



II Edition: Inter-American Prize for Innovation in Effective Public Management 2014

Basis for Application



Organization of
American States



**Secretariat for Political Affairs (SPA) /
Department for Effective Public Management (DEPM)**

Presentation

The "Inter-American Prize for Innovation in Effective Public Management" is an activity of the Department for Effective Public Management that seeks to enhance public management innovations, systematize, encourage and promote them as useful experiences and possible to replicate elsewhere. This effort seeks to help public institutions of the Americas being more transparent, effective and citizen-oriented.



The first edition of the Inter-American Prize saw a noteworthy participation of 55 public institutions from 13 OAS Member States (Argentina, Bolivia, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, México, Panama, Paraguay, Peru and Uruguay). A total of 14 innovative experiences have been selected, among which four (4) have been awarded in each prize category. The evaluation process has been carried out by a Panel composed by: the OAS Secretary for Political Affairs, Dr. Kevin Casas-Zamora; Dr. Regina Pacheco, Professor at the "Getulio Vargas" Foundation (Brazil); Dr. Gregorio Montero, Secretary General of the Latin-American Centre of Administration for Development (CLAD); Dr. Luis Matos, Director of the Governance Program for Latin America of the Graduate School of Political Management of George Washington University; and Dr. Manuel Villoria, Professor at the Ortega y Gasset-Marañón Foundation of Spain and at Rey Juan Carlos University of Madrid, Spain.

It is worthy to mention that the winner institutions of the First Edition have been awarded during a special ceremony held in the framework the II International Seminar on Innovative Experiences in Effective Public Management, which took place in Panama City on March 13th and 14th, 2014. In this event, representatives from the winner institutions had the opportunity to share their experiences with authorities, academics and experts in public management from all OAS Member States. These institutions also won an internship in Bilbao where their authorities will learn about innovation of the Basque and Spanish public administration, as well as share knowledge and experiences with other participating authorities. All this effort has been possible with the generous support of the Government of Canada and the Basque Government.

Furthermore, all selected and winning experiences are available on a "Bank of Innovative Experiences for Effective Public Management" that can be accessed from our website (include link), open to public officers, academics and interested public who may know first hand the innovative efforts that public institutions of the Americas make every day in order to provide better public services and fulfill their mandates and objectives for the benefit of citizens that all public servants should.

Finally, it is important to reiterate the invitation to all public administrations of OAS Member States to participate in this call, with the understanding that their efforts will be known and appreciated by the community of public officers of the Americas and will strengthen the bonds of cooperation among our fellow nations and democratic governance in the region as a whole.

Sincerely,

María Fernanda Trigo
Director of the Department for Effective Public Management of the OAS

Objectives

The main objective of the "***Inter-American Prize for Innovation in Effective Public Management***" is to strengthen democratic governance in the region through the improvement of public administrations in the American countries, through the dissemination and exchange of innovative experiences in effective public management.

Its specific objectives:

1. To contribute to the identification, collection and dissemination of **innovative practices in public management** of the countries that integrate the Inter-American system.
2. To draw attention to **innovation as a cross cutting issue of public management** that goes beyond the use of technology.
3. To facilitate the **exchange of information on innovations in public management** among the countries of the Americas.
4. To keep a **"data" of innovative practices in effective public management** that can be consulted by public officials, experts and citizens in general.
5. To recognize **effective public management innovations** developed by the countries of the region that can promote gradual regional experimentalism, and identify local/national solutions to global problems.
6. To generate among the public a **growing demand for the improvement of public management** in their public administrations.
7. To stimulate **innovation in public management** among the countries of the Americas.

Criteria

The criteria to be evaluated by the Special Jury are:

a. Originality

Creation of original processes within the public administration based on **knowledge and experience**. This approach seeks to stimulate the creativity of public managers in solving everyday problems related to the work state.

b. Citizen Impact

Seeks to demonstrate that innovation brings a **greater benefit to citizens**. For example, shorter waiting times, clear information, simplified processes, etc.

c. Replicability

It refers to the **ability to replicate the innovative practice in other countries of the Americas**. To that end, the possibility of adapting administrative processes to other institutional contexts, the availability of funding and the political and social constraints should be valued.

d. Effectiveness

It refers to the **ability to measure/achieve expected results** through innovative experience, according to the objectives that have been proposed in a particular public policy (broadly defined as a program, activity, process, etc.).

e. Efficiency

It refers to the **ability of government to manage their processes** so that they can optimize their resources (financial, human, logistic, etc.) and in turn generate more and better results.

f. Complexity of the problem it solves

It refers to the **complexity of the problem and the solution** that can be presented from the public administration. In that sense, experiences that have to do with the central management of public administration, are more valued since they involve larger population, and the problem management is applied to multiple levels of government and associations, etc.

g. Sustainability if the experience

It implies the level of **"rooting" of the experience** that makes it able to stay in time, to resist political changes of government, institutional and organizational changes, lack of funding, lack of commitment of the authorities and government officials, etc.

h. Gender Perspective

It considers **how the initiative impact differentially men and women** and how public administrations have succeeded in adapting their internal processes in planning, implementation, evaluation and monitoring in order to meet this situation.

Categories

The Inter-American Prize for Innovation in Effective Public Management has **5 categories** related to different areas of public management:

- a. Innovation in **Planning and Evaluation of public policies**
- b. Innovation in **Human Resources Management**
- c. Innovation in **Quality of Public Policies**
- d. Innovation in **Open Government and Access to Public Information** (participation, collaboration and transparency in public management)
- e. Innovation for **Institutional Coordination** (inter-institutional, intra-institutional, trans-institutional, with civil society, and private sector, amongst other.)

Award

The awards are:

- Inter-American Prize for Innovation in Effective Public Management Award Ceremony.
- Publication of effective public management innovations in a SPA special newsletter.
- Invitation to participate and deliver a speech at the III International Seminar "Innovative experiences in Effective Public Management", to be realized in an OAS country.

The OAS Department for Effective Public Management reserves the right to disseminate the results of the selection process. Also, the application must consent authorization to broadcast and use, in whole or in part, the contents of it and of the innovative experience described.

Calendar

- Begining of the call	May, 2014
- Final date for submission of applications	July 31, 2014
- Publication of the results	Septiembre de 2014
- Award Ceremony	TBD

What is an Innovative Experience?

An innovative experience in effective public management is a **public policy** (broadly defined as a program, activity, process, etc.) developed by a public administration that for its **novelty or creativity**, either in its design or execution, has produced outstanding results in its effectiveness and efficiency for the benefit of citizens.

For the purposes of this competition, the experience must have a minimum of two years of implementation.

Who can participate?

To apply to the "*Inter-American Prize for Innovation in Effective Public Management*" it is necessary to meet the following requirements:

- a. Being a institution(s) or entity(ies) in **any of the different administrative levels (national, state, local, etc.)** and belong to one of the OAS Member States;
- b. The innovative experience(s) to be presented, has to have a minimum of two **(2) years of implementation**;
- c. To complete the [On-line Application Form](#). Final date for submissions of applications is until 31st, 2014, according the Calendar.
- d. To submit the Applications Form (two printed copies) through the **Ministries of Foreign Affairs of the country** so that through them are made known to the Department for Effective Public Management before July 31st of this year. Applications form can be accompanied alongside annexes.

How to present an innovative experience?

There are three (3) necessary steps in order to apply for the Inter-American Prize for Innovation in Effective Public Management.

- The first step is to **identify the innovative experience** to be presented.
- The second step is to fill the [On-line Application Form](#), available on the OAS Department for Effective Public Management web page.

If an entity would like to apply for more than one category, it would need to use different nomination application form for each of them.

In addition, an entity may present a maximum of three (3) innovative experiences in the same category, if it deems necessary.

Attached to the application form, Annexes may be included that the institution considers relevant to the innovative experience(s) submitted. They can be documents, reports or other documents or instruments that support the above.

All the information contained in the application form is considered true. If at any stage of the process it is proved that this requirement is not fulfilled; the application will be automatically disqualified. The decision can not be appealed.

- The third step is to **send** two printed copies of the on-line application form to the countries Ministries of foreign Affairs so that through them are made known to the Department for Effective Public Management before July 31st of this year.

How is the evaluation of applications?

Evaluation will be based on **objective and technical criteria, impartially and independently verifiable**.

First of all, the Department will make a preliminary selection to verify the compliance with the **application requirements** and will submit the selected experiences to a **Special Jury**. If there is any application that does not meet the application requirements, the Department for Effective Public Management will contact the applicant entity to request its correction in the following 5 days.

Then, the **Special Jury**, composed of **academic and political experts recognized for their expertise in public management**, and based on pre-selected criteria, shall determine and substantiate what practices are worthy of receiving recognition from the OAS. To that end, the Special Jury may require more information or meetings / interviews with the applicant institutions.

In the absence of at least one application, the Jury may declare the category as void . It is also possible that the Jury declare a category as void if, though still having applications, they did not meet the selection criteria.

The decisions of the Special Jury will be taken by simple majority and its deliberations are confidential and final.

Only one experience will be awarded for each category and the decision is final in nature.

Who integrates the Evaluation Panel?

The Evaluation Panel is chaired by the Secretary for Political Affairs of the OAS and it is integrated by **distinguished experts, academics and officials from institutions and internationally renowned universities**.

At any time the Department for Effective Public Management will act as Technical Secretariat, in order to facilitate the activities.

Experiences Awarded
Inter-American Prize for Innovation in Effective Public Management 2013

- **Category: Innovation in Planning and/or Evaluation of Public Policies**

Experience awarded: Evaluation of Municipal Performance System (SEDEM)
Planning Municipal Institute of Puebla (IMPLAN) – Mexico

- **Category: Innovation in Quality of Public Policies**

Experience awarded: National Community Policing Plan by Quadrant
National Police of Colombia (PNC) – Colombia

- **Category: Innovation in Open Government and Access to Information**

Experience awarded: National Internet Network, Internet for All / Panama
National Authority for Government Innovation (AIG) – Panama

- **Category: Innovation in Institutional Coordination for Public Policies and Programs**

Experience awarded: Electronic Certificate of Live Birth (CNV) with assignment of unique identity number
Office of Planning and Budget of the Republic (OPP) – Uruguay

The following Application form is a scheme of the on-line application form published on our website: <https://www.oas.org/forms/LoginCode.aspx?SurveyID=8IM2I62>

APPLICATION FORM

“Inter-American Prize for Innovation in Effective Public Management”
(All fields in * are mandatory)

I. General Information*

Member State Applicant	<input type="text" value="- Select a country -"/>
Public Institution Applicant	<input type="text"/>
Name of the Innovative Experience:	<input type="text"/>
Category applying:	<input type="text" value="- Select a category -"/>

Please give the following information:

II. Brief presentation/Summary of the innovative experience*

A brief presentation of the Innovative Experience is required.

III. Institutional Information *

Name of the Applicant Entity:	<input type="text"/>
Address:	<input type="text"/>
Telephone:	<input type="text"/>
Fax:	<input type="text"/>
Web Page:	<input type="text"/>
E-mail:	<input type="text"/>

Administrative level of the entity

National Level State – Regional Level Local Level	<input type="text" value="- Select an option-"/>
Other - Explain	<input type="text"/>

Administrative Nature

State Power Ministry/Secretariat Independent Body	<input type="text" value="- Select an option-"/>
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Specialized Agency
Public Company
Other - Explain

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IV. Information on the Innovative Experience *

Please describe the experience using clear, short and concise language. To that end, we ask you to organize the information by answering the following questions:

1. Description of the Innovative Experience

This section requires to present the innovative experience in its details. You should give information and more elements on the initiative. Please take into consideration the following question in order to facilitate the description:

Which was the problem to be solved?

What does the innovative experiences consist of?

2. Link between the Innovative Experience and the evaluation criteria

Please provide specific information to be considered by the Jury. We kindly ask you to be brief and where possible, provide specific data:

a. Originality.- Creation of processes within public administration on the basis of **innovative and unprecedented knowledge and experience**. This criteria seeks to stimulate the creativity of public managers in solving everyday problems related to the state work.

Please give the following information:

Who conceived the initiative?

For example:

- Consultancy Report
- Policy proposal
- Officers from the same public institution

Please describe the elements that make the experience on public management innovative.

For example:

- a. it focuses on underserved population
- b. it is the first time that the public administration deals with the issue
- c. It has an unprecedented support from the public sector
- d. It involves the citizenship in its management for the first time

Does the innovative experience have a background?
Within the same institution or others?

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b. Citizen Impact.- It seeks to demonstrate that the innovation have brought a **greater benefit to citizens**. For example, shorter waiting times, clear information, simplified processes, etc.

Please give the following information:

Beneficiary population. Please give qualitative (who) and quantitative (how many - direct and indirect) data. If not determinable, please specify the way in which citizens benefit.

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Please explain how citizens benefit from the experience? For example:

- Shorter waiting times
- Reduced processing costs
- Improvement of citizens life condition in its different aspects
- Others

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Do you have qualitative and quantitative indicators in order to demonstrate the impact?
Please specify.

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c. Replicability- It refers to the ability to **replicate the innovative practice in other countries of the Americas**. To that end, the possibility of adapting administrative processes to other institutional contexts, the availability of funding and the political and social constraints should be valued.

Please give the following information:

Why is the innovative experience likely to be replicated by other institutions? Explain. For example:

- It is adaptable to institutions of different size
- It does not require much budget
- It does not involve social conflicts, as it consists of a requested and common-use initiative
- It does not require much human resources
- Human resources training is easy, etc.

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What key elements should be considered before the new experience is replicated by other entities? explain

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ability to measure/achieve expected results through innovative experience, according to the objectives that have been proposed in a particular public policy (broadly defined as a program, activity, process, etc.).

Please give the following information:

Which were the deadlines taken into account at the beginning of the implementation of the public policy? Were they achieved?

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Which were the results accomplished? Please give quantitative and qualitative data.

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Which was the evaluation method used for the innovative public policy?

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If you could give an opinion on the results obtained through the innovative experience. Would you say that the results had a great, regular or low impact?. Please explain.

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To what extent has the initial public issue been solved?

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e. Efficiency.- It refers to the **ability of government to manage their processes** so that they can optimize their resources (financial, human, logistic, etc.) and in turn generate more and better results.

Please give the following information:

General Budget of the Entity / Budget for the innovative experience. Has the entire budget been executed?

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Number of the entity' s personnel / Number of personnel working in the innovative experience.

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If you could give an opinion on the cost-benefit of the implementation of the innovative experience: would you say that it is positive, negative, or equal? Please explain.

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What difficulties have you found in the implementation process of the innovative experience and what have you done to overcome them? Please detail:

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- Budgetary difficulties
- Political difficulties
- Social difficulties
- Others

f. Complexity of the problem it solves.- It refers to the **complexity of the problem and the solution** presented by the public administration. In that sense, experiences dealing with the central management of public administration are more valued since they involve larger population, and the problem management is applied to multiple levels of government and associations, etc.

Please give the following information:

Why is the experience complex? Please explain.
For example:

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- It involves different types or a big part of the population
- It involves different administrative levels
- It has to deal with resource scarcity
- It needed a greater effort to deal with different stakeholders for the implementation of the experience. With whom coordination was needed?
- It had to deal with an hostile environment for the work of the public institution
- Other.

g. Sustainability of the experience.- It implies the level of **"rooting" of the experience** that makes it able to stay in time, to resist political changes of government, institutional and organizational changes, lack of funding, lack of commitment of the authorities and government officials, etc.

Please give the following information:

- Implementation time of the innovative experience
- Number of public institutions involved
- Number of years covered by the budget (please specify the coverage 1, 5, 10 years)
- Budget Source: Public or Private?
- Legal regulation of the experience that makes it mandatory through time.
- Other

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h. Gender Perspective- It considers **how the initiative impact differentially men and women** and how public administrations have succeeded in adapting their internal processes in planning, implementation, evaluation and monitoring in order to meet this situation.

Please give the following information:

- In the policy designing and planning, did the institution take into account the reality of women and men and was it considered that this could differentially impact them?

- Was it considered a differential percentage of men and women in the management and implementation of the innovative experience? If so, please specify it.

- Are management positions held by men and women? Was there any specific selection mechanism, as gender quotas? If so, please specify

- Does the initiative include explicit/institutionalized affirmative action strategies or positive discrimination beneficiaries taking gender differences? For example differentiated services, special hours for mothers, among others. If so, please specify it

- Was it considered a differential percentage of men and women among its beneficiaries? If so, please specify it.

- The initiative has been considered a distinct monitoring and evaluation to determine how it impacts differentially to men and women? If so, do you have corrections or adopted strategies to overcome difficulties?

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Participants Statement *

The applying entity, through the undersigned, declares that:

It knows the basis of the activity "Inter-American Prize for Innovation in Effective Public Management" and agrees to all its scope.

All the information contained in the application form is true and verifiable and the applicant is entirely responsible for it.

It agrees to provide to the Department for Effective Public Management of the OAS any additional information that may be requested during the assessment process.

It has not or has not have had any links to the Jury or to any member in the Department for Effective Public Management in the last five years (except for the nationality).

The Department for Effective Public Management of the OAS is authorized to disseminate the innovative experience presented and the results of the evaluation process.

Name of the Legal Representative

Position:

Name of the contact person

Position:

Telephone:

E-mail:

I have read and accept the terms and conditions previously described for the Inter-American Prize for Innovation in Effective Public Management – 2014*

Submit