

CAPAM

international innovations awards

2011-2012



The Commonwealth Association
for Public Administration
and Management (CAPAM)



Progress of any kind begins with innovators who challenge the status quo and continuously seek to change reality for the better. These creative thinkers have the vision to grasp new ideas and the drive to adapt them to long standing public service challenges. Establishing change, especially in large organizations like the public service, requires tact to overcome the inertia of complacency, tenacity to learn from inevitable setbacks, and commitment to sustain the task of bringing new concepts into reality.

What are the CAPAM International Innovations Awards?

The CAPAM International Innovations Awards celebrates the spirit of innovation in the public service by recognizing organizations that have made significant contributions to improving governance and services in the public sector. In so doing, the award inspires and encourages innovators to improve public service governance, and the quality of life of citizens, communities and nations.

Each year, we receive submissions from across the Commonwealth countries in all sectors of the public service. The CAPAM International Innovations award is the only international public sector award that recognizes and celebrates innovation in the public service.

How are the winners selected?

The CAPAM International Innovations Awards are adjudicated by an international panel of esteemed public service professionals typically representing at least 10 different Commonwealth countries.

celebrating public service innovation in 4 key areas



1

Innovations in Public Service Management

In many countries, the Public Service is the largest organization in terms of employment, budget and impact on society. Effective administration of this large and complex enterprise is an essential element in the development and growth of nations. With the diversity of circumstances and socio-economic situations, fundamental principles of good management, leadership, and transparent accountability require innovative adaptations for effective implementation.

2010 Award Winner: Pro-Enterprise Panel, Ministry of Trade and Industry, Singapore

The Innovation

The Pro-Enterprise Panel (PEP) project successfully fostered a pro-enterprise environment in Singapore by actively seeking and acting on suggestions to improve government rules and regulations that stifle entrepreneurship and hinder business. The unique character of the PEP as a public-private partnership signals a shift of the government from its traditional role as a regulator, to a facilitator for businesses.



Promoting Entrepreneurship and Local Enterprise for Development

Singapore's economic success since independence has been built on the foundation of free-trade, international competitiveness, and the ability to attract investments from multi-national corporations. As Singapore entered the 21st century, the promotion of entrepreneurship and local enterprises (especially small and medium enterprises), became a key economic strategy for the next phase of growth.

Since its inception, the PEP has received nearly 1800 suggestions and has accepted more than half of them. As a result, obsolete licenses and rules were removed, onerous requirements relaxed, and cumbersome processes simplified.

2

Innovations in Government Services and Programmes

The fundamental role of the Public Service is to enhance the welfare of its citizens. Services and programmes range from strategies to control disease, extending healthcare and educational services, to facilitating routine transactions with government organizations. With limited human and financial resources, optimizing government investments for the greatest public good requires innovative policies, pioneering strategies and inventive implementation.

2010 Award Winner: Mission Convergence, Gov. of NCT of Delhi, India

The Innovation

Mission Convergence is an innovative approach that represents a paradigm shift in governance. It takes concrete steps towards holistic human development with poverty alleviation and citizen's empowerment in general and women in particular as core objectives. This policy decision altered the previously fragmented and vertical architecture by providing an integrated platform for convergence of nine departments that provide welfare services.

A New Development to Understand Urban Poverty

The Mission changed the way government acknowledged urban poverty. Traditionally, income has been used to measure poverty and there have been significant inclusion and exclusion errors. A new criterion of using proxy indicators of income were developed by the Mission in close partnership with civil society and academic institutions. The Mission also fostered effective community participation in governance by creating a bottom-up implementation structure that currently engages more than 100 community based organizations. These centers have now enabled government to reach the doorsteps of the vulnerable.

This project was also the gold medal winner for 2010.



3

Innovations in Citizen Engagement and Dialogue

Democratic societies place a high premium on engaging citizen dialogue to foster mutual understanding and to mediate decisions. With the plurality of citizen interests based on geographical, societal and economic differences, maintaining an open dialog with citizens and sustaining effective democratic processes require innovative strategies and processes.

2010 Award Winner: Water Sanitation Management Organisation, India

The Innovation

This project coordinates over 75 NGO partnerships in over 15 000 villages to enable exceptional community engagement that delivers a sustainable solution to water sanitation in the State of Gujarat, India.

Empowering Communities, Developing Social Capital and Ensuring Water Delivery

Gujarat is a drought prone and water scarce state. Recurrent droughts and overexploitation of groundwater resulted in drinking water issues, low quality water, or lack of water for more than 50% of the state. Prior to the proposed initiative, water supply was governed by the state and government agencies.

“Users are the best managers.” This initiative decentralized governance of the water supply delivery and services to local village organizations. The results ensured that villagers governed and maintained water supplies under criteria relevant to their own situations.



4

Innovative Use of Technology in the Public Service

Despite two decades of advancements in information and communications technologies (ICT), their rate of growth is still accelerating. While there have been many successes in adapting these technologies to serve the Public Service, there have also been spectacular failures. Innovations are needed in managing these technologies to harness their potential for effective Public Service Operations.

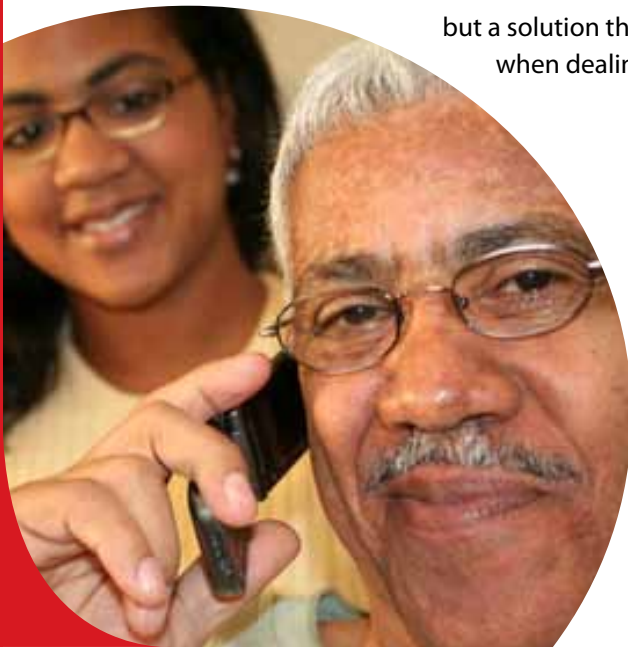
2010 Award Winner: Customer Care and Support, A Service Management Solution (SMS), Ministry of Planning, Housing and the Environment, Trinidad & Tobago

The Innovation

The simple problem of a congested customer waiting area was the main reason for starting this innovation. The customer care and support system effectively automates customer-facing interactions and back-end manages information about the selected application.

The solution could not be a simple fix, rather, it required a change in approach and thinking. Emphasis was placed on Service Management to enable significant improvements in the services offered to the public.

What resulted was a solution that not only cleared up a congested waiting area, but a solution that would promote transparency and assure accountability when dealing with customers.



How are submissions evaluated?

The following criteria are used to evaluate all submissions to the awards programme.

1 | The Innovation

Innovation is about putting new ideas into useful practice. Particular attention will be paid to:

- What is the element(s) of the idea that makes it new, unique and innovative?
- How does the idea change thinking and perception about a problem and its solution?
- How does this new understanding translate into useful practices that are of benefit to the Public Service and the citizens that it serves?

2 | Effectiveness

Not all innovations or new ideas have enduring benefits. Has sufficient time passed to demonstrate results, and thereby the initiative's effectiveness?

Particular attention will be paid to:

- Independent assessments on the results achieved from the innovation
- The costs of implementation and quantifiable benefits achieved

3 | Long Term Significance

Does the innovation change how specific challenges and opportunities are perceived? Are there opportunities to adapt or expand the application of this innovation to other domains?

Particular attention will be paid to:

- How the innovation has changed the understanding and analysis of similar challenges?
- The potential benefit of the innovation for the sponsoring country, the region and across the Commonwealth?

4 | Transferable Lessons Learned

What are the lessons learned in the identification, formulation and implementation of the innovations. Particular attention will be paid to:

- Valuable insights into the innovation process in the public service
- Strategies for maximizing benefits while minimizing risks in the implementation of new ideas and change in the Public Service

Submissions must also include:

- A 50 word Executive Summary of your project
- Up to 100 words that outlines the context in which your innovation has been implemented and any factors that should be considered by the jury. Particular emphasis should be placed on strategies that are adopted to adapt the innovation to local circumstances, and lesson learned and approaches used to overcome difficulties in the implementation process.
- A 1500 - word description of the project that fully addresses the criteria above

Awards Schedule

Deadline for Submissions March 31, 2012

Short list of semi-finalists June 2012

Finalists for each category July 2012

All finalists will be invited to make presentations to the Jury at the **2012 CAPAM Biennial Conference, Delhi, India** (October 24 – 26, 2012)

Winners (1 for each category, 1 overall gold medal winner) will be announced at the President's Banquet at the end of the conference.

Application Form

In which category should your innovation be considered?

- Innovations in Public Service Management
- Innovations in Government Services and Programmes
- Innovations in Citizen Engagement and Dialogue
- Innovative Use of Technology in the Public Service

Contact Information

Name of Project: _____

Name of Organisation: _____

Contact Person: _____

Title: _____

Address: _____

City: _____ State/Province: _____

Country: _____ Telephone (with country code): _____

Fax: _____ E-mail: _____

CAPAM Membership

Are you a CAPAM Member? Yes [] No []

If yes, please indicate which membership you currently hold:

- Individual membership (eligible for 1 submission only, individual must be main contact)
- Institutional membership (eligible for multiple submissions, multiple contacts allowed)

If you are not currently a CAPAM member (or have not remitted fees for 2011), please visit www.capam.org/membership to renew your membership or join as a member.

Applications are accepted by CAPAM members only.

Eligibility

- 1 Does your submission reflect an organisational (rather than an individual) achievement?
Yes [] No []
- 2 Is your program or initiative currently in active operation?
Yes [] No []
- 3 If you represent a non-profit or private sector organisation, can you demonstrate sufficient government oversight in your programme or initiative? Yes [] No []

If you have answered "No" to any of the above questions, please kindly reconsider your application or contact capam@capam.org if you have any further questions.

continued...

Deadline for submissions

Submissions must be received at the CAPAM office by mail or email by **March 31, 2012**.

- Online (preferred) at www.capam.org/awards/internationalinnovations/
- By Email to capam@capam.org
- By Mail (\$25 USD handling fee applies) : CAPAM: International Innovation Awards
L'Esplanade Laurier
300 Laurier Avenue West
West Tower, Room A-1245
Ottawa, ON Canada K1N 6Z2

Method of Payment

- Credit Card (Visa/MC/) _____ Expiry: ____ / ____ / ____
- International Money Order
- Electronic Funds Transfer (Details from CAPAM on request.)

Your submission checklist:

- A completed application form with all pertinent information listed
- A 50 - word executive summary of the submission
- A 100 - word statement on appropriateness to context
- A 1500 - word description of the project
- The \$150 US entry fee

Please note that additional information outside of the Project Description and Executive Summary will not be forwarded to the judges for consideration.

CAPAM reserves the right to reproduce, without limitation, any materials submitted with this application, including the Project Description and any attachments, for distribution through CAPAM communications with members or other general distribution (print and electronic.)

Signature of Consent: _____ Date: _____

I have the authority to provide consent. If submitting electronically, typing your name will signify your consent.