ranked and based on a specific threshold they pass to the second round of the competition. Short-listed candidates are then informed about the results of the first round evaluation and requested to submit additional documentation as listed below:

- Two letters of reference: A letter of reference is a letter written by any organization, public or private, different from the institution being nominated, pointing out the valuable achievements resulting from the implementation of the initiative submitted, and underlining the reason why this initiative and/or institution is worthy of being awarded.
- A minimum of two and a maximum of five supporting documents: Supporting documents are any kind of material (evaluation and audit reports, results of client/citizen surveys, books, DVDs, videotapes, newspaper articles, etc.) the institution may wish to submit to validate and highlight its nomination.

Institutions are encouraged to upload relevant documents in the on-line UNPSA System. Institutions wishing to send by regular or express mail documentation that cannot be uploaded (e.g. books, DVDs, etc) should bear in mind that such material has to be received before the notified deadline.

The initiatives of nominees that do not provide additional documentation are not submitted for further review and are disqualified.

2.2. Second Round Evaluation

Step 2- DPADM, together with UNODC and UN-WOMEN reviews and short-lists candidates on the basis of the documentation provided. All the pre-selected cases are evaluated by the UNPSA Evaluation Reviewers along with the supporting documentation. Each nomination is evaluated separately by 2 reviewers, according to the modalities listed above.

Reviewers are not assigned the same nominations as the ones they had to assess previously. This guarantees fairness of the process. The list of reviewed cases with a specific ranking is submitted to the CEPA Sub-committee, which decides who the winners are.

2.3. Third Round - Final Decision by the United Nations Committee of Experts on Public Administration

Step 3 – Decision about the winners - The short-listed candidates are evaluated by a Sub-Committee of the **United Nations Committee of Experts in Public Administration**, which is a subsidiary organ of the United Nations Economic and Social Council. The Sub-committee is composed of seven public administration experts from all over the world. These experts are chosen not only for their vast experience and knowledge, but also based on their geographical diversity and gender balance.

The CEPA Sub-committee decides on prospective awardees, bearing in mind that there cannot be more than 1 winner per category and per region. As the UNPSA considers 5 regions (Africa, Asia and the Pacific, Europe and North America, Latin America and the Caribbean, Western Asia) and 5 categories, the maximum number of prizes is 25 for the first place and 25 for the second place. In practice, however, the total number of awardees is around 20 every year. Should the top scorer of a given region and category be poorly ranked in comparison to all nominations and not be deemed suitable, the Sub-committee may decide not to award a prize.

Following the CEPA Sub-committee recommendations for the UNPSA winners, a process of verification and validation is implemented to ascertain congruence between the nomination documents and what happens on the ground. The UNPSA team will gather information to substantiate the claims made by the winning nominees in its application form and supporting materials by conducting internet research and contacting UNDP offices and other international, regional and local partners. If the preliminary validation for a specific case reveals certain concerns e.g. mismanagements regarding their specific initiative, the case will be disqualified. In the case of absence of UNDP offices in the country, other international organizations like the World Bank or other notable NGOs working in the country will be contacted. The winners of the awards are officially announced in May of each year.

Following this process of verification, the winners of the Awards are officially announced. The Ceremony takes place every year on Public Service Day on 23 June.

3. ELIGIBILITY CRITERIA

In order for a nomination to be qualified for the first round of evaluations, three main eligibility criteria must be fulfilled as follows.

3.1. Nomination is made by a third party

Self-nominations are not accepted: a self-nomination is when the institution being nominated and the institution making the nomination are the same. A third party must submit the nomination.

3.2. Nomination is relevant to one of the UNPSA categories

The nomination is relevant to one of the categories: that is the initiative submitted must be relevant to any UNPSA category, is not in public administration, is a purely scientific innovation (e.g. in medical or environmental science), or is implemented by a non-public organization (NGO, private sector organization, private university, etc.), without any partnership with a public organization or on behalf of the public sector.

3.3. Online Nomination Form is Complete

The on-line nomination form must be fully completed: if the fields used to describe the initiative (“summary”, “timeframe”, “narrative”, etc.) are left blank, the initiative cannot pass to the next round of evaluation.

3.4. The Initiative has been implemented and Supporting Documents submitted for the Second Round of Evaluations

The initiative is disqualified if it is only an idea, and it has not been implemented. The initiative’s maturity and impact need to be taken into consideration. Moreover, if an initiative that passes to the second round does not provide supporting documentation within the expected timeframe, the same initiative is disqualified.

4. CATEGORIES AND THEIR EVALUATION CRITERIA

When reviewing each case, a set of questions intend to ascertain whether the initiative meets some or all of the category’s criteria. For more information about each category’s criteria, please see below.

Category 1 - Preventing and Combating Corruption in the Public Service

Managed by the UN Department for Economic and Social Affairs (UNDESA) through its Division for Public Administration and Development Management (DPADM) in collaboration with the UN Office on Drugs and Crime (UNODC)

Criteria	Description
Promotes Transparency	Creates mechanisms to increase the public’s ability to seek and receive information in a timely manner, observe, monitor and analyze government decision-making and processes. The mechanisms can be documentary, face-to-face, meetings, and/or electronic.
Promotes Accountability	Utilizes documentation in various forms which can serve as evidence of a government’s conformity to legal, procedural and fiscal requirements, and improves processing of complaints and handling of grievances.

Promotes Responsiveness	Promotes initiatives to raise public awareness of corruption and government action to prevent and combat it; encourages public opinion's monitoring and filtering of government decisions and the views of concerned sectors of the community; promotes partnerships between the public and the private sectors to prevent corruption; includes an obligation to disclose information on the organization, functioning and decision-making process of public administration and demonstrates openness through consultative mechanisms with the public.
Promotes Integrity and Measures to Prevent Abuse or Misuse of Public Power	Promotes and effectively implements regulation models for the public sector, including provisions addressing conflict of interest, and professional codes of conduct; enforces disciplinary or other measures against public officials who do not comply with such regulation models, and periodically publishes this information.
Promotes Innovative Management of Public Finances	Promotes and implements clear and consistent regulations and procedures for budget preparation and adoption, as well as effective scrutiny and monitoring of public revenues and spending to prevent corruption, including through e-procurement and other means. Periodically publishes information on public revenues and expenditures through electronic or other means of communication.
Transforms Administration	Undertakes transformation within a large framework rather than incremental improvements. Innovative methods, tools and techniques, in the context of a given country or region, are applied to promote regulatory simplification, change of organizational culture to promote ethics and integrity, as well as administrative reforms aimed at reducing bureaucratic steps and hurdles required to obtain a service, and increased use of automated systems through the application of ICTs.
Introduces a New Concept	Introduces a unique idea, distinctively new approach to problem solution, or unique policy or implementation design, in the context of a given country or region, for preventing and combating corruption in the public service.

Category 2 – Improving the Delivery of Services

Criteria	Description
Increases Efficiency	Streamlines processes, reduces red tape, and improves coordination and other measures resulting in increased efficiency. The increase in efficiency must be supported by quantifiable indicators, surveys, questionnaires, etc.
Provides High-Quality Service Delivery	Provides timeliness, courtesy, access and client-orientation in public service delivery. Includes the availability of government services at times and in ways that are more convenient to the public, for example, speedy processing of applications or claims, reduction in the amount of paperwork and other activities citizens must perform in order to demonstrate compliance.
Incorporates Citizens' Feedback	Actively incorporates citizens' inputs and feed-back regarding public service delivery satisfaction.
Improves Access and Promotes Equity	Promotes equity by extending service delivery to vulnerable groups (e.g. the poor, women, minorities, the youth, elderly, the disabled and others) and/or enables service delivery to a wider population, particularly through mechanisms that promote social inclusion. Has extended services to a wider population than before.
Promotes Partnerships	Promotes partnerships between the public sector, civil society and the private sector in public service design and implementation.
Transforms Administration	Involves transformation within a large framework rather than incremental improvements. Innovative methods, tools and techniques, in the context of a given country or region, are applied to themes such as modernization, change of organizational culture, administrative reforms or the overhaul of government service delivery procedures.
Introduces a New Concept	Introduces a unique idea, distinctively new approach to problem solution, or unique policy or implementation design, in the context of a given country or region, for transparency, accountability and responsiveness in the Public Service.

Category 3 - Fostering Participation in Policy-Making Decisions Through Innovative Mechanisms

Criteria	Description
Promotes responsiveness	Enhances responsiveness of government to the demands and needs of citizens; favours the inclusion of the views of concerned sections of the community in public affairs; and demonstrates openness through consultative mechanisms with the public.
Promotes Participation through New Institutional Mechanisms	Implements new processes and institutional mechanisms to channel the demands and views of citizens. This may include decision-support systems, government networking, and consultation mechanisms leading to more effective policymaking and implementation as well as holistic and “horizontal” approaches to public service delivery and management.
Facilitates e-Participation	Enables governments – policy makers and public officials – to better interact with the public, particularly individual citizens, and allows citizens, for instance, to better express their needs, participate in and influence policy-making; comment on policy implementation; provide feedback on government services (on and off-line services); and file complaints.
Transforms Administration	Involves transformation within a large framework rather than incremental improvements. Innovative methods, tools and techniques, in the context of a given country or region, are applied to themes such as modernization, change of organizational culture, administrative reforms or the overhaul of government service delivery procedures.
Introduces a New Concept	Introduces a unique idea, distinctively new approach to problem solution, or unique policy or implementation design, in the context of a given country or region, for greater participation of citizens in policy-making decisions, particularly for the poor.

Category 4 – Promoting Whole-of-Government Approaches in the Information Age¹

Criteria	Description
Promotes regulatory and institutional frameworks to harmonize policies, programmes, and integrate services	Develops and implements national strategies, regulatory and institutional frameworks (including infrastructure, people and processes) to harmonize policies and programmes by promoting collaboration and maximizing synergies between different government sectors in order to promote collaborative outcomes that increase public value. Aligns in a coherent way government’s holistic vision of development with inter-agency strategies, objectives, roles and responsibilities. Promotes horizontal and vertical cooperation, among different levels of government, to provide integrated services. Provides an institutional framework and mechanisms that ensure a proper balance between cross-sectoral collaboration and sectoral accountability.
Foster leadership, human resource capacities and a collaborative organizational culture	Have clear vision, political will and understanding of the ICT tools to improve government functions and human resources capacities to work across organizational boundaries through continuous learning, training and other capacity-building activities. Promotes an organizational culture that encourages collaboration to achieve shared goals and outcomes to increase public value.
Enhances organizational performance, interoperability, and open standards	Enhances organizational performance by integrating vital government services across different agencies by using open standards, open data and encourages use of shared systems such as cloud computing for seamless integration. Minimises duplication of efforts and reduces costs through knowledge sharing and data exchange, more effective deployment of resources through integration of back-end office operations, utilization of innovative channels and tools such as ICT tools, and by providing, inter alia, one-stop shops, online and mobile sites that aggregate government services for

¹ See Annex I for more information about this new category

	ease of discovery and access, etc. Allows different systems to exchange information, to combine it with other information resources and to subsequently process it in a meaningful manner both horizontally and vertically. Takes into consideration privacy and security issues while achieving interoperability between systems.
Promotes social inclusiveness and collaboration among government agencies and citizens	Promotes social inclusiveness by reaching out to the vulnerable populations including (i) the poor; (ii) women; (iii) the physically challenged; (iv) the illiterate; (v) the youth; (vi) the elderly; (viii) migrants; and (viii) the indigenous people; increases communication and interaction among government agencies and citizens with the objective of improving information flow, transparency and accountability; includes channels for active participation of citizens and mechanisms for monitoring and evaluation of development management in co-creating public value towards public governance.
Transforms administration	Involves transformation within a large framework rather than incremental improvements. Innovative methods, tools and techniques, in the context of a given country or region, and, are applied to transform public sector organizations through the application of whole-of-government approaches to service delivery, among other things, through the strategic application of ICT in government.
Introduces a new concept	Introduces a unique idea, distinctively new policy and implementation design, approach to promoting whole-of-government approaches and/or innovation, in the context of a given country or region, for greater public sector performance and socio-economic development.

Category 5 - Promoting Gender Responsive Delivery of Public Services

Managed by the United Nations Department for Economic and Social Affairs (UNDESA) through its Division for Public Administration and Development Management (DPADM) in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-WOMEN)

Criteria	Description
Provides high quality service delivery for women	Provides increased access to high quality and affordable service delivery for women; Includes innovations in service delivery mechanisms that cater to the specific needs of women, in particular responding to the specific security risks, care burden, mobility and access issues faced by women.
Promotes accountability in service delivery to women	Utilizes documentation in various forms which can serve as evidence of a government's conformity to women's human rights; ensures mechanisms that support women to easily obtain information about government actions, initiate investigations or be compensated where necessary; and ensures that officials are sanctioned when women's needs are ignored or when women's rights for service delivery are not protected.
Promotes transparency in service delivery to women	Creates mechanisms to increase the ability of women to observe, monitor and analyze government decision-making and processes, including participatory budgeting and planning processes, and citizen feedback mechanisms.
Promotes responsiveness to the needs of women	Enhances responsiveness of government to the demands and needs of women, in particular those in remote rural areas; Demonstrates openness through consultative mechanisms with women and their representatives; Implements new processes and institutional mechanisms to channel the demands and views of women. This may include decision-support systems, government networking, and consultation mechanisms leading to more effective policymaking and implementation as well as multi-sectoral and "horizontal" approaches to public service delivery and management.
Promotes gender parity in public service delivery	Introduces incentives and changes in employment policies, including recruitment, promotion, training, compensation and career management policies, to increase the number of women in the public sector at all levels, including those in the front line and at decision making levels.
Transforms	Involves transformation of a large framework, rather than incremental improvements, to promote

administration	women's rights; Innovative methods, tools and techniques, in the context of a given country or region, and, are applied to respond to needs of women. These may include the provision of e-government services; a change in organizational culture; administrative reforms; or the overhaul of government procedures for gender responsive service delivery and the application of knowledge management processes.
Introduces a new concept for women's participation in policy making	Introduces a distinctively new approach to promoting the participation of citizens, especially poor women, in policymaking; this may be through the application of a new knowledge management technique, unique policy, or implementation design in the context of a given country or region.

Annex I

Introduction to the category on “Promoting Whole-of-Government Approaches in the Information Age “

Traditionally, governments have operated in the context of highly specialized and compartmentalized institutions, often times working in “silos”. Whereas in the past, a fixed division of labour among ministries and departments was essential to the consolidation of an effective bureaucratic system based on the Weberian model, in the twenty-first century such strict division does not seem to fit the needs of more complex societies any longer. In fact, low degrees of communication and coordination across agencies have led, in many instances, to the duplication of efforts and services, and waste of resources ultimately resulting in poor service delivery and an inability to effectively tackle multi-dimensional challenges for economic growth, social progress and environmental protection.

A number of factors increasingly require governments to integrate and coordinate policies and decision-making processes by promoting effective collaboration among government agencies across all levels of government (national and sub-national) and with non-governmental actors, including: (a) the growing complexity and interconnectedness of present development challenges, such as poverty eradication, environmental sustainability, disaster prevention and crisis management, which require integrated and holistic responses and investments in cross-cutting areas; (b) an increase in citizens’ expectations for effective, equitable and citizen-centric services (including security, education, health, justice, shelter, sanitation, etc.), which entail a shift from an inward, disjointed and process oriented approach to a results based citizen-centric approach, requiring coordination, collaboration and integration of processes and services for reduction of red tape and improved service delivery; and (c) increased citizens’ demands for meaningful participation in public consultation and decision-making processes, which call for innovative governance and collaborative mechanisms that allow citizens to actively take part in decisions that affect their lives.

As a result, several governments across the world are adopting whole-of-government or collaborative approaches through the promotion of horizontal and/or vertical initiatives, greatly aided by modern technologies, which provide useful tools to enable collaboration across agencies. While each agency continues to be accountable for its defined and focused role, cross-agency issues are addressed in a coordinated manner through new institutional and accountability frameworks and mechanisms. Greater communication and coordination among policy areas and agencies at all levels, are helping governments deliver “as one” in pursuit of increased quality of and inclusive access to services to the benefit of its citizens. This new category aims at discovering, rewarding and documenting “whole-of-government approaches” to improve public sector performance and service delivery in the information age.

The following table provides a few examples of “whole-of-government approaches”. The list is by no means exhaustive.

Possible Types of Collaborative Arrangements	Possible Areas	Examples (non-exhaustive)
Institutional and regulatory coordinating mechanisms for collaborative outcomes	Institutional and regulatory frameworks	<ul style="list-style-type: none"> • Collaborative Resource Management Institution • Chief Information Officers Council • Cabinet Implementation Unit for collaborative initiatives • Coordinating Budgetary Institution
Human resources' technological and/or innovative platforms for enhanced organizational performance	Public Sector Human Resources	<ul style="list-style-type: none"> • Integrated Performance Management Systems • Integrated System for Retirement Allowances

<p>Multistakeholder's collaborative frameworks and processes to reduce fragmentation in national and/or local government and provide high-quality and easily accessible public services</p>	Education	<ul style="list-style-type: none"> • One-stop citizen service centres and portals • One-stop mobile service portals • Collaborative software for the public sector • Open government data portal • Integrated geographical information systems • Innovative partnerships between government agencies and non-governmental organizations at the federal, provincial and city levels to deliver services • Integrated education management system • Integrated courts management system • Integrated immigration and emigration system • Public sector integrated security system • Integrated implementation monitoring systems • Integrated disaster risk management system • Integrated financial management system • Integrated government procurement platform • Integrated online payment service • Integrated sustainable development initiatives
	Health	
	Justice	
	Immigration	
	Security	
	Finance	
	Environment	

ANNEX II

SAMPLE OF THE ONLINE NOMINATION FORM IN ENGLISH

Also available online in Arabic, Chinese, French, Russian and Spanish

NOTE: Please note that this is just a sample. All nominations should be entered in the online application database at: <http://www.unpan.org/applyunpsa2013> to be eligible for the 2013 UNPSA cycle. You are greatly encouraged to prepare your answers first on a word document and then to copy them into the database fields as the system automatically logs out after a few minutes.

Summary of the initiative

In no more than 500 words, provide a summary of the initiative

Information on Institution Being Nominated

Institution Name:

Institution Acronym:

Institution Type:

Name of Initiative / Acronym:

Contact's Position:

Contact's Title:

Contact's First Name(s):

Contact's Last Name (s):

Contact's Gender:

Address:

Postal Code:

City:

State/Province:

Country:

Region:

Telephone/ Fax:

E-mail:

Institution's / Project's website:

Information on Institution Making the Nomination

Institution Name:

Institution Acronym:

Institution Type:

Contact's Position:

Contact's Title:

Contact's First Name(s):

Contact's Last Name (s):

Contact's Gender:

Address:

Postal Code:

City:

State/Province:

Country:

Region:

Telephone/ Fax:

E-mail:

Institution's website:

1) What was the situation before the initiative began? (What was the problem?)

Describe in no more than 500 words the situation before the initiative began. What major problems and issues needed to be addressed? What social groups, e.g., women, youth, ethnic minorities, were affected and in what ways?

2) What is the initiative about? (What was the solution?)

In no more than 500 words, summarize what the initiative is about, and how it solved the problem.

3) What were the strategies used to implement the initiative?

In no more than 500 words, provide a summary of the main objectives and strategies of the initiative, how they were established and by whom. Please note that the summary should be in narrative, not point form.

4) Who proposed the solution, who implemented it and who were the stakeholders?

In no more than 500 words, specify who contributed to the design and/or implementation of the initiative, including relevant civil servants, public institutions, organizations, citizens, NGOs, private sector, etc.

5) What were the key benefits resulting from this initiative?

In no more than 500 words describe the results, achievement(s) implemented; how the impact was measured, quantitatively and qualitatively, and who benefited

6) What were the key development and implementation steps and the chronology?

No more than 500 words

7) What were the main obstacles encountered? How were they overcome?

No more than 500 words

8) What resources were used for the initiative?

In no more than 500 words, specify what were the financial, technical and human resources' costs associated with this initiative. Describe how resources were mobilized.

9) Is the initiative sustainable and transferable?

In no more than 500 words, describe how the initiative is being sustained (for example in terms of financial, social and economic, cultural, environmental, institutional and regulatory sustainability).

Describe whether the initiative is being replicated or disseminated throughout the public service at the national and/or international levels and/or how it could be replicated.

10) What are the lessons learned? In no more than 500 words, describe the key elements that made your initiative a success