CADERNOS GESTÃO PÚBLICA E CIDADANIA

Innovations in Government from around the World

The most recent awards winners from the Ford Foundation sponsored Innovations Programs in Brazil, Chile, China, Mexico, Native America, Philippines, South Africa and the United States of America.

Organizadores

Peter Spink

Jacqueline Brigagão

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Os Organizadores

Peter Spink

Ph.D em Psicologia Organizacional pela London University. Professor Titular da EAESP da Fundação Getúlio Vargas de São Paulo. Implantou e coordena o Programa Gestão Pública e Cidadania desde 1995.

Jacqueline Brigagão

Doutora em Psicologia pela Universidade de São Paulo.Professora na Universidade São Marcos e Pesquisadora do Programa Gestão Pública e Cidadania.

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Introduction

Following on the highly successful pioneering work of the Kennedy School of Government in 1986, there are now nine Ford Foundation sponsored innovation in government initiatives located in the USA, the Philippines, South Africa, Chile, Mexico, China, Peru and Brazil. A tenth initiative is currently in its early planning stages for the East African Region. Whilst each of the programs have adapted the innovations approach to their own socio-historical and developmental priorities, they all share a strong allegiance to the core idea that government can be helped to work better and processes of governance strengthened, through identifying and disseminating examples of effective solutions to everyday problems that are gathered through an open entry awards procedure. To do this, programs have had to develop awards mechanisms and ways of identifying, describing, evaluating and distributing information about the solutions available. They have also been involved in discussing the implications of their findings for public management theory and practice and for the general field of governance.

This special number of the *Cadernos Gestão Pública e Cidadania* features the most recent leading awards from each of these programs with the exception of Peru, where the first award cycle will be shortly coming to its close. The experiences that are presented below come from many different areas of activity and took place in many different languages, yet together they show many of the possibilities that are opening for effective government action to improve the quality and dignity of everyday life.

We have included information on each of the Innovations Programs (addresses and websites) at the end of this working paper. Further information can also be found on the joint site that is run by the programs on the Development Gateway (http://www.developmentgateway.org/innovations).

Jacqueline Brigagão

Peter Spink

1-The 2002 Leading Innovations from the Public Management and Citizenship Program -Fundação Getulio Vargas São Paulo – Brazil

Pantaneira School -Aquidauana, MS

In the Pantanal region, the rain season goes from November to April and the main rivers burst their banks and flood the whole area making impossible to travel between farms. Some places can just be reached on boats. In order to face this situation the city of Aquidauna in partnership with some farmers created the Pantaneira School.

The Pantaneira School is an elementary school (1st grade to 6th grade) with a special calendar, considering the rain cycle and has an educational program that includes the art and local culture. The students have eight hours of class daily and the school year goes from April to November and the school vacation is in July. It works as a boarding school for the students who live far away. Some of them visit the families during the weekends and others just go home monthly or every three months.

The Educational program includes the regular disciplines of elementary school: Portuguese. Math, Natural Sciences, Arts, Physical Education, and disciplines that focus in the environment and the specific reality of the Pantanal. To achieve that goal the School teaches rural practices of the region, for example, how to milk a cow, how to produce cheese and soap, how to vaccine animals, how to grow medicinal plants between others.

They initiated their activities creating schools in three farms and now they have 10 schools in different farms, they count with 19 teachers, 11 assistants and an educational director.

In 1999 the city of Aquidauana began a partnership with WWF-Brazil an international non-governmental organization of environment protection.

Citizenship in the jail working to have the right to a future

Florianópolis - SC

The male jail of Florianópolis had a lot of problems as: attempts to escape, fights and rebellions. In a complex, which is for 160 prisoners, but accommodates 311 and the tension

was permanent and it could explode at any moment. In 1997 the situation began to change, when they implemented the program “Citizenship in the jail the right to a future”. This program has three main lines of action: work, education and the reinforcement of family ties.

To develop this program the penitentiary administration made partnerships with small companies, the State Education Office and the Vale do Itajai University.

Nowadays, there are 4 small companies that have a partnership with this penitentiary, one which recycle paper, one of decoration objects, one of electric materials, and one of educational toys. There are some activities that they create by their own initiative with the support of the families, like the handcrafts. The families bring the material and the prisoners make dolls and carpets with them.

One good example of how the program works is the partnership with “ Papel da Terra,” a recycling paper company that has been installed inside the jail where the prisoners work and receive salaries of at least 2/3 of the minimum wage. This company gives them a monthly supply of personal objects, like soap, shampoo, shaving cream etc. that is called “dignity kit.”

The educational programs have courses to teach them how to read and write and some professional courses in the areas of cooking, handcraft, hairdressers and building repairs the program promotes parties and commemorative events and invites the families to participate. These events have increased the family integration with the prisoners.

All the prisoners are involved in some kind of activity, either in workshops, or in the educational courses. The results of the program can be measured by the decrease in the number of fights, escapes, rebellions, suicides and homicides inside the jail. The prisoners say that the work gave them back the courage to walk with their heads held up. They use the salaries to help in the education of their kids and it seems to reduce the guilt they feel before the family.

Improvement of the Productive Network of the Textile Sector

Campina Grande, PB

The Campina Grande region had its development associated to the Cotton Plantation. In the fifties the municipality was one of the biggest exporters of cotton in the world, but the "bicudo" plague attacked the fields making it impossible to continue competitive in the market. The textile industrial park installed in the region lost space in the market and could not adapt itself to the competition of the textile market. So the region faced a decadence of the local industry and the jobs became rare.

To react to this situation the city administration created the Municipal Agency of Development that is responsible for projects of income generation and jobs. The agency created the program of improvement of the productive network of the textile sector. This program involves public and private organizations. The program has actions in different sectors, such as technical assistance to the administrative and financial areas of the business, support of the cooperatives, incentive to the utilization of some handcraft in the clothes to aggregate more value to the final product, the management of the productive process of colored cotton and stimulate the entrepreneurs to participate in events and fairs of the sector.

The city administration not only helps these initiatives, through the Agency to Municipal Development but also buys all the supplies the administration needs from the small companies. They sell a variety of items to the city: such as the school uniforms, city hall employee's clothes, the textile supplies for hospitals, maternities and health centers.

At the moment, they are building a center of production and commercialization of the textile products called the Textile Polo, a complex with 14 factories and 16 shops. According to the project the polo will have an area of support to the professionals and organizations that work in the sector, as well as to the cooperatives, associations. The idea is to have a space reserved to the commercialization of the fabrics and supplies to the clothes industry.

The project has Campina Grande as a Center, but is extended to the whole region and involves different cities. In each city there is a facilitator that is responsible for following up all the phases of the cotton cultivation. The formation of this network of partners is the result of the institutional engineering built by the Municipal Agency of Development. The system of

implementation and management of the program is decentralized, empowering the local leaderships, the farmers associations, and the cooperatives.

Pintadas Network

Pintadas, BA.

Pintadas is a city located in the semi-arid region. They deal with the unequal distribution of income, the inadequate use of the natural resources, the low level of salaries and the lack of jobs. To change this situation the local government jointed forces with 11 civil society organizations, including community associations, cooperatives, trade unions and the Catholic Church. This union resulted in a network that articulates several social and economic projects with the support of national and international institutions.

The network implements projects of income generation and jobs, water supply, professional qualification, protection to vulnerable groups, communication, culture and low amount loans. The network integrates the organizations around a common project and tries to boost each one of them to find new partners.

The integration and the follow-up of the actions is the responsibility of one coordinator, specially designated to this task. The decisions are discussed in meetings that count with two representatives from each organization and they meet four to six times a year.

The local government is one of the protagonists and the main articulator of the network acting as channel for the establishment of partnerships with national and international institutions.

One organization that is part of the Pintadas Network is the Rural Family School and the "Associação de Apicultores". The first one is the result of the farms desire of giving their children an education focused on rural activities and the second, is an initiative that tries to diversify the activities and to stimulating the reforesting.

Jejy Project- Replanting Palm

Tribe of Ribeirão Silveira- São Sebastião- SP

The palm is one of the most endangered the " Mata Atlantica" specie. The whole environment is suffering the consequences of the palm devastation and some animals that need the palm to survive, like the " capivara", "porco do mato" e a "paca" which are disappearing, as well. The Indians who lives in the São Sebastião shore are having problems to hunt.

Ten years ago, an Indian named Vando Karai began to collect palm seeds in the forest and cultivated them in a small area near his house. His tribe supported the project and it originated the Jejy Project – Jejy means palm in the "Guarani" language.

Today they cultivate four varieties of palm, which are: "Jussara", "Pupunha", "Açaí" and Hybrid palm. They replant them in their tribe, distribute them to other tribes and sell them to the community. The system works in a simple way; the seeds are planted in small plastic bags. In six months the sprouts will have around 20 centimeters and are ready to be planted in the soil. Part of the sprouts is replanted to reforest the "Mata Atlantica" and they sell or donate the other part.

The project has the support of the Environmental Federal Secretary and the government of the cities of São Sebastião and Bertioga. The program has been referred as a good example of the relationship between humans and their environment. Bertioga has developed a new way to penalize the people who get caught cutting palm trees in the forest. They have to buy 400 sprouts of the Jejy Project and replant them.

2. The 2002 Leading Awards from the Chilean - Citizenship and Local Government Program Fundación Nacional para la Superación de la Pobreza, Santiago

Base organizations against communal desertification

Due to the increasing process of desertification, and its negative consequences, and the lack of local policies to cope with this problem, the Neighbors Association of Pichasca (Junta de Vecinos de Pichasca) has asked the members of social organizations to work together, with the support of an NPO, in a joint effort to mitigate the impact of the domestic consumption of energy in the rural areas where they live. The organization helps the community to improve its capacity to generate energy and provides models of sustainable production. They have also created partnerships with public and private institutions in order to systematize the technical support and extend this experience to other areas of the community problems such as native foresting, improvement of the caprine activity, improvement of formal and informal environmental education in rural areas and last but not least the search of a concept of local development. They are planning to end this phase in a community encounter of the civil society during which they will create the first Communal Committee against Desertification of wide spectrum to establish guidelines for the Plan of Communal Development, strengthening the participation of citizens and sustainable proposals.

Valparaiso Region

Support for small scale mining initiatives

As the Empresa Nacional de Mineria (Enami) allowed the purchase of copper oxidized minerals, enabling the small miners to explore and sell an important reserve of minerals in the area, it was necessary to improve the production conditions of the mines for the population related to this activity. In order to do this, the city and the civil society organizations have started an experience in order to empower the small miners. They have used the technical capacity already installed and the historical labor of the population, integrating private companies, public institutions, trade unions and social associations. The objectives of this initiative includes the generation of stable sources of employment for the mining sector population, the development of a productive cluster to allow the local economical

development under the concept of partnerships and the mining culture as part of the historical development of the community. Its most relevant achievements are the creation of the communal technical mining board of Cabildo with the participation of the municipal and educational institutions, communal base organizations and Enami, among others, and the significant generation of jobs for the area.

Araucania Region

Program of funds for housing projects: an experience of local development in Araucania

This initiative of the Service of Housing and Urbanism (Seviu), to use regional funds for the habilitation and social training and to develop participative projects in the area of housing, contributing to local development, has been carried out through the partnership with the Association of Municipalities of the region and the formation of private and public labor boards. The objective is to finance housing solutions for poor families that participate in organized groups and develop infrastructure projects to improve the living conditions of the neighborhood. It also stimulates complementary actions of social habilitation and training programs. In terms of management, they have successfully incorporated a new management model to Serviu, emphasizing participative processes and the generation of strategic partnerships among institutions. On the other hand, the experience has resulted in the strengthening of the management capacity of partners and committee directors and the relationship between families and public services involved, improving the decision-making process of the citizens toward their environment.

Region of the lakes

Unit of regional management of health in Chiloe (UGPS)

The unequal distribution of resources: human, physical, and health financing, the lack of knowledge of the government about the reality and needs of the city, the little flexibility in the application of action programs and policies, the difficulties in the management of the health assistance network of Chiloe and the scarce channels of citizen participation in health, among other situations, have a direct and negative impact in the access, equality and quality of

attention to the people's health .In order to solve the situation, a board of citizens elaborated a proposal of decentralization that was carried out by the minister of health with the creation of a Regional Unit of Health Management (UGPS). The initiative aims at generating mechanisms, taking the necessary action to solve each of the above-mentioned problems and at the same time, proposing the most effective way to decentralize the management of public health in Chiloe. They also intend to design a model of health care adapted to the local reality (geographic, cultural, epidemiological) and improve the health network, enabling the participation of the citizens at local and regional level. One of its actions is the design of an outstanding Plan of Health Promotion, the creation of a decentralization committee and the recognition of the unit by the local public organisms.

Metropolitan Region

Center of training and community services, Casa de la Mujer Huamachuco

The Casa de la Mujer Huamachuco is a space for women and the population in general. It provides the opportunity to solve the problems that politicians have not managed to solve, such as the lack of training for women, the problem of child day-care so that this group can work, or the access to a center of mental health. The Casa de la Mujer inside her own community maintains a permanent tuning with what happens there and helps several groups. The main objectives that guide the experience are: organize the women of base communities in the search of solutions for common problems and interests associated to overcoming poverty, improvement of living conditions, access to services, full use of civil rights and generation of opportunities. Another objective relates to the needs and proposals of the community, especially of the women, with regard to governmental institutions and the civil society. Among its achievements there is the legitimation, by local organisms, of this space, created as a formation center, and the full training of women, the generation of networks to overcome problems that affect women and opportunities for the training and development of youngsters, educational support for children, support to their inclusion in the labor market and in their mental health needs.

Metropolitan Region

In defense of our deaf citizenship: protection claim for the right to information

Law 19,284 establishes that the channels of open TV should incorporate, in at least one of its daily news programs, a mechanism that allows deaf people to make full use of their right to information. The partial fulfillment of this demand motivated deaf women to file a protection claim in the court of appeal of Santiago in October 2001, defending the mother tong of at least 160 thousand deaf people in Chile: the language of signs, mechanism that must be used on TV to guarantee their access to information and allow them to act as citizens. The community of death people of Chile participated in this event, led by the Club Real de Sordos, The Clinic of Public Interest Acts and the Legal Program of Dysfunction of the Diego Portales University. In April 2002 the court of appeal accepted the appeal. This initiative motivated the review of law 19,284 in the National Congress, a change in discourse in the National Council of Television and in the National Fund of Incapacity (Fonadis) and the collective reflection on the flaws of the educational system. This is the first time that the deaf people has been given a public voice and a significant visibility, in the defense of the rights of the impaired minorities, together with other organizations.

Metropolitan Region

Recycling means living better: management of solid residues in La Chimba

Our everyday trash threatens to devour our city. There are municipalities that spend more money on trash than on education and there are others that have changed their structure in order to put into practice several recycling projects (La Pintana). The local groups of Ciudad Viva in Bellavista, the Vega Chica, the Pergola Santa Maria, Independencia and Tirso de Molina are trying to improve life conditions in the community and tackle the problem of contamination in the area. These local groups look for solutions for reduction of refuse, recycling programs and environmental education in the community. The objectives of this experience are: to implement a campaign for citizens' participation in the management of solid residues of Chimba, based on the identity of the neighborhoods, led by local committees, to improve life conditions of the population and empower local groups responsible for recycling

programs. Among their achievements there is the elaboration of lists of solutions for each sector, the installation of recycling systems, the significant reduction of the amount of refuse in all sectors, meetings with both municipalities (Recoleta and Providencia) and the participation in the Board on Solid Residues of the National Corporation of the Environment (Conama), Metropolitan Region.

3. The 2001 Awards for Excellence and Innovations in Chinese Local Governments from the China Center for Comparative Politics and Economics Beijing

Competitive Election for Township Party Secretaries and Township Mayors in Central District: City of Suining, Sichuan Province

On May 12th and September 17th, 1998, the Party committee of Central District, Suining made resolutions respectively on competitive elections for township mayors at Baoshi and Hengshan, and for township Party secretaries at Dongchan and Lianhua. Within the second half of the year, Central District successfully implemented the competitive elections, and thereby initiated the new institution of electing township mayors and Party secretaries.

This project increased transparency and competition in promoting cadres. It also increased the participation of people and ordinary cadres in the appointment of leading cadres. The basic procedure of the election was: (1) Registration of competitors opened to the public; (2) examination of all registrants; (3) speeches and defense of ideas by the top 6 candidates in the exam in front of a group of electors consisting of about 20 leading cadres from the central district, around 100 cadres at the specific township, and about 100 representatives of the peasants; (4) voting (secret ballots, one ballot each elector, ballots counted and results announced on the spot); and (5) appointment of winners to their specific posts.

This project attracted the participation of many people. For the two competitive elections for township Party secretaries, 99 people registered as competitors. For the two competitive elections for township mayors, 175 people registered as competitors.

This initiative firstly increased the transparency of appointing cadres and therefore reduced corruption; secondly, it provided effective and realistic new channels of participation, and improved the relationship between the cadres and peasants; thirdly, it provided an incentive for cadres to work hard and be concerned about the peasants.

This initiative on the one hand greatly improves the current elections at the township level, and on the other hand fits the current regulations. Therefore, many other counties in Sichuan

province came to Suining Central District to study this new practice. The provincial Party committee of Sichuan issued a directive requiring every county select one third of its townships to practice this new institution at the end of the year when the new round of elections for governments at the township level are to be carried out.

Direct Election of Delegates to Women's Associations in Qianxi County: Hebei Province

Direct election of delegates to the Women's Association in Qianxi County, Hebei Province started in December of 1999. It aimed at solving existing problems of women in rural areas participating in government and political affairs. Firstly, before direct election was implemented, women in rural areas in Qianxi County showed little enthusiasm for participating in government and political affairs due to traditional Chinese ideas that men and women play different roles outside and inside the house respectively. Therefore, a large number of women were satisfied with cooking and caring for their families all day long in the house and showed little concern for the village administrative affairs. In 1996, when the villagers were electing the members of the Fourth Session of the Village Council, women members accounted for only 12% of the total. Thirdly, there was a serious problem of life-long tenure of cadres in the women's association: 30% of the directors of the women's association were over 50 years old. Being elder and low in quality, most members of the Women's Association failed to meet the requirements of the new era. Fourthly, as they were mostly appointed by higher authorities, women cadres were responsible to the higher authorities not the public; therefore they had no influence among the masses because of low public support.

In order to promote the participation of women in government and political affairs and the development of democracy at the rural grass root levels, the Women's Association of Qianxi County sought a positive and creative solution to this problem. Before the change of office of the Fifth Session of Village Councils in 1999, the Women's Association of Qianxi County selected 114 villages as pilot series for direct election of members of village women's associations. This was a bold action of changing from appointment to direct election of the cadres of the women's associations. Direct election is a system of free election without

candidates. The election results were announced on the spot on the basis of secret ballots of qualified women voters. The chairwomen of the Town Women's Association issues a "Certificate of Election" on the spot to those newly elected members of the women's association. As it was their first experience, the Women's Association of Qianxi County made careful preparations. They are as follows:

- Having won the support of the county Party committee and the People's Government, the Women's Association of Qianxi County developed the Series of Actions Promoting Women's Participation in Government and Political Affairs and passed it on the town and villages.
- The Women's Association of Qianxi County used such media as TV, broadcasting, and propaganda bulletins to launch a publicity campaign concerning the laws and regulations, the significance of women participation in government and political affairs, and model women cadres.
- In addition to running training courses for than 1500 women to enhance their sense of participation, the Women's Association of Qianxi County organized 100 elite women in field surveys, simulation of direct election and intensive training for participation in government and political affairs.
- In compliance with the Regulations Concerning the Institution of Village Councils, the Women's Association of Qianxi County circulated some specific documents such as the Protocol of Democratic Election of Women's Association Members in the Rural Areas for improving the organization and operation of direct election of women's association members in rural areas.

The system for direct election of women's association members adopted by the Women's Association of Qianxi County produced outstanding results. Firstly, it has greatly increased the enthusiasm for the broad masses of women for participating in government and political affairs and enhances their sense of democracy as indicated by increased election-participation rates of 70% to 96%. Secondly, it has improved the quality of the women cadres. In the election, candidates had a very high level of enthusiasm, as each village on average has three to five candidates delivering election speeches. The number of candidates reached 13 in

Chuanzhung Village of Yinzhuang Town. In the course of these direct elections, a large group of young and capable women who are strongly supported by the women, have good political ideas, are cultured and competitive, and are dedicated to women's causes have been elected as members of women's associations. Thirdly, the practice has solved the problem of association members being responsible only to higher authorities but not to the women in the community, and thus increased the sense of service of women cadres. This has not only publicized and implemented the guidelines and policies of the Party and government in rural areas, but also maintained the legitimate rights of the broad mass of women. Fourthly, the practice has increased the participation of women in political affairs and the promotion of women to government positions. In the past, few directors of women's associations were concurrently members of village councils. Now, since the directly elected directors of women's associations all have strong public support, most of them were elected as village council members, and some were even elected as directors or deputy directors of their village councils. This is the real breakthrough, as none of the previous directors of village councils were women, and it filled a gap in the cadres' history in Qianxi County.

The Women's Association of Qianxi County has announced that based on the experiences and lessons from the pilot sites, the system of direct election of women's association members will be implemented countywide during the change of office in 2002.

Government Purchasing System in Nanning Municipality: Guangxi Zhuangzu Autonomous Region

Based on the experience and practices of government purchasing of the Shenzhen Municipal Government, in 1998 the Nanning Municipality established a government purchasing system with unique features. The Nanning Municipality created a Government Purchasing Commission headed by the Mayor with the participation of various functional agencies, under which a Management Office for Government Purchasing was headquartered in the Nanning Municipal Bureau of Finance. The Commission developed local regulations concerning the management of government purchasing. The Management Office has played an important role in monitoring the unified, central, open, fair, and legitimate purchases of the functional agencies, and in normalizing the behaviors of the purchasing units and commodity suppliers.

In Nanning, large-scaled commodities and labor services are on the whole purchased by open bidding, and small-scaled purchases are made by negotiation under the system of whole-process monitoring. Non-bottom-line bidding purchasing has played an important role in the construction projects for the Nanning International Exhibition and Conference Center.

The reform in the Government Purchasing System in Nanning Municipality involves several innovations in the details of the purchasing process. A regional government purchasing market has been established in the central city. This market facilitates both marketing by suppliers and united central purchasing by government functional agencies and county governments. After setting up government purchasing network stations and developing software, it has been possible to make timely and competitive purchases through the network. The Government Purchasing Commission publishes the Journal of Government Purchasing, which is the only such journal in China, and it has become a forum for purchasing activities of governments in various areas. In the past 3 years of operation, the Government Purchasing System of Nanning Municipality has made RMD 200 million of government purchases, with a savings rate that has reached 13%. In addition, both the quality of equipment purchased and after-sale service are fully guaranteed. Some specific features of government purchasing in Nanning show strong potential for application elsewhere. Leaders from the Central Party Discipline Committee of China have commended their methods of operation. Many sister provinces and cities have come to learn form Nanning. Nanning has sponsored a national workshop to exchange experiences in government purchasing.

Governmental Affairs Supermarket: Xiaguan District, Nanjing Municipality, Jiangsu Province

From October 2000, on, Xiaguan District in Nanjing decided to introduce the advantages of supermarkets to government administration. They changed the closed pattern of doing administrative work to an open one similar to people shopping in a supermarket. The district government transferred 40 kinds of administrative work which are closely related to people's daily lives such as civil service, helping honored families and the handicapped, city planning, street cleaning, re-employment programs, business license issuing, taxes collection, hukou management, community Party building, and provision of administration information together

in an administrative hall. Local people can get related tasks done in an open environment; they can easily determine which desk to go to, whom to ask, and what to prepare.

This project also requires that the civil servant who is first asked by a person about any issue should follow the whole process until it is done. It requires that promises made by civil servants should be strictly kept, and that any civil servant who is accused of not helping people to solve problems will face concrete criticism. In the large administrative hall, there are desks occupied by representatives from the people's congress at that level and by lawyers and supervisors.

Within this project, administrative work can also be done on weekends. This project requires that everything should be done within a short deadline; things cannot be delayed by any excuse. Local people benefit greatly from this project. The public relations of the civil service and the effectiveness of the government have been greatly improved.

This project of transforming administration to the supermarket model has been highly praised by the municipal and provincial leadership and has attracted tremendous attention in the mass media. People's Daily, Guangming Daily, Xinhua Daily, Nanjing Daily, and Yangzi Evening have reported this project prominently. About 124 governmental delegations from such places as Guanzhou, Chongqing, Shanghai, and Shanxi, have gone to Xiaguan District to learn from the experiences of this project. So far, the cities of Quanzhou, Fujian Province; Shenyang, Liaonin Province; Jiaozuo, Anhui Province; and Xuzhuo, Jiangsu Province have implemented this project.

Initiatives for Auditing Leading Cadres for Economic Liabilities: Jinhua Municipality, Zhejiang Province

Jinhua Municipality of Zhejiang Province initiated a practice of auditing leaving-post leading cadres at all levels in the city, including top Party leaders and responsible administrators of enterprises that are wholly are partially owned by the state. As early as 1995, the Party Discipline Inspection Committee, together with the Department of Institutions of the Jinhua Party committee, the Auditing Bureau, and the Supervision Bureau of Jinhua Municipal People's Government jointly made public *Rules for Auditing Leading Cadres Who Leave*

Their Positions or Are Relocated, and they implemented these rules immediately. In 1998, after two years of practice and exploration, the Auditing Bureau Jinhua Municipal Government, the agency that is responsible for its implementation, issued *Provisional Operational Rules for Auditing Leading Cadres for Economic Liabilities* and thus brought the work onto the road of standardization. In February 2000, Jinhua Municipality further established the United Meeting for Auditing Economic Responsibilities, which has representatives of the Party Discipline Inspection Committee, the Department of Institution of Jinhua Party Committee, the Auditing Bureau, and the Supervision Bureau of Jinhua Municipal People's Government. In the past two years, at the same time as carrying out auditing of leading members' leaving-post economic responsibilities, the Auditing Bureau of Jinhua Municipal People's Government further carried out in-office auditing of leading members at various levels of municipal, county, and town governments (mainly for responsible leading members). This is a revolving process, three years for a round, thus receiving the aim of normalizing the supervision of cadres, preventing them from corruption and protecting their political life.

This creative system established in Jinhua Municipality has important social significance and value for spreading and preventing corruption at the grass-root level as China reforms and opens to the outside world. Zhejian Province started spreading this system in the province as early as 1996 and has obtained many good results. In 1999, the General Office of the Communist Party of China and the General Office of State Council jointly issued the *Provisional Operational Rules for Auditing Leading Cadres Under County Level for Economic Liabilities*. Since then, this creative system has spread nationwide. As this is an extension of the work of auditing, it generally does not need additional resources and institution, and so it is a cost-effective system.

The auditing of economic liabilities of leading cadres strengthens the monitoring of leading cadres, especially responsible leading members of the Party and government; as a result, the practice improves the Party's working style, keeps the government clean, normalizes the economic order, enhances the sense of responsibility and administrative ability of leading cadres, promotes social and economic development, and provides benefits to the state and the public. Since 1997, Jinhua has carried out auditing involving RMB several hundred millions

of economic liabilities of 602 major leading cadres. Among those audited, 31 were promoted, 262 were transferred to new positions, 37 were removed or assigned to lower positions, 10 were dismissed, eight were prosecuted for criminal liabilities, and 13 were punished for violating Party disciplines or government discipline.

In recent years, Jinhua Municipality has made great innovations in eliminating corruption and cleaning up government, and this has promoted local economic development. One of the innovations in particular, the auditing of economic liabilities of leading cadres, deserves to be widely implemented because it is very creative and significant.

Public Meeting of the Standing Committee of the People's Congress of Guiyang: Guiyang Municipality, Guizhou Province

In January 1999, the standing committee of the People's Congress of the city of Guiyang made a resolution, deciding that from then on, all meetings of the standing committee must be open to the public. Citizens could come to listen to the debate and discussion at the meetings, and they would be allowed to express their own ideas on the issues. By September 2001, all of the 21 meetings of standing committee had been opened to the public. More than 200 citizens have attended the meetings.

This project was implemented in the following way: the standing committee announces twice a year through the local newspapers and TV and radio programs the topics at each of the meetings in the coming half year; then citizens attend the meetings based on their own interests.

Four results of this project have become discernable since it was put into practice. Firstly, the ideas and interests of the ordinary citizens have been heard through their presentations in the meetings. Citizens have a new channel to articulate themselves. Secondly, with public attendance at the meetings, members of the standing committee have become more serious and more active in all the meetings, and therefore have improved the quality of their work in the meetings. Thirdly, supervision of the People's Congress stipulated by law has become strengthened. At the 32nd meeting of the standing committee held recently, two appointments of cadres to administrative positions within the municipal government were rejected by the

meeting. Last but not least, citizens have become more experienced in participating in the political process. They came to understand laws, rights, powers, structure and operation of the government better, and became capable of taking part in politics.

Supplementary to this system of opening to the public, other projects such as informing the public about laws before being passed, collecting public comments on the People's Congress' work, and requiring officials within the administration to report their work to the congress have also been carried out by the standing committee of the People's Congress of Guiyang.

Until now, there have been only 12 seats available for the general public at each of the meetings. The provincial People's Congress has praised the practice of opening up in Guiyang and has decided that from September 2001 on, it will open all of the meetings of its standing committee to citizens from all over the province.

Reform of Review and Approval System in Shenzhen: Shenzhen Municipality, Guangdong Province

At the beginning of 1997, Shenzhen Municipality Government pioneered a special reform of the administrative review and approval system. The system was put into overall operation in February 1999. In the first round of reforms, the number of cases to be reviewed and approved at the municipal level was reduced from 1091 to 628. In March 2001, the second round of reforms was launched, aiming at further reducing these 628 cases by 30%. The measures are as follows.

- Project applications not requiring review and approval are decided upon by the enterprises themselves or are delegated to lower authorities or certain agencies.
- The indexes and quotas for business operations are put forward for auction or open bidding.
- The items that really need review and approval are handled in a unified way according to the formalities of preparing the documents in a window, decision-making by specialists, and management by classifications.

- In addition, follow-up monitoring and management liabilities of the review and approval agencies are clearly stated.

Shenzhen Municipality plays a pioneering role in China in the reform of administrative review and approval systems. On the basis of learning from the advanced experiences of the Three Systems of Haikou, Hainan Province, Shenzhen has made several innovations, such as the enhancement of decision-making by specialists, management by classification, and combined handling of projects sharing common features. Moreover, Shenzhen Municipality pays close attention to the shift of governmental function from pre-positioned review and approval to follow up monitoring and management. All these improvements reflect the creativeness of Shenzhen in the reform and administrative review and approval systems. The Office of Institutional Reform, the Bureau of Legal Systems, and other agencies of Shenzhen Municipality carefully examine project applications and select those to be delegated to the relevant functional agencies in the municipal government. Other local governments in China may learn from Shenzhen and reduce the items for review and approval the same way; therefore, the reform takes on greater significance in its wider application. The reform of the review and approval system has played a significant role in improving the investment atmosphere and attracting investors to Shenzhen. A large increase in the number of approved and filed investment applications by foreign and private enterprises since 2000 clearly demonstrates this. Of course, the economic benefits produced from this reform are also significant.

The Establishment of the First Social Conflict Mediation Center in the Judicial Administration: Pudong New District, Shanghai Municipality

In June of 1995, the Judicial Administration of Pudong New District in Shanghai, under the restraint of adding no new staff, set up the Social Conflict Mediation Center aimed at preventing, resolving, and settling various civil conflicts and disputes. Taking joint action with 110 and 148 at the grassroots, the Center has resolved and settled various social conflicts and disputes that emerged in the process of reforming and opening to the outside world, and thus removed difficulties for people in local communities. Since its establishment, the Center

has mediated more than 620 conflicts, 75 of which were quite significant. It has also mediated disputes in more than 70 important construction projects. Because of this, the Center has become famous as an indispensable and important force for maintaining social stability and guaranteeing the development of Pudong New District.

Since the reform and opening to the outside world, work of judicial administration has greatly expanded; however, it has also encountered enormous challenges. It is difficult for the traditional mediation system to handle large numbers of social conflicts that have emerged. Such mediation also interrupts normal government functioning. The Social Conflict Mediation Center of Pudong New District was set up under these conditions, and it demonstrates significant innovation. As the work of the Mediation Center is an extension and deepening of the functions of judicial administration, it is in accordance with the principle of efficiency to set up the Center without adding further human and material resources. With the deepening of reform and opening to the outside world, it is necessary to transform the function of the judicial administration. Various social conflicts will certainly increase and require the judicial administrative agencies to resolve them. The working model of the mediation center is worthy of imitation by other judicial administration agencies in China. At present, much mediation work is done by judges in "out of court mediation." This kind of working method has already been abrogated in Hong Kong and abroad because it is hard to achieve fairness through coercion. On the other hand, the police administrative departments have too much power, and thus the direct interjection of the police force offers no help for solving such problems, but only deepens the conflicts and further hurts the masses. Therefore, the mediation work of social conflicts by judicial administrative agencies is of critical importance.

In recent years, Pudong New District has developed various government innovation programs in many fields; the mediation center of the Judicial Administration has great significance for institutional innovation. Our investigation reveals that the Mediation Center has received many awards from beneficiaries and from the masses, and this indicates that mediation work by judicial administration departments is warmly welcomed by the masses because it offers the following advantages:

- It provides adequate protection for the legal rights of all parties concerned and achieves the goal of reconciliation.

- It resolves many disputes that even departments of public security and the court system have difficulty solving; therefore, it makes an important contribution to the development of the judicial system.
- The work of the mediation center has critical social significance in guaranteeing social stability, and thus it receives close attention from the municipal leaders of Shanghai Municipality. Many judicial administrative agencies and departments from other parts of China come to Pudong to learn from its experience.

The Systems of Direct Handling, Window Service and Committed Social Services: Haikou, Hainan

As a product the reform of the project reviewing and approval system, the systems of direct handling, window service and committed social services are called the "Three Systems" in Haikou City. In 1992, when Hainan Province started building its provincial level Special Economic Zone (SEZ) and many external visitors rushed to Hainan, the redundancies in investment project review and approval procedures became evident. Therefore, since 1992, the Municipal Government and the 16 functional agencies relevant to investment review and approval led the reform of the project review and approval system. The reform features the following measures.

Those project applications that may be directly registered or handled should be handled directly.

Those project applications that should be kept for review and approval should be handled in one window externally and by one continuous line of service internally. This is called the window service system.

The committed social service system regulates the time limit and self-disciplinary measures pertaining to project review and approval and to other services for the convenience of the people.

Since 1996, with strong support of the current Municipal Party Secretary of Haikou, the Office of the Three Systems in Haikou has been spreading the systems to the whole city; this

has resulted in the adoption of the systems by 117 agencies so far. In recent years, this office has promoted the adoption of the Three Systems in governmental departments by promoting the assessment and election of culturally and ideologically advanced government officials, taking the Three Systems as the core parameters. This assessment and election adopts a dual mechanism by assessing the best and the worst in the examination and by assessing the department concerned and by public participation.

Two Rounds of Voting for Party Secretary at the Village Level: Guangshui, Hubei Province

This project was put into practice in 1998. In the process of electing Party secretaries at the village level, the first round of voting is done by Party members and non-Party member citizens, and the second round is done only by Party members.

The old practice of selecting Party secretaries at the village level was done by Party committees at the township level. This kind of top-down appointment encouraged village Party secretaries to be accountable only to township authorities instead of to villagers, and therefore gave rise to enormous problems at the village level.

From 1998 on, the city authorities made the institutional innovation of electing village Party secretaries by two rounds of votes in 112 out of 551 villages under its jurisdiction. The election procedures were as follows. Firstly, candidates were nominated by the village Party committee, by the township committee, and by Party members themselves. Secondly, villagers (including non-party members) voted for candidates. Thirdly, the winner in the first round of voting was taken as the only formal candidate for the village Party secretary. Fourthly, Party members at that village voted for the candidate. The voting was by secret ballot. The results of the voting were announced on the spot. Also, candidates had to give speeches to defend their ideas before the voting.

“Two rounds of voting for village Party secretary” increased participation in the political process, broadened the support base for the Party leadership at the village level, reduced corruption in the process of appointing village Party secretaries, and increased transparency in terms of selecting cadres.

The average age of the newly elected village Party secretaries in these 112 villages was 2.7 years younger than previously. 72.3% of the new Party secretaries had at least high school education. 85.6% of them have one or two valuable agricultural skills. Therefore, they are more capable than former cadres of helping peasants increase their income and improve their lives.

Based on the good performance of this project, the city authorities decided to put it into practice in all the villages under its jurisdiction in the near future. Meanwhile, this project has attracted much attention of the authorities in other places and at other levels. The newspaper *China Society* and *Township Forum* and China Central TV Channel 7 have introduced this project at Guangshui to the public all over China.

4. The Top 2002 Awards in Government and Local Management, Centro de Investigación y Docencia Económicas CIDE, México

The Governability – Calnali, Hidalgo

The Program is oriented by tree basic principles, the idea of government as the public services that can resolve the citizens problems directly and immediately, the identification of the priorities in the political, social, and economic context the city and the non-discrimination by any reason of anybody or any community that needs public services.

This program was developed in Canali, a poor rural region and has reformulated the public administration and includes a Government directory focused on finding solutions to the problems in four areas: Indian problems, rural population problems, public services and civil protection, each of these areas is attended by a coordinator that visits the community.

The main goal is to help the population with special needs. The lack of information or resources usually unable them to deal with the burocratic issues to resolve judicial and economic problems. To achieve this goal the Program works with tree mechanisms, first the integration of a database that contains the community diagnostic that is frequently updated, secondly the coordinator visits the community to follow the actions that have been developed and third the Program creates a negotiation board to resolve each problem where they define conflict mediators.

The main results of the program until now are: the perception of the government as an agent capable of resolving conflicts, correction on 60 birth certificates of Indians; ten divorces; orientation to elaborate productive projects; regularization of rural properties that had been invaded and they helped in the resolution of conflicts of more than 350 individuals and in the formation of 5 societies of social solidarity organizations;

Improving Roads – Ixtlahuaca

The improvement of the roads in Ixtlahuaca is the result of the efforts of “La Junta de Comunas” of Mexico State and the population. The main goal of this program is to provide

maintenance for most of the roads of the municipality. To achieve this goal they developed a system that is constantly taking care of the roads.

The roads are important to the development of the Ixtlahuaca region but to keep them in good shape is expensive. The only way the municipality found to improve the roads was to convince the population of the importance of the roads. They developed partnerships with the community leaders to guarantee the population's participation. The communities participate actively donating materials and hours of work

The results of this project can be noticed in different sectors, they have already improved 473 kilometers, which has made the garbage collection easier in the region and facilitated the police work to keep the safety in the region. The program has reduced the travel time between the communities and facilitated the integration and communication between them.

Economic Development of Mexticacan – Mexticacan – Jalisco

The high levels of unemployment and the increase of poverty are the biggest problems that the city administration needs to deal with. These two factors stimulate the migration and generate a vicious circle, they leave town because they don't have jobs or opportunities in the city. To face this situation the city developed the project: "Economic Development of Mexticacan". The goals of this program are, to restructure the economy of the city and to make the city self-sustainable based on the ice-cream industry. To achieve that goal they created some social organizations, which stimulate the productivity activities and will guarantee the continuity of the project until after three years. That's when the city administration will change.

They are building the basic infrastructure to the production and services. They created the Department of Rural and Economic Development and are investing in the plantation of products that can be used in the ice-cream industry.

The Government is investing in the productivity network and has motivated actions in different companies. For example, they created the textile cooperative that is designing special clothes to be used in the activities associated to the ice-cream production and commercialization.

One of the first results of the project was the creation of 100 new jobs and they hope that more jobs will be create, as soon as, the different projects have been implemented.

Garbage recycling program: separation, management and education about the recycling process -Teocelo ,Veracruz

The program has the following goals:

- To stimulate the citizens to develop the culture of management of the organic garbage;
- To use the organic garbage to produce organic fertilizer;
- To make the organic fertilizer available to the agricultural development programs and to use the worms that grown in the process of making organic fertilizer to stimulate the fish breeding.

The program is the alternative that the Secretary of Ecology and Rural Department of Teocelo found to deal with the problems of organic garbage. The process of recycling the garbage has seven phases: 1- the separation of the organic and inorganic garbage – the population is responsible for this phase. The city has carried out educational campaigns about the importance of recycling and the results have been very good presently 85% of the families separate their garbage; 2- the collection and transportation of garbage- there are two units to collect the garbage, one collects the organic and the other the inorganic. 3 " Lombricompostas" – the module of composition of organic fertilizer is made of layers , that should be protected against the cold , heat or excessive rain and it has to have a good ventilation.; 4-Environment education – one of the principles of this program is the population education. They have public activities that demonstrate the whole process and they visit schools to show the kids the importance of reciclyng; 5- The use of organic fertilizer - the farmers that participate in the rural development projects of the city are using the organic fertilizer in the culture of tomatoes; 6-Fish breeding - the process of recycling the organic garbage includes the creation of worms too. These worms are being used to stimulate the

breed of trout and lobster; 7-The inorganic garbage- they create a center called “Ocelot” that receives and buys the inorganic material like, glass, plastic, aluminum cans, etc.

Using the Housing Tax- Tepalcingo, Morelos

The main goal of this program, according to its organizers, is “to increase the collection of the housing tax to build a municipal clinic”. The program has two main focuses: 1- to attend the demand of public health services of 85% of the population; 2-to organize and manage the real state tax collection.

The program is under the responsibility of the treasure secretary that first systematized and then organized the system of collection. They developed maps of the profile of the taxpayers. They did a public campaign about the importance of paying housing taxes. To stimulate the payments they developed a system of discounts that has some categories of discounts for example, according to age, social and economic situation. The idea is to be transparent in the use of the resources and to demonstrate to the taxpayers how their money had been used

The impact of the program can be measured in two ways: the increment of the real state tax collection and the investments in the health public services destined to the poor population of Tepalcingo.

The transparency in the use of the money has permitted the development of a trustful relationship and the improvement of health services.

5. The 2001 High Honors from Honoring Contributions in the Governance of American Indian Nations at the Harvard Project on American Indian Economic Development

Economic Development Corporation: Ho-Chunk, Inc., Winnebago Tribe of Nebraska

Chartered under the laws of the Winnebago Tribe and wholly owned by the Tribe, Ho-Chunk, Inc. was launched in 1994 to diversify the Tribe's business interests while maintaining a separation between business and tribal government. The general purpose company promotes economic self-sufficiency by creating jobs through its actively managed, joint ventures and passive investments which include hotels, convenience stores, web-sites and a temporary labor service provider.

Elder's Cultural Advisory Council: Forest Resources, San Carlos Apache Tribe

The Elder's Cultural Advisory Council was formed by tribal council resolution in 1993 to advise the Tribal Council on culturally related matters, to consult with off-reservation entities, and to administer or oversee cultural preservation activities. As a source of traditional wisdom, the 10-12 member Council plays an active role in the Tribe's governance by providing insight on diverse issues such as resource management, leadership responsibilities, cultural practices and repatriation

Navajo Child Special Advocacy Project: Division of Social Services, Navajo Nation

Responding to high rates of child abuse and neglect, the Navajo Child special Advocacy Project was launched in 1990 to provide Western and Navajo therapy to children who have been molested between the ages of 3 and 17. With five offices on the Reservation, the Project administers Navajo diagnosis, treatment and traditional healing as well as sand play, art therapy and forensic interviews to help create a safe environment which nurtures children and families' emotional, mental, physical and spiritual well-being

Poeh Center: Sustaining and Constructing Legacies: Poeh Cultural Center, Pueblo of Pojoaque

In 1993, the Tribal Council created the Pojoaque Pueblo Construction Services Corporation to specifically generate revenues for, and to oversee the construction and maintenance of, the Poeh Cultural Center. By blending culture revitalization and economic development into a unique partnership, the Pueblo is creating new revenues and employment opportunities through its construction company, providing a sustainable funding stream for cultural and artistic activities, and stimulating knowledge of Pueblo legacies and traditions.

Swinomish Cooperative Land Use Program: Office of Planning and Community Development, Swinomish Indian Tribal Community

The Cooperative Land Use Program provides a framework based on a memorandum of agreement between the Tribe and Skagit County for conducting permitting activities within the boundaries of the "checkerboarded" reservation and establishes a forum for resolving any conflicts that might arise. Since 1996, both governments have adopted a Comprehensive Land Use Plan and procedures to administer the plan, which fosters a mutually beneficial government-to-government relationship.

Hopi Jr./Sr. High: Two Plus Two Plus Two: Hopi Junior/Senior High, Hopi Nation

Developed in 1997, the Two Plus Two Plus Two program is a partnership between Hopi Jr./Sr. High School, Northland Pioneer College and Northern Arizona University. The program recruits junior and senior high school students to enroll in classes that offer concurrent college level credits. Upon graduation, students can earn up to 30 transferable credits to any state or out-of-state community college or university. The program has led to increased college enrollment: forty-five percent of this year's graduating class will attend two or four year institutions of higher education.

White Earth Suicide Intervention Team: White Earth Reservation Housing Authority,White Earth Chippewa Tribe

The White Earth Suicide Intervention Team (WESIT) was created in 1990 in response to an extraordinarily high rate of suicide attempts and completions on the White Earth Reservation. The all-volunteer team meets many of the needs previously absent or lacking, including 24-hour support for the attempter and his or her family, encouragement of hospital admission for all attempters, referrals to mental health services, and suicide education and prevention initiatives.

Yukanna Development Corporation: Louden Tribal Council, Galena, Alaska

The Yukanna Development Corporation is an economic development strategy the Louden Tribal Council created in 1998 that is designed to address the concerns of environmental degradation, environmental justice, training and employment. Entering into a contact with the US Air Force to clean up a local contaminated military base, the Corporation collaborates with other agencies to train Natives in environmental remediation, leading to a cleaner environment and new job opportunities in this rural area.

6. The 2002 Innovation and Excellence in Local Government Awards from the Galing Pook Foundation, Philippines

Citizens' Coastal Clean-up Campaign - Province of Bataan

"The coast is clear – in Bataan"

When used disposable baby diapers started washing up on the 177- kilometer coastline of Bataan, residents knew they have a serious problem in their hands. Metro Manila's garbage had found its way into the province's once-pristine shores. This create health risks to coastal communities and contributed to the occurrence of red tied, endangering, the livelihood of more than one third of the province's population. A total of 193,943 fisherfolk and 17,525 households derive their living from the sea.

"Bataan is situated in a way that we became the sea – based dumping area of Metro Manila," says Governor Leornardo B. Roman. " When we see things like Pampers floating on the surface, we knew these were no longer our trash. People in the area don't use disposables." Latest data show the province had accumulated around 300 metric tons of solid waste along the coast, equivalent to a volume of 0.5 kilograms per person. While some groups had already attempted to do something about the situation, efforts ended up disjointed in vain. There was no support from the provincial government or the agencies. Without anyone leading the way, residents turned indifferent to the mess.

Community-based organizations, however, were undaunted. They formed partnerships with government and private companies to create an integrated coastline rescue operation. The result was the program "Kontra Kalat sa Dagat" which Petron Foundation, the social responsibility arm of Petron Corporation, helped initiate. Enthusiasm for the clean-up drive was contagious. Several volunteers turned up and worked together to rid the coast of trash.

The firs Kontra Kalat sa Dagat clean up on april15, 2000 was followed by many more spearheaded by various organizations. The program drew popular support among residents that organizers had to limit the number of volunteers to 5, 000 a month. To make the program sustainable, the provincial government did not even have to issue an ordinance. It was the

Bataan business community that recognized the need to create a long–term coastal resources management program.

The private sector founded the Bataan Coastal Care Foundation, Inc. to run a long-term program called the Bigay Galing sa Kalikasan ng Bataan(BIGKIS-BATAAN),which counts 18 companies and the provincial government as members. The movement has received support from the United Nations Development Programme-International Maritime Organization (UNDP-IMO)

Citizens' Survey and Feedback for Policy and Program Development (Constituent-Responsive Governance)- Province of Bulacan

"To be heard is a basic constitutional right of an individual"

Under the constituent Responsive Governance project, the Bulacan provincial government used the survey research method to get a truly representative citizen's feedback on projects. By doing so, chances for costly mistakes are minimized. Four programs and projects were pre-tested: the health insurance program, solid waste disposal, feedback on real property tax billing statement, and the acceptability of a community radio. In each case, the provincial government found that the surveys lessened the chance for mistakes.

A case in point is health insurance. The survey showed only 35% of Bulacan households were aware of what health insurance was all about yet some were still not insured. This showed the need for a health insurance system in the province . However respondents were concerned about the premiums they have to shell out every month and the extent of coverage for beneficiaries. Thus, they were also polled on the price they were willing to pay for health insurance.

Based on these findings the provincial government launched on February 24, 2000 the "Medicare Para Sa Masa, Kalusugan Mo Katulong Ako" program . The local government , however , chose not to heed one of the findings in the survey : for the province to set up its own health insurance system instead of getting Philhealth, the national healthcare provider .Two years after the program was launched, the provincial government realized the high cost

it is paying for Philhealth premiums. The governor now regrets the decision to g on with the program against the finds of the survey.

Another pool was on the acceptability of the community radio station. Through pre-testing, the provincial government found out that while most Bulakeños get their information from the radio, they tune in to station that have music, as well as news and information. This enabled the provincial government to change the stations that have music, as well as news and information.

Through the survey research method, Bulacan has placed project planning into a higher plane, one that sets aside political interests. “Surveys make decisions apolitical” governor de la Cruz says. Proof that it is not politically costly, she says, is the fact that “I’m still here.”

Ecological Waste Management - Carmona, Cavite

‘Protecting the environment isn’t a sacrifice; it’s an investment”

Carmona, Cavite served as Metro Manila’s dumpsite for many years. It’s residents not only suffered from the bad reputation but from diseases and other health hazard that came with the 63 –hectare landfill their community hosts a move to close down the landfill in 1998 brought cold comfort to residents, when former president Joseph Estrada promptly ordered its reopening to give way to public clamor to solve Metro /Manila’s garbage crisis. But Carmona’s local government official’s were undaunted, and saw opportunity emerged out from the garbage crisis.

The municipality used to have costly and ineffective solid waste management systems. There was a lack of direction and indiscriminate dumping of trash. Carmonians had grow indifferent to the sight of 80 to 100 truckloads of garbage being dumped on their community every week. Local officials knew they could only succeed in mobilizing support from residents if they turned garbage into gold. Thus was born “Balik Inang Kalikasan , Balik Amang Pabrika (BIKBAP)”

A massive information campaign on garbage disposal was first conducted. The local government made it a police not to force people to comply , and instead knocked on every

door. Their appeal was simple: Let's not make Carmona Metro Manila's dumpsite. The campaign focused on waste segregation from the source to lessen the cost. It also rallied people to support regular collection of garbage, composting of biodegradable waste, recovery and selling of recyclable material, and even to explore livelihood opportunities on waste recycling.

Garbage collectors get to earn an additional P500 per week, selling recyclable material. Women are trained to recycle fine crafts and sell them for profit. Composts made out of segregated and processed garbage are sold to farmers and horticulturists.

The local government has set aside P5million for the program , a portion of which was used to establish the Carmona Ecology Center. The Center has now become a showcase of "good practice" in solid waste management in the country. "A BIKBAP Gang " was formed , comprised of volunteers from different non-government organizations, religious groups and senior citizens who meet every month. They help enforce solid waste ordinances the local government adopted , go from house to house to campaign , and organize eco-tours and slogan-making contests.

Aside from earning cash from trash, Carmona residents can now boast of being one of the cleanest towns in Metro Manila.

Minimum Basic Needs Approach
Province of Davao del Norte

"The poor cannot wait"

On paper and in public speeches, the poor always get top priority in the Philippines. But no long after their votes have been cast and counted, politicians have shaken their hands , and camera no longer click away , the poor return to the lowest rung of the social ladder , forgotten by mainstream society. In the province of Davao del Norte, the poor have been given a face as well as a voice to air their unmet needs. The provincial government adopted the Minimum Basic Needs (MBN) approach to strategically eradicate the poverty.

The program uses a survey methodology to identify what constituents see as their most basic needs to lead a quality life. Once these are listed and ranked the provincial government implements policies and programs which focus on meeting the priority needs surveys are conducted face to face , questionnaires are simple to answer , and results are validated . Considering that Davao del Norte is not a small place, conducting surveys poses various challenges. As 2001, the pool has already covered 48 barangays. Nor surprisingly, the list was long .The 2001 survey revealed that the top ten unmet needs were related to poor income. Many families earn below the threshold level of P36,000 a year.

Other problems identified were: unemployment, lack of education, lack of access to potable water, absence of a compost pit , low number of livestock being raised, inability of children to get pre-school education in day care centers, having households without backyards, lack of toilets, and inability of couples to practise family planning.

Armed with these information, the provincial government hit the ground running and crafted policies that will fulfill these needs. Apart from providing livelihood projects to raise household incomes, barangays were required to make sure the program would be sustained. An Administrative Order created the Provincial Technical Working Group that was given its own coordinator and budget.

The provincial government also urged municipalities to help each other and share resources. It adopted the “big brother-small brother” approach, which enabled big municipalities to help smaller ones in meeting the basic needs of residents. The provincial government laid down strict standards to ensure the success of the MBN program .For one it does not release funds to a barangay or municipality until an accomplishment report has been made and validated.

Reorganization: An Effective Local Governance Tool

Goa, Camarines Sur

“ Reorganization is only for those with balls”

When Marcel S. Pan, the newly elected mayor of Goa, Camrines sur assumed in May 1998, his predecessor not only turned over to him the Key to the municipality, but also its empty

coffers. Goa's budget deficit reached P2.8 million , which meant there were no resources left for public services. Debt was even higher at P4.5million and employees had not been paid their salaries for one to three months. There were little or no accounting controls. Books and bank records did not tally.

Demoralized government workers were often arrogant and tactless in their dealings with constituents, and went on frequent breaks. Taxpayers refused to pay, and relied heavily on their political connection to collect refunds or avoid payment. The mayor knew something had to be done, but it may cost him the seat he had yet to warm. Still it was a gamble the mayor and other newly elected officials took. They knew that several years down the road, the high stakes would pay off. The result was their reelection in May 2001.

The Department of interior and Local Government initially shot down the proposed reorganization , because the municipality was broke. But it was eventually convinced that the move will strengthen Goa's municipal and its go signal. From 131, the municipal government trimmed its workforce down to 96, with the Office of the Mayor having the leanest staff of all. The axe fell heaviest on the politically sensitive Municipal Treasury Office, where the number of employees was trimmed to nine from 27. The municipal accountant's post was given to a real accountant , and made independent from the treasurer.

The general workforce underwent training and given incentives to obtain colleges degrees. Some were given scholarships and grants. As a result, the attitude of municipal employees became client-and output- oriented. Computers, nice offices, uniforms, not to mention the salaries given on time, became part of daily life.

To counter accusations that the reorganization was politically motivated, the municipal government created a Personnel Evaluation Board, a placement Committee, Personnel and Selection Board, and a Grievance Committee to address all issues related to the reform . Department heads, the rank-and-file and the employees association were represented in these boards.

A year after the reorganization , the municipality government posted a huge turnaround in its finances . Total income rose 46% in 1999. Savings from the retrenchment alone amount to almost P1 million. The deficit of P2.8million in 1998 gave a way to a surplus of P2.8 million in 1999. As a result, mayor priority development projects on infrastructure, education,

agriculture, computerization and capability programs for municipal employees were implemented.

Tripartite Industrial Peace Council

Mandaue City, Cebu

"Conflict prevention is better than dispute resolution because the cost of a full-blown conflict is always greater than that of preventing it"

In Mandaue City, home to 40% of Cebu's export industries, local government officials turn into doctors when it comes to resolving labor woes.

Since adopting a program that allows the city government to intervene in labor conflicts, "an ounce of prevention is better than a pound of cure" has become the mantra of officials and businessmen.

Strikes and labor disputes started hounding the city when its economy started to grow . As Cebu's industrial businesses are highly capital – and labor-intensive.

During the term of Mayor Alfred M. Ouano from 1988 to 1995, Mandaue City experienced and economic boom . Annual income surged from P30 million in 1988 to P1196 million in 1995.

When the Asian financial crisis in 1997struck, companies in the city struggled to stay afloat by scrimping on employee benefits and trimming down their workforce. These resulted in an increase in labor disputes. The city government did not have a single office that looked into labor issues and officials got caught with their pants down whenever problems arose.

Amid this chaotic backdrop , the city government turned to a European idea dubbed as the Tripartite Industrial Peace Council (TIPC). The program placed the government in between labor and management, an impartial entity that both could trust. To make conciliation better, the TIPC has a board of trustees where representatives of labor unions and management in every industry sat together.

The TIPC's creative and regular meetings have also helped build relationships and improved communications lines. The TIPC holds, not just the usual seminars, forums, orientations and

planning sessions, but also "sabado nights" – a friendly fellowship competition among the workers of various companies. There is also the " Sarap Magtrabalho, Bay" (it's great to work , Pal!) where companies purchase 20 case of beer that serve as their employee's tickets to join a band concert.

With stronger relations cemented between labor and management, parties could now understand each other's position more objectively. This is specially so in a tough economic environment where companies had to resort to cost saving measures which impact on workers. Labor even agrees to compressed workweeks, job rotations, and shortened working days or hours to help the company tide over the trying times.

Proving that the program worked, there was not a single strike in Mandaue City last year.

People Empowerment Program

Naga City

"In a real democratic system , power resides in the people"

City Halls across the globe have a common trait: they are the seats of power. But in one corner of the Philippines called Naga City in southern Luzon , a people empowerment program has made the City Hall a symbol of true democracy. The local government of Naga has adopted a People Empowerment Program (PEP) inspired by the People Power revolution that took place hundreds of miles away from the city in 1996.The city government thus took steps to complete this unfinished revolution in its own backyard. Under the inspired leadership of Mayor Jesse Robredo , the city government has put in place a clear and comprehensive framework that allows its constituents to take active part in governance. Naguenos can , not only voice their concerns and suggestions to City Hall but also act on various issues- from procurement to budgeting , to scuttling an initial plan of the local government to set up a golf course.

Getting 193 non-government and people's organizations to work together is no joke. But through the program, Mayor Robredo was able to institutionalize the Naga City People's

Council (NCPC) which counts NGOs, Pos, cooperatives barangays, and everyone whose voices need to be heard, as members.

To show it is not just paying lip service to people empowerment, the city government passed Empowerment Ordinance No. 95-092, formalizing NCPC's creation and giving it teeth in policy- making. Members are chosen through an independent selection process, making sure that common folks usually marginalized by powerful political interests get to participate.

Constituents are able to vote wisely on issues through an effective and convenient system of disseminating information. The city government has set up a web site that contains its budget , procurement, awards and bidding processes, among others.

The city government also went to great lengths to publish an inch-thick Citizen's Charter that contains everything a Nagueno needs to Know about public services provided by the city government and includes whom to contact and how long the process should take . An ordinance requires the city government to distribute 25,000 copies of the Citzen's Charter to all households.

For his brainchild, Mayor Robredo earned the prestigious Ramon Magsaysay Award, Asia's version of the Nobel Prize , for government service in 2000.

The city also gained recognition as one of the ten best places in the world from the United National Centre for Human Settlements (Habitat) and from the Municipality of Dubai. In 1999, Naga City was cited by *Asiaweek* magazine as one of the most improved cities in the world , singling out the people Empowerment Program as "perhaps the greatest of all of Naga's accomplishments.

TREE for legacy: Tree Resources for Education, Enterprise and for Legacy

Province of Nueva Vizcaya.

"If you want one year of prosperity , grow grain . If you want ten years of prosperity, grow trees. If you want 100 years of prosperity, grow people". (Chinese proverb)

In the uplands of Nueva Vizcaya, the watershed haven of Region II, forests have been exploited to such a degree that flashfloods have occurred in nearby towns.

From 86% in the early eighties, Nueva Vizcaya's forest cover is now just 25%.

Amid the damage to rice lands, business establishments and private property, the provincial government under the leadership of governor Rodolfo Agbayani sprung into action. It create a TREE that bears seed money for college tuition , enterprises , taxes , fruits of hopes and dreams.

" TREE" is an acronomy for the " Tree Resources for Education , Enterprise" and legacy. The program is composed of three strategies, each focusing one a clear objective. It's incentive system has encourage people to plant trees - traditionally viewed as a ceremonial activity with little economic value.

"Tree for Education" or the children's Forest Program gives students the right to plant a tree and benefit from its resources. Students register with the local Department of Environment and Natural Resources (DENR) office and the Assessor's Office to receive a Certificate of Tree Ownership(CTO) that ensures harvesting rights over the trees and their authority to sell them for profit.

The provincial government provides a basket of seedling while schools set aside a plot of land for their students who voluntarily participate in the program . As an added incentive, the student receives regular donations of school supplies and equipment. Parent and teacher's associations also receive harvesting rights of guardians school forest programs. But the biggest reward is the College fund that will come from the proceeds of trees harvested when they mature. A single Gmelina tree, for example, which is highly in demand for making furniture, can be sold or P5,000 when it matures in five years . Each students is given the right to plant as many as 50 trees on a plot of land.

Another component of the program the "tree for Enterprise" , has the same Characteristics except that its 0objective is to give participants the right to sell the trees for profit.

"Tree for Legacy" a third component, provides harvesting rights in protected areas or watersheds. This allows people's councils, civil society groups and community organizations to enroll in the program and reap benefits.

So far, over 600 hectares have been reforested through the program, involving 77 schools. About 260,000 trees have already been planted at a cost of P391,075.50. A total of 1,695 individuals and 127 organizations are directly involved in the program.

By 2004, the provincial government envisions a total of 734,875 trees have already been planted, involving 78 schools and 5,615 individuals.

Bayanihan Banking Program

Pasay City

" Who says the poor cannot save ?"

It is said that sharks abound in the Philippines, even on land . They evolve into two-legged creatures , largely unnoticed until somebody in the neighborhood gets financially desperate and falls into two-legged creatures, largely unnoticed until somebody in the neighborhood gets financially desperate and falls into their trap called "five-six." Notorious for being home Asia's poor savers, the Philippines is naturally loan shark-infested. Crippling poverty that leads to lack of access to formal financial channels is at the heart of the problem.

In the city of Pasay more than half of the population live in the slum areas, are uneducated and have a mendicant mentality. No bank wanted to lend for livelihood programs. When capital does not flow, the economic stream stagnates. To survive, the poor turn to loan sharks that welcome them with open arms.

The urgency of cutting this vicious cycle led to Bayanihan Banking Program in Pasay

City. Launched during the term of former Mayor Jovito Claudio in 1999, the program aims to empower the poor by enabling them to save and gain access to credit.

The formula is not new. It is based on the micro-finance model popularized in Bangladesh by Dr. Mohammad Yunus who organized women belonging to the poorest of the poor. The success of the "Grameen Bank" model, as it is called, inspired many nations to set up their own versions of micro-credit.

Despite being a political rival of his predecessor and winning through a recall election , Mayor Peewee Trinidad continue with the program . 'It's incumbent upon any mayor to continue good program, irrespective of who's in charge" he says.

With a P1.5 million assistance, the Bayanihan Banking Program was revived and given a new lease on life. It involves helping beneficiaries manage their own livelihood programs through weekly meetings. Under Bayanihan Banking , little groups made up of 26 to 30 beneficiariesset up their "Financial Center". Each has its own system and policy on saving and loans. Financial Centers create their own emergency fund out of savings pledged during the weekly meetings. Aside from credit lines, members also have access to accident insurance . They cannot borrow if they do not save as their savings record serves as their credit record. And they have passbooks to show for it.

Individual members save from P3,000 to P18,000

7. The 2002 Leading Awards from the Impumelelo (success through working together) Innovations Award Trust - Cape Town, South Africa

HIV/AIDS Lay Counsellor Programme

Western Cape, Cape Town

LifeLine Western Cape implemented this successful programme. It involves recruiting unemployed people from disadvantaged communities with a high HIV prevalence, offering them training in counselling skills and all areas of HIV/AIDS information and subsequent placement in day hospitals and clinics in Khayelitsha, Gugulethu, Nyanga, Mitchells Plain and the Central Health District. They also facilitate Mothers to Mothers-to-be groups and supply counsellors in the youth clinic, Mother-to-Child Transmission Programme and the Voluntary Counselling and Testing Programme. To date, LifeLine has trained over **300** people, **45** of who have been employed as AIDS counsellors and **5** of who have been promoted to management positions within the project. They are currently training **15** traditional healers in the area of HIV/AIDS education and training.

Beekeeping for poverty relief

National

This remarkable nationwide programme is designed to assist poor communities, and particularly women, be entrepreneurial within the largely white male-dominated honeybee industry. Not only does it propagate capacity and skills development, income generation and self-sustainability, but it succeeds in developing optimal, sustainable and renewable usage of all available resources. In 2001, beekeeping was introduced to over **500** people and the Programme has been implemented in **35** rural and peri-urban areas. The *INYOSI honey* brand was developed for the branding of BPRP honey and **3** projects were selected to be showcased at the World Summit for Sustainable Development. BPRP beekeeping is also used as occupational therapy.

APD Free State: Adding value to persons with disability and the deaf

Free State, Bloemfontein

Initiated in 1999, this inspirational project endeavours to add value to the lives of persons with severe disability in the greater Mangaung and surrounding communities, through economic empowerment and social integration. They provide housing and care for approximately **50** persons and transport is provided for **380** persons daily. Annually, approximately **170** persons are placed in the open job market and **9** have permanent employment at the call centre managed by the APD and the Manguang Metropolitan Council's Electricity Division. Approximately **270** persons partake and benefit from income-generating projects. An HIV/AIDS Information and Awareness Campaign and Counselling programme reaches more than **360** persons and between **400** adults and **200** children receive assistive devices each year. In 2001, **18 000** persons came off the permanent grant system as a result of this project.

RE-A-SHOMA: Road Maintenance Service Delivery Innovation Project

Northern Province

The revolutionary Re-a-Shoma strategy aims to commercialise road maintenance in the Northern Province by partnering the public and private sectors and utilising business principles in the management and delivery of the service. The result has been an improvement in the quality of service to the public and other departments, an increase in the productivity of the Department of Public Works' workforce and a reduction in the unit costs of the service provided. Teams now maintain and grade gravel roads at the rate of **55** blade kms per day compared to 14 blade kms per day in the past and the cost per blade km has dropped from almost R200 to an average **R50**. Training has lead to the emergence of **12** new contractors who will in future contract with the department for maintenance work.

Cato Manor Development Project

KwaZulu-Natal, Durban

Through an attempt to reverse the legacy of apartheid-era planning in the Cato Manor area, this development project has created a model for future urban planning. The objective was to create social stability in this area through participatory planning, improved housing, social services and economic opportunities. To this end, **5** pre-schools, **4** primary schools, **3** secondary schools, **8** sports fields/parks, **3** community halls, **3** libraries, **2** clinics, **1** community health centre and **4459** houses have been built. Since the 1997 implementation, over **30** new enterprise development projects, **14 kilometers** of road and **24** projects on bulk services and draining infrastructure have been completed. To date **7000** people have received skills training and **1500** people have been placed in jobs.

8. The 2001 Innovations in American Government Winners Ash Institute for Democratic Governance and Innovation Harvard University

Ho-Chunk Inc.: Winnebago Tribe of Nebraska

As tribal governments struggle to build viable reservation-based economies, tribal politics too often get in the way of hard-nosed business practices. To avoid that pitfall, the Winnebago Tribe of Nebraska has created a wholly owned tribal corporate subsidiary–Ho-Chunk, Inc.–to build a solid financial base for the tribe and rebuild its self sufficiency, employment opportunities, tribal pride and cohesion.

Established in 1994, Ho-Chunk is based on a business model that requires long-range planning and aggressive reinvestment of income back into business ventures, a contrast to the traditional practice of returning most profits back to the tribal government. From casino gambling, the tribe has moved into housing manufacturing, retail gasoline sales and an Internet sales business. Revenues for Ho-Chunk have soared from $600,000 in the first year to a projected $50 million this year, and income to the tribal council should approach $2 million this year. Just as important, Ho-Chunk employs 230 people, 60 of whom are Native American.

Mathematics, Engineering, Science Achievement: State of California

Graduation rates for disadvantaged students continue to lag behind the national norm. A host of programs have sprung up to boost educational achievement among underprivileged students.

One of the most time tested is California's Mathematics, Engineering, Science Achievement program. For 30 years MESA has been working closely with kids and parents, keying them into the educational and career possibilities open to high achievers. By teaming educators with corporate activists, MESA has built a network of support for disadvantaged students who might otherwise get lost in the educational shuffle. Started with just 25 students in a single high school, the program now operates in 462 schools statewide. Eighty-five percent of MESA seniors attend college. One hundred percent of MESA community college students

transfer to four-year schools. And MESA students comprise 90 percent of California's underrepresented students who earn engineering degrees.

National Center For Patient Safety: U.S. Department of Veterans Affairs

Preventable medical errors are estimated to contribute to as many as 100,000 deaths a year nationally. Based on the premise that such errors are frequently the result of flawed systems, not careless people, the U.S. Department of Veterans Affairs in 1997 embarked on a comprehensive effort to encourage the voluntary, confidential reporting of medical mistakes and close calls.

Using those reports, the VA's National Center for Patient Safety now initiates "root cause analyses" to ferret out flaws in procedures or treatments in the VA's 173 facilities. The message that the VA is serious about fixing problems, not punishing people, seems to be getting through. In the first 16 months of the program, the rate of events reported showed a 30-fold increase and the rate of close calls reported showed a 900-fold increase on an annualized basis, leading to a host of system-wide changes in health care delivery.

OK-FIRST: State of Oklahoma

To prevent casualties and damage from flooding, wild fires, tornadoes, or other natural disasters, Oklahoma safety officials have honed skills that provide earlier warning of such weather-related trouble, enabling them to anticipate potential damage and fashion quick, effective responses. In OK-FIRST, state officials have built a comprehensive Web-based weather decision-support system that pulls together data from networks of federal and statewide sources and puts the real-time data in the hands of local safety officials who have been trained to accurately assess the impending weather patterns.

Since its inception, OK-FIRST has alerted firefighters to impending wind shifts and enabled emergency response personnel to preemptively close bridges and roads at risk of flash flooding. In one particularly dramatic event on May 3, 1999, OK-FIRST alerted officials in dozens of localities to a wave of tornadoes. Entire rural communities and commercial districts

were wiped out, but only one fatality occurred in these areas; the victim had ignored officials' warnings to find cover.

Toledo Plan: Toledo Public Schools, Ohio

How to cull poor-performing teachers from the ranks has long been an issue nettling teacher unions, school administrators, students and parents. Too often, unions seem to go to bat even for the worst teachers. But that is not the case in Toledo, Ohio where the school district and teachers union pioneered a cooperative labor-management agreement way back in 1981 that gives teachers the power to evaluate peers and the responsibility to recommend their dismissal.

Under the plan, excellent veteran teachers mentor new teachers and work with veterans who appear to be struggling. Mentors then make the crucial recommendation on whether a particular teacher should be asked to stay or leave. Since 1981, almost 300 teachers–250 beginners and 41 veterans–have left the system on the strength of peer recommendation. Best available evidence indicates that the plan is paying off for kids: Toledo students score consistently higher in achievement than school children in other urban Ohio school districts.