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## **INTER-AMERICAN AWARD ON INNOVATION FOR EFFECTIVE PUBLIC MANAGEMENT**

### **XII Edition – 2024**

## **Application Guidelines**

**Secretariat for Hemispheric Affairs (SHA)/  
Department for Effective Public  
Management (DEPM)**



Antigua and Barbuda  
Argentina  
The Bahamas  
Barbados  
Belize  
Bolivia  
Brazil  
Canada  
Chile  
Colombia  
Costa Rica  
Cuba  
Dominica  
Dominican Republic  
Ecuador  
El Salvador  
Grenada  
Guatemala  
Guyana  
Haiti  
Honduras  
Jamaica  
Mexico  
Nicaragua  
Panama  
Paraguay  
Peru  
Saint Kitts and Nevis  
Saint Lucia  
Saint Vincent and the Grenadines  
Suriname  
Trinidad and Tobago  
United States of America  
Uruguay  
Venezuela



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## Introduction

The Inter-American Award for Innovation in Effective Public Management is an OAS Department of Effective Public Management (DEPM) initiative. Its main purpose is to recognize, encourage, systematize, and promote public management innovations that are being introduced in the region. Ultimately, the aim is to help make public institutions in the Americas more and more transparent and effective and help them develop mechanisms for citizen participation.

The Department of Social Inclusion and the OAS' Inter-American Commission of Women (CIM) have been collaborating closely on this endeavor and have made valuable contributions towards incorporating the social inclusion and gender perspective categories, respectively.



Since the inception of the Award in 2013, more than 662 innovative experiences have been submitted regionally; 40 special recognitions have been given out; and awards have gone to a total of 30 different public institutions from 19 countries of the region, namely: Argentina, Belize, Barbados, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Jamaica, Mexico, Panama, Peru, Trinidad & Tobago, Uruguay, and Venezuela.

All of the experiences selected and the previous winning entries may be found in a [Databank of Innovative Experiences for Effective Public Management](#). We are currently working on the development of an **Inter-American Observatory for Innovation in Public Management**, which will consist of an online database available on our Web page, free of charge and open to public sector and academic personnel and interested members of the public, who will be able to learn first-hand about everyday efforts by the public sector in the Americas to innovate in order to deliver better public services and thus fulfill their mandates and objectives for the benefit of citizens, to whom all public officials are accountable.

In concluding, I take this opportunity to once again invite all public institutions in the OAS member states to participate in this event, ever mindful that insofar as the public management community of the Americas can learn about and appreciate what they are doing, they will help strengthen the bonds of cooperation among our countries as well as democratic governance in the region as a whole.

Sincerely yours,

**María Fernanda Trigo**  
**Director, OAS Department for Effective Public Management**  
**Secretariat for Hemispheric Affairs (SHA)**



## Objective

The main objective of the **Inter-American Award on Innovation for Effective Public Management – PIGEP (for its acronyms in Spanish)** is to strengthen democratic governance in the region through the improvement of public administrations of the OAS Member States, through the dissemination and exchange of innovative experiences in effective public management.

Its specific objectives are:

1. To recognize, identify, collect and disseminate **innovative practices in public management** of the countries of the Inter-American System;
2. To draw attention to **innovation as a cross-cutting element of public management** that goes beyond the use of technology;
3. To keep an **Observatory of innovative experiences** on public management that can be consulted by public officials, experts and citizens in general;
4. To generate among the public a **growing demand for the improvement** of public management in their public administrations; and
5. **To foster innovation in public management** among the countries of the Americas.

## Evaluation Criteria

The criteria to be considered by the Panel of Judges are as follows:

### a. Singularity

This has to do with creating initiatives that are **unprecedented** within the public service. This criterion is being applied to find out how the innovative experience came about, its background, and what inherent features make it unique. Explicit reference must therefore be made to: (a) who, when, and how in terms of the origins of the innovative experience; (b) similar international, national, and/or local experiences that have inspired, informed, and/or contributed to the experience being nominated; (c) what specific elements of the presented experience are considered INNOVATIVE and why?

### b. Public Value and Benefit

This means demonstrating that implementation of the innovative experience generates public value and benefit and it results in **greater benefit to the citizenry** (e.g.: shorter waiting times, information in clear language, simplified processes, etc.). Reference should therefore be explicitly made to: (a) characterization of the target population (for example, older adults, youth at risk, pregnant women, etc..), (b) size of beneficiary group according to the defined target population, (c) Goals/indicators of reach and/or coverage (for example, % of the target



population served per year), (d) outcome indicators,<sup>1</sup> (e) impact indicators,<sup>2</sup> and (f) tools, methodologies, and techniques to be considered for monitoring, controlling and/or measuring outcomes and impact of an innovative experience, conducting monitoring and evaluation in terms of the objectives and initially proposed targets (e.g., opinion surveys, field experiments, natural experiments, and/or randomized controlled trials (RCTs), etc.

### c. Replicability

This refers to the **conditions for transferability and replicability of the innovative practice in other countries of the Americas**. The possibility of adapting administrative processes to other institutional contexts, funding accessibility, political, social, and cultural conditionalities of the organization and the environment, etc., should therefore be weighed. Accordingly, explicit reference should be made to: (a) the degree of operational complexity during implementation of the practice in your country/organization, (b) degree of political sensitivity or need to secure support from political authority in your country/organization, (c) critical success factors (CSF) in your country/organization, (d) changes in the legal system that may be necessary in your country/organization, (e) degree of inter-institutional coordination required in your country/organization, (f) human and financial resources needed vs. obtained in your country/organization.

### d. Efficiency

This refers to a public institution's capacity to **organize its processes so as to streamline its resources (financial, human, logistical, etc.)** and in turn yield higher and better outcomes. Explicit reference must therefore be made to: (a) total cost of the practice (estimated in US\$/fiscal year), (b) per person/per beneficiary cost (in US\$/fiscal year), (c) cost-benefit indicator (if possible, compared with similar experiences or alternative practices), (d) total number and percentage of staff involved in managing the innovative practice.

### e. Permanence

This means the levels of **durability, resilience, and rootedness of the experience** that is able to sustain itself over time, resist political changes in leadership (for example, changes in government and/or ministerial reforms), institutional and organizational changes (for example, changes in jurisdiction, downsizing, mergers, divisions), funding, degree of commitment of government officials and staff, etc. The following should therefore be explicitly referenced: (a) period legally in force, (b) resilience of the innovative practice to changes in political leadership (in number of cycles and/or years passed), (c) resilience of the innovative practice to changes in administrative leadership (in number of cycles and/or years passed) (d) resilience of the innovative practice to changes in funding sources and budget, (e) total percentage of funding sourced from international cooperation, (f) number of donors/partners

1. **An Outcome or Process Indicator** means a specific, observable, and measurable feature that can be used to show changes and progress that a program is making toward achieving a specific outcome.

2. **Impact Indicator** means the quantitative representation of one variable in relation to another, which makes it possible to measure the medium and long-term effects generated by a public policy, program or project on the population in general. The effects measured are those directly attributable to that specific public policy, program or project. It includes positive and negative effects, produced directly or indirectly by an intervention, whether intentional or unintentional.



(last 2-3 fiscal years), and (g) level of legal recognition of the practice (e.g., ordinary law, policy document, charter, regulation, international protocol).

#### **f. Gender, Diversity, and Human Rights Perspective**

This entails determining how the initiative submitted for competition promotes improvements in the conditions of equality and equity between men and women and people of diverse gender identity from an inter-sectional approach, in the dimensions of access, treatment, opportunities, quality, differentiation of public service benefits, etc. The gender, diversity, and human rights dimension is also taken into consideration within the institution implementing the innovative experience.

#### **g. Citizen Advocacy**

This relates to demonstrating and specifying the type, mechanisms, and frequency of **citizen involvement** at the various stages of co-production of the innovative experience (either through its design, planning, implementation, monitoring/control, evaluation, learning and adaptation/change/ reform), for it to meet the institutional objectives set previously and, at the same time, line up with citizen priorities.

These types and mechanisms of engagement comprise: (a) *information*: public information is dispensed to the citizens through dissemination mechanisms (for example: reports, releases, transparency portals, and the like); (b) *consultation*: objective and balanced public information as well as established decision-making have taken into consideration contributions and analyses provided by citizens, civil society organizations, and social actors through mechanisms for listening (e.g.: surveys, public hearings, social media, chatbots, etc.); (c) *co-design*: problems and solutions adopted denote ongoing, direct engagement with the public at large, civil society organizations, and social actors through collaborative design mechanisms (e.g.: concept tests, prototyping, validation trials, innovations labs, etc.); and (d) *collaboration*: problems have been identified and solutions delivered through ongoing, close collaboration with members of civil society organizations and social actors by means of collaborative implementation mechanisms (e.g.: participation of leaders from the beneficiary community in the "last mile delivery" of the innovative practice).

### **Categories**

The Inter-American Award for Innovation in Effective Public Management (PIGEP) has **5 categories**, related to different areas of public management:

#### **1. Innovation in Open Government**

This relates to the set of public institution initiatives and strategies whose aim is to ensure citizens have access to and impact on public data, decisions, and services as part of an open public institution. These initiatives and strategies may include :

- 
- **Transparency:** This refers to a set of open data-related initiatives and strategies, whose objective is to make available to citizens relevant information on responsibilities, acts, decisions, data, plans, sources, etc., with respect to public institutions and who their members are. Examples: accountability reports, citizen reports, laws on access to information, transparency portals, traffic lights for tracking goals, etc.
  - **Participation:** It refers to the set of strategies and mechanisms relating to "open decisions" made by public institutions to promote the right of citizens to actively engage in political decision-making; to promote interaction between the state and citizens and feedback from the latter to government, for both sides to be able to benefit from knowledge, ideas, and experiences in order to improve the quality and effectiveness of government. Examples: public hearings, participatory budgeting, co-design sessions, agility methods, and innovation labs.
  - **Collaboration:** This refers to the set of initiatives and strategies related to "open services" provided by public institutions for the purposes of involving citizens, civil society organizations, and companies in the coordinated and joint delivery of public programs and services. Examples: public-private partnerships and consortiums, permits, and adhesion contracts, public service concessions, inter-municipal consortiums, service cooperatives, public services informed by multiculturalism.

Applications for this category must explicitly and in detail mention which elements are present in the applicant's experience and how they are present.

## 2. Innovation in the Use of Evidence from the Behavioral Sciences

(Category done in collaboration with Behavioral Insights Team, Busara Center, and Ideas42)

This refers to the set of initiatives and/or strategies using empirical evidence ("insights") from the behavioral sciences to design and to implement public policies, programs and actions reflecting a more realistic model of human behavior. In order to produce a positive social impact, these initiatives and/or strategies are designed to mitigate cognitive biases, to improve decision-making and individual behavior without compromising individual autonomy in terms of will and freedom. The strategies contemplated include: (a) tools such as "nudging", "sludges", "framing", "choice architecture", "defaults options", "salience", social standards and "gamification", among others; and (b) empirical research methods, such us "natural experiments", "field experiments", "randomized controlled trials", among others.

Innovations considered under this category may have one or more of the following characteristics (the specific focus must be explicitly stated in the application):

- Address a public policy issue that has a behavioral component. In other words, individual or collective behaviors contribute to this problem, and therefore it is desirable to change them.



- Consists of a specific intervention or experiment that explicitly targets the behavioral barriers that contribute to a policy or social problem, and clearly states the underlying theory of change and assumptions that justify the intervention design.

### **3. Innovation in Social Inclusion**

This relates to the set of initiatives and/or strategies of public administrations that promote access to rights, the elimination of barriers, and the reduction of inequalities of people in vulnerable situations, in an inclusive and equitable manner with the objective of promoting a positive transformation of their living conditions. This category calls for a crosscutting approach to be taken, that is, including vulnerable populations – such as people with disabilities, at-risk young people, people of African descent, indigenous people, migrants, refugees, asylum seekers or displaced persons, LGTBI communities, and older persons – in activities or processes. To this end, innovations in social inclusion may include (the specific focus has to be explicitly stated on the application):

- **Promotion and Social Protection:** refers to original strategies and initiatives that seek in various fields to promote the exercise of economic, social and cultural rights (ESCR) in the labor market, food, health, pensions and care and to support people in the face of the various risks they face during their lives, guaranteeing everyone income security and access to essential social services.
- **Financial Inclusion:** refers to original strategies and initiatives that promote inclusion of population segments traditionally excluded from the financial system.
- **Digital Inclusion:** refers to original strategies and initiatives that seek to democratize access to information and communication technologies (ICTs) so that all segments of the population – especially the most vulnerable – can be included in the information society.
- **Inclusion in the Workforce:** refers to original strategies or initiatives related to working conditions, productive employment, and decent work, and equal opportunity for vulnerable people.
- **Inclusion in Production:** refers to original strategies or initiatives related to the conditions and equal opportunity for vulnerable people with respect to opening up/developing businesses and productive enterprises.

### **4. Innovation in Promoting a Gender Equality, Diversity, and Human Rights Approach**

This refers to the set of public service initiatives and strategies to help advance gender equality and women's rights from a diversity perspective, in different areas, inside or outside an institution. Innovations in this area could include the following elements:

- **Encouraging women and other under-represented group's participation in policy design:** Initiatives and strategies that provide or facilitate a new approach to participation of citizens, especially poor women and other vulnerable groups, in the



design of policies, through a variety of consultation and knowledge management mechanisms or techniques, among other things.

- **High-quality service delivery to women and other under-represented groups:** Initiatives and strategies that provide greater access to high-quality and affordable services for women. It includes innovations in service delivery mechanisms that are tailored to the specific needs of women in all their diversity, taking into account aspects associated with their human rights, including their health, safety, participation in the labor market on an equal footing and free from violence, limitations they may face in terms of access and mobility, and shared responsibility for family caregiving, among other issues.
- **Theory of change in social roles and power relations between women and men:** Initiatives and strategies that, beyond meeting the basic needs of women/families, seek to promote or deepen a change in the social roles of women and men and the power relations that continue to perpetuate inequalities, through awareness raising, education, training and/or communication.

## 5. Innovation in Smart Government

This refers to a set of initiatives and strategies that facilitate understanding and implementation of emerging technologies so that public institutions can positively transform the citizen experience in the relationship with the public. These initiatives and strategies specifically include the application of technologies such as: remote sensing and georeferencing systems, artificial intelligence and machine learning, blockchain, and digital identification, traceability, data protection, and privacy, among others. The application should focus on these technologies and their concrete effects on the benefit of citizens being applied in practice.

### Award

The **Inter-American Award for Innovation in Effective Public Management (PIGEP)** consists in a recognition by means of Certificated issued by the Organization of American States (OAS). This recognition can be only used with institutional purposes.

Likewise, the OAS, through its various networks of authorities, experts, media outlets, social media and Databank of Innovative Experiences for Effective Public Management, will disseminate results about the Winners institutions.

The OAS reserves the right to publish the results of the selection process. Likewise, applicants must give - in the application form, his/her authorization for the publication and use - total or partial - of the content of the application.



## Calendar \*

<b>Beginning of the Call for Applications</b>	March 27, 2024
<b>Deadline to apply</b>	May 31, 2024
<b>Publication of the results</b>	August, 2024

\* Due to events of force majeure, these dates can change.

## What is an Innovative Experience?

An innovative experience in effective public management is a **public initiative** (broadly defined as a program, public policy, activity, process, etc.) carried out by a public administration that, due to its originality or characteristics, has generated outstanding results delivering a concrete, measurable benefit recognized by its citizens for the benefit of the citizens.

**\* ATTENTION: Applications focused on the sole on the description, elaboration or design of a law, policy, project, software, virtual platform or technology *itself* will not be considered. Likewise, applications focused on a broad process of state and/or administrative reform will not be considered. The aim is to identify concrete practices that have faced implementation challenges - and have overcome or mitigated them.**

## Who can apply?

To apply to the Inter-American Award on Innovation for Effective Public Management, the following requirements have to be met:

- a. Be a public institution/entity at any administrative level (national, regional, local) from a OAS member state;
- b. The innovative experiences must have a two-year implementation time from the execution stage. The design is not considered part of the implementation stage.
- c. Complete the [\*\*Online Application Form\*\*](#), according to each question or indicated information. **The deadline to apply is until May 31, 2024.**

## Special Considerations

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- If the institution wants to apply on more than one category, it must apply through different application forms.
  - The institution can apply a maximum of **three experiences per category**.
  - 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 cannot be appealed.

### How is the assessment realized?

- Evaluation will be based on **objective and technical criteria, impartially and independently verifiable**.
- A group of specialists from the OAS will make a preliminary selection to verify the compliance with the **application requirements** and will submit the selected experiences to a **Special Jury**.
- The **Special Jury** is composed by academic and political experts recognized for their expertise in public management. They shall decide and select which applications are worthy of receiving recognition from the OAS in each category and their selection will be based on pre-selected criteria and categories. To that end, the Special Jury may require more information about the application by phone, if they deem necessary.
- Only one experience will be awarded per category. The Evaluation Jury may grant **special mentions** to those nominations that have a special potential or component to be recognized as such. These special mentions are only awarded in cases where innovative experiences have not been designated as winners in the category they are applying for.
- If there are no nominations, the Evaluation Jury may declare the category vacant. Likewise, it is possible for the Jury to declare the category vacant if, even with nominations, they do not meet or satisfy both the category they are applying for and/or the selection criteria.
- The decisions of the Jury will be made based on the elements understood for each category and the criteria established in the "**Application Guide**" and in the [\*\*Online Application Form\*\*](#). Furthermore, their deliberations are confidential and final.

### Who are the members of the Special Jury?

The Special Jury is chaired by the OAS Secretary for Hemispheric Affairs and it is composed by distinguished experts, academics and officials from institutions and internationally renowned universities.



At any time the OAS Department for Effective Public Management (DEPM) will serve as Technical Secretariat, in order to facilitate the activities.

### Technical Support / Assistance

- The OAS Department for Effective Public Management (DEPM) will provide assistance to the applicants interested in submitting innovative experiences of their national institutions/entities in the call for the **Inter-American Award for Innovation in Effective Public Management**
- Assistance includes: Answering information requests about requirements, the application process and other things related to this activity.

### How to apply?

To apply to the PIGEP, please follow the following steps:

- Enter the **PIGEP 2024 webpage**, and select [\*\*Online Application Form\*\*](#);
- It is recommended to review the "Application Guidelines".
- For this Edition, it will only be allowed to insert links of the supporting documents, if deemed necessary, to the Innovative Experience (optional)

In the following scheme, you will find the Online Application Form available at: <https://forms.office.com/r/nkvPxVQ38B> which includes a series of questions in line with the application criteria required in this 2024 Eleventh Edition of the Inter-American Award.





## APPLICATION FORM PREVIEW

Link: <https://forms.office.com/r/nkvPxVQ38B>

### “Inter-American Award on Innovation for Effective Public Management-2024” (All fields marked with \* are required)

#### I. General Information \*

Member State applying

- Select country -

Public Institution applying

Title of the Innovative Experience:

Implementation start date

Innovative Category:

- Select category -

#### II. Institutional Information \*

Name of applying institution:

Address

Telephone

Website

E-mail:

#### Administrative Level

- Select an option -

National

State-Regional

Local

Other, please specify

#### Administrative Nature

- Select an option -

State Branch

Ministry, Secretariat

Independent institution

Specialized Agency

Public company

Other - specify



### **III. Information on the Innovative Experience**

#### **1. Executive Summary**

For this section, please briefly describe the innovative experience presented. Please provide corroborating information and highlight important elements of the innovative experience. (**150 words maximum**):

#### **2. Background**

Describe the original situation before the innovative experience was implemented, which the innovation sought to strengthen and/or improve upon, or the problem it sought to solve (**150 words maximum**):

#### **3. Linking the Innovative Experience to the selected Category**

Please provide a brief and concise explanation of the relationship between the innovative experience and the category selected (**150 words maximum**):

#### **4. Linking the Innovative Experience to the Evaluation Criteria**

- a. Singularity :** It refers to the creation of initiatives that are unprecedented within the public administration. Through this criterion, we aim to understand how the innovative experience was conceived, what its background is, and what unique characteristics it comprises.

Please provide the following information (**150 words maximum for each answer**):



Who, when, as well as how did the innovative experience start? For example:

- Consultancy report
- Policy proposal
- Officials of the entity itself

Similar existing international, national, and/or local experiences that have inspired, informed, and/or contributed to the experience submitted

What concrete elements can indicate that this innovative experience is unprecedented? What elements differentiate it from similar experiences in other countries?

- b. Public Value and Benefit :** It involves demonstrating that the implementation of the innovative experience results in greater benefits for citizens (for example: reduced waiting times, information in plain language, simplified processes, etc.).

Provide the following information: (**150 words for each answer**)

Characterization of the target population & size of the target group : Provide quantitative data (preferably) regarding the total population.

Coverage Targets/Indicators: Provide quantitative data (preferably) on the intended coverage and its evolution since the beginning of the implementation of the experience until today.

Outcome Target/Indicators: Please, provide quantitative and qualitative data on the situation prior to implementation and the results obtained by implementing the innovative experience.

Impact Targets/Indicators : Provide quantitative data (preferably) and qualitative data from the situation prior to implementation and the impacts achieved that can be directly attributed to the implementation of the innovative experience.



Tools, methodologies, and techniques considered in order to measure its coverage, the outcomes and impact of the innovative experience based on its objectives and proposed goals, e.g.:

- Opinion surveys
- Field experiments
- Natural experiments and/or randomized controlled trials (RCTs), etc.

**c. Replicability:** refers to the conditions of transferability and replicability of the innovative practice in other countries of the Americas. For this purpose, the possibility of adapting administrative processes to other institutional contexts, accessibility of funding, political, social, and cultural constraints of the organization and the environment, etc., should be evaluated.

Provide the following information: (**150 words for each answer**)

Operational complexity during implementation of the practice in your country/organization

Degree of political sensitivity or need for support from political authority in your country/organization

Critical success factors (CSF) in your country/organization

Changes that were needed in the legal system in your country/organization

Degree of inter-institutional coordination needed by your country/organization

Human and financial resources needed vs. obtained by your country/organization



**d. Efficiency :** It refers to the ability of public administration to organize its processes in such a way that they optimize resources (financial, human, logistical, etc.) and, in turn, generate greater and better results.

Provide the following information: (**150 words for each answer**)

Total cost of the innovative experience  
(estimated in US\$/fiscal year)

Per person/per beneficiary cost (in  
US\$/financial year)

Quantitative /Qualitative indicator of the  
Cost-Benefit (if possible, indicate its  
evolution per fiscal year and compare with  
other similar innovative.

**e. Permanence:** It implies the level of **resilience and rootedness of the experience** that enables it to endure over time, withstand changes in political administration, institutional and organizational changes, funding, the degree of commitment from authorities and government personnel, etc.

Provide the following information: (**150 words for each answer**)

Period legally in force

Level of legal recognition of the practice (e.g.,  
ordinary law, policy document, charter,  
regulation, international protocol).

Resilience of the innovative practice to  
changes in assistant leadership (in number of  
cycles and/or years passed)

Resilience of the innovative practice to  
changes in political leadership (in number of  
cycles and/or years passed)



Resilience of the innovative practice to changes in funding sources and budget

Total percentage of funding sourced from international cooperation (if possible, indicate the estimated in USD Dollars/per fiscal year).

Number of donors/partners (last 2-3 fiscal years)

- f. Gender, Diversity, and Human Rights Perspective :** This entails determining how the initiative submitted for competition promotes improvements in the conditions of equality and equity between men and women and people of diverse gender identity from an inter-sectional approach, in the dimensions of access, treatment, opportunities, quality, differentiation of public service benefits, etc. The gender, diversity, and human rights dimension is also taken into consideration within the institution implementing the innovative experience.

Provide the following information: (**150 words for each answer**)

Have the principles of equality and non-discrimination been taken into account in the initiative? Has the gender perspective been taken into account? At what stage(s) of the process (design, implementation, etc)? Specify how.

Has there been any coordination with your country's national women's affairs mechanism (Ministry of Women's Affairs or equivalent), in its efforts to advance a gender equality and rights approach under the initiative? With another governmental instance responsible in topics of diversity (indigenous, afro-descendants populations, people with disabilities, immigrants, LGBTQ+, etc.).

If any type of coordination was maintained with the entity or its equivalent mentioned above, what did this coordination consist of?, and what results or commitments were obtained?



Does the innovative experience have explicit/institutionalized strategies for affirmative action with the beneficiaries, considering differences based on gender or other variables (race, ethnicity, people with disabilities, socio-economic status, etc.)? E.g., differentiated services, special schedules for mothers or fathers, remote populations, etc. Please, provide details.

Does the applicant institution have a gender equality/equal opportunity policy? A gender unit or focal point? Has the institution's staff received any training in gender mainstreaming, diversity and human rights?

**g. Citizen Engagement.** This relates to demonstrating and specifying the type, mechanisms, and frequency of citizen involvement at the various stages of the innovative experience (either through its design, planning, implementation, evaluation and/or monitoring), for it to meet the institutional objectives set forth and, at the same time, line up with citizen priorities..

Provide the following information: (**150 words for each answer**)

*Information:* Public information is dispensed to the citizens through dissemination mechanisms (for example: reports, releases, transparency portals, etc.).

*Consultation:* objective and balanced public information as well as established decision-making have taken into consideration contributions and analyses provided by citizens, civil society organizations, and social actors through mechanisms for listening (e.g.: surveys, public hearings, social media, chatbots, etc.)

*Co-design:* problems and solutions adopted denote ongoing, direct engagement with the public at large, civil society organizations, and social actors through collaborative design mechanisms (e.g.: concept tests, prototyping, validation trials, innovations labs, etc.) -



*Collaboration:* Problems have been identified and solutions delivered through ongoing, close collaboration with members of civil society organizations and social actors by means of collaborative implementation mechanisms (e.g.: participation of leaders from the beneficiary community in the "last mile delivery" of the innovative practice)

