

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, East Africa, Mexico, Native America, Peru, Philippines, South Africa and the United States of America.

Organizadores

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1. The 2003 Leading Innovations from the Public Management and Citizenship Program -Fundação Getulio Vargas São Paulo – Brazil

Project of Formation of Teachers of The Indigenous Park of Xingu

The Indigenous Park of Xingu - MT

According to the Unesco, the Xingu Indigenous Park represents the richest linguistic mosaic in the Americas. With an estimated population of 4,000, occupying an area as big as the state of Sergipe, it gathers 14 indigenous nations, each one speaking its own language. Created in 1961, it was once regarded as the symbol of the official indigenous policy. During 17 years the Indigenous Park remained under the direction of Orlando Villas Bôas, who struggled to protect the Indians from any contact with the outside world. Despite his effort, the Xingu Park was not to remain untouched for long and succumbed to the influence of the occupation model that surrounded it. Starting in the 70's, with the government's incentive, big soy and cattle farms settled down in the basin of the Xingu river. Moreover, the occupation of the surrounding areas ended up polluting the headwaters of the rivers that fed the Park. In order to protect their territory and fight the consequences of the increasing contact of the communities within the Park with the outside world, the indigenous leaderships of the Xingu founded the Associação Terra Indígena Xingu (ATIX) (The association of the Indigenous Territory). The educational project developed by this association, among others, is of fundamental importance to provide the communities with information about the non-Indian newcomers, as well as to preserve and value the language and the customs of each of the indigenous nations.

The project was approved and the first course for the formation of teachers started in 1994. This initiative really took off as of 1996 when the Instituto Socioambiental (ISA) (The Social Environmental Institute) took over the coordination of the project and intensified its fund-raising campaigns and partnerships, such as the one with the Secretaria Estadual de Educação (State Department of Education) and the Ministério da Educação (Ministry of Education). The formation of teachers takes place in two phases. The first one consists of two intensive courses, held in the months of May and October. Each course takes 30 days and includes History, Geography, Mathematics and Pedagogy, among others. The contents of the

classes cover aspects of the local reality, such as the environmental issues, the history of each indigenous nation, and the way they manage natural resources and trash. The second phase corresponds to the pedagogical follow-up of the teachers in the schools of the communities. The purpose of the pedagogical follow-up is to evaluate the result of the formation of the teachers as well as their class planning, and also the community's assessment of the school. The project has managed to confront an old problem, already pointed out by other initiatives of indigenous education in the country, the problem of the oral approach to the teaching of the indigenous language, which results in the students' difficulty in expressing themselves in writing. At the Xingu Park, the books used to teach reading and writing enable the development of writing skills in the several existing languages in the Park.

Citizens' Justice: Decentralizing the Municipal Judicial Assistance

Recife – PE

To facilitate the access of the low-income population to the information on their rights and justice, the municipal government of Recife created the project Citizens' Justice. The Secretaria de Assuntos Jurídicos (SAJ) (Department of Legal Affairs) decentralized the service of legal assistance into five units in the neighborhoods located in the surroundings of the capital of Pernambuco. Directed by the Secretary of Legal Affairs, the Citizens' Justice is developed through the partnership with the NGO Gabinete de Assessoria Jurídica a Organizações Populares (Gajop) (Office of Legal Assistance to Popular Organizations), toward the promotion and defense of human rights. The initiative involves 28 professionals, including two technical teams: the psychosocial, formed by a psychologist and two social workers, and the legal team, formed by 12 lawyers and 10 legal interns. The work is done in two types of activity: legal assistance and education on rights. The legal assistance is open to all the citizens who ask for it. With the decentralization, the number of cases assisted by the legal assistance team doubled, reaching 6,000 cases in 2002.

ORS solution, Roots and Prayers

Maranguape – CE

Up to 1998, the city of Maranguape, in the metropolitan area of Fortaleza, registered high child mortality rates. Maranguape had only two doctors to assist a population of approximately 90,000 inhabitants so their assistance in the large rural areas was rather limited. In 1999, despite the city's efforts to expand the Family Health Program, child mortality rates were still very high and 40% of the children who had died under one year of age were caused by diarrhea. A group of members of the Health Department, formed by an epidemiologist, a social worker and a special projects assistant, decided to investigate the causes of these deaths through a thorough survey. The survey's findings showed that several children had died under the care of faith healers called "rezadeiras" – people who enjoy public trust, and who the family resorts to, sometimes, when a child is ill. There are 10 women healers for every doctor in Maranguape. Diarrhea would be easily overcome through oral hydration, but they often suspended any ingestion of food and chose praying over giving the child an ORS solution. So the Health Department team came to the conclusion that in order to decrease child mortality rates caused by diarrhea they would have to meet with the healers of the city to better understand their role in the community and involve them in the hydrating of the children. On the other hand, it would also be necessary that the health professionals be willing to learn from the healers and understand the meaning of the prayers in the healing process. This resulted in the ORS solution, Roots and Prayers Program.

The main objective of this initiative is to reduce the number of serious cases of diarrhea and consequently the mortality rates in children under one year of age. In order to do that it is essential to guarantee oral hydration of the child spreading the use of the ORS solution. However, it is not enough to have a health professional prescribe it, because the prescription is not always followed by the population. The prescription had to be introduced together with the healers' prayers. At the beginning of the Program, in 1999, the community health agents identified the healers in the communities they were in charge of and invited them to register in the Municipal Health Department and work with them as a team. At the time, 155 healers were registered. To them, that initiative demonstrated the government's recognition of the importance of their work. So, after participating in a training program, the healers become

health agents and after blessing the ORS solution they convince the parents of the importance of hydrating the child. Child mortality caused by diarrhea has decreased to 5% of the total of deaths in children under one year of age.

The Intercity Consortium of Participative Environmental Management of the *Alto Uruguai Catarinense* – Consortium Lambari

Concórdia – SC

The Consortium Lambari was created in 2001 through the association of 16 cities, most of which have a population of less than 6,000 inhabitants. This initiative started after a course on “Participative Environmental Planning at the level of River Basins, “ in which the members of the Association of the Cities of the *Alto Uruguai Catarinense* (AMAUC) participated. AMAUC congregates 15 of the 16 cities of the consortium. The Consortium was created with the objective of integrating the action of its members in environmental issues. Three problems were prioritized: open dumps, urban sewers and swine manure. The cities discontinued the open dumps after the construction of four landfills that are used by all the cities of the Consortium and meet the requirements demanded to obtain an environmental licensing. The residents of the areas surrounding these open dumps were consulted about the new destination of these areas. In the case of the city of Concórdia, for example, the population would rather use this area for the creation of woods and a leisure area. Eight cities have already implemented selective garbage collection and will soon be followed by the others. Another priority is the reduction of the environmental impact caused by the urban sewers. However, the construction of Sewage Treatment Plants is among their short-term and mid-term objectives, due to the high costs of their construction. For the time being, they intend to promote public awareness of the importance of the sewers issue, encouraging every neighborhood, every school and club to at least eliminate the open sewers and build sanitary sewers. As for the swine manure, the Consortium Lambari accepted a proposal from the State Public Ministry and is coordinating the elaboration of a document on the Terms of Agreement on the Adjustment of Procedures of Swine Breeding (TAC) involving all the participants in the process: swine breeders, agro-industries, cities, environmental organs and the state government, research companies, educational institutions and NGO’s.

Paidea Health Family Program

Campinas – SP

This Program is being carried out in Campinas, a metropolis of over one million inhabitants and its main objective is expressed by the Greek word Paidea, which means “the development of the human being as a whole.” Some of the most important characteristics of the Paidea Health Family Program are: a team of health care professionals, focus on the family rather than the individual and health care maintenance through prevention of diseases. The health team is multiprofessional and its members work interactively, sharing their knowledge and learning from one another. They plan the assistance to the population in such a way that both the cases previously scheduled as well as the high risk and emergency cases are taken care of. The Program can be described in 5 steps: a formal or official recording of the clientele, the reference team, the admittance, the collective health nucleus and the management council.

First the families are registered and get to know the reference team which will be responsible for their assistance. The reference team consists of a general practitioner, a pediatrician, a gynecologist-obstetrician (GYOB), a nurse, three assistant-nurses, four community agents, a dentist and an assistant to the dentist. The follow-up on the families is done through house calls by a community agent, who is a resident in the neighborhood who renders services to the municipal government and is responsible for the articulation between the community and the reference team. The admittance is usually done by an assistant nurse, in the health units of the municipality, where the health professional tries to identify the user's needs and then refers the patient to a specialist, or suggests a more adequate way of solving their problems. The collective health nucleus is responsible for the planning of the collective health actions toward the community, such as prevention and students' health. The management council is responsible for the discussion and analysis of the community demands and decides whether the health unit should take action in order to meet these demands, like, for example, starting courses of postural gymnastics.

2. The 2004 leading awards from the Chilean - Citizenship and Local Government Program Fundación Nacional para la Superación de la Pobreza, Santiago

Municipal Experiences

Models of Health Management

Quillota – Valparaíso

This initiative was implemented by the health department of the municipality of Quillota in 2001 and is based on the follow-up of the health conditions of the families and on a management focus on the individuals, patients, families and citizens. The model they implemented made it possible to have flexible procedures of primary attention to the health of the community and strengthened the participation of the population, integrating the community with the health centers. In order to do that there was a re-engineering of the system toward a better quality of health assistance and the possibility of a closer inspection. It also capacitated the teams and working members in this new focus on health and has been doing evaluation surveys on the users' satisfaction.

Rural Health, Network of Community Centers of Integral Development

Los Lagos

With the aim of improving the access of the population to health services and increasing the participation and the community work in the area of health and local development, the city of Los Lagos created a Network of Community Centers of Integral Development which act as rural health centers. One of the main results was the construction of 12 Community Centers of Integral Development with the participation of the community. In these centers the health team provides regular and systematic assistance, in a strategy of co-responsibility in a network with the community, obtaining important results in the improvement of health indicators.

Children's Municipal Council

Racangua – Region: Libertador Bernardo O'higgins

The Children's Municipal Council is an example of the participation of the children encouraged by the city of Racangua, through the Secretariat of the Child and Youth. It promotes the rights of boys and girls before the municipal authorities and the community so that they are taken into consideration when the government makes decisions as to the policies directed to this sector of the population. This way they should have rights and should be consulted and allowed to participate in all the stages of the decision-making process and elaboration of policies. It consists of 7 children counselors with a one-year mandate, elected by children's clubs. There are 4 to 8 clubs in each of the 7 regions of the city, with 20 boys and girls on average, from 7 to 14 years of age. They can also be formed within a school or Attention Center. The proposals made by the boys and girls are presented to the authorities in extraordinary sessions of the City Board of Representatives that take place every three months, with the participation of city representatives, the mayor and the municipal secretaries.

Participative Budget of Cerro Navia

Cerro Navia – Metropolitan Region

The municipality of Cerro Navia is developing a process of participative construction with co-responsibility in the management of the municipal budget. This process consists of informative meetings, dialogues with the citizens, capacitation of delegates and development of working committees to formulate budget proposals, giving more transparency as to available resources, income and municipal expenses. In order to do that there is a Community Council of Participative Budget, a mechanism of citizens' participation, with 120 delegates who define the projects that will be carried out with funds in the total amount of 300 million pesos in 2003.

Rural Citizenship in the Municipality of Cañete

Cañete

The Rural Health Committee of Cañete was created in May, 2003 with total participation of the community and a roundtable with the participation of the Committee, the Health Service and the Prefecture. Together they elaborated action plans to strengthen citizenship and a strategy plan of rural health; they also established priorities of investment in the local health centers and organized the First Congress of Social Participation of the Province. This way the Arauco Health Service generates conditions for the citizens and public institutions to take co-responsibility in the planning and decisions related to health in order to improve the quality of rural health assistance.

Council of Social Participation in Health

Talcahuano

The council cooperates with the Health Service management through mechanisms that guarantee the participation of all the social sectors involved: Development Councils of hospitals, local committees of primary attention to health, trade unions and neighborhood associations, among others. Moreover, their representatives participate in the Executive Council of the Assistance Network, the highest level of the Health Secretariat of Talcahuano. The council members act as voluntary assessors who participate in relevant decisions in health management and in discussions about the outline of the assistance system, as well as the inclusion of diseases covered by the assistance network, among others.

Regional Board of Women

Puerto Montt

The National Women Service promoted the elaboration of a plan toward equal opportunities 10 years ago. In 1999 the Region of the Lakes (‘Region de los Lagos’) decided to evaluate the regional version of this plan in a participative way. Over 1000 women from several areas of

activities participated. Later on, also in a participative way, the Regional Plan of Equal Opportunity was elaborated for the period 2000-2010. The plan decided to consider the advances through working committees democratically elected by the women who constituted Regional Boards of Women. The board works during the whole year and meets with the regional authorities every 5 months to present a document of citizen control.

Organizations of Civil Society

Managing civil rights with regard to environmental contamination

Arica

The Peace and Justice Service together with the Neighbors Association have prepared a peaceful action plan to face an environmental problem that affected the population: the health risk of lead and arsenic contamination caused by toxic residue deposits in the region of Cerro Chunõ in Arica. Under the leadership of the Neighbors Association and the cooperation of several public and private organs, reparation measures were adopted to assist the people affected by this problem, generating conditions for cleaning and transporting the toxic material and taking action to improve the quality of life of the neighborhood. These actions called the attention of other social actors and together they created the Committee of Sustainable Initiative of Arica Parinacota and the Group for Environmental Defense.

Implementation of clean production practices as a strategy for environmental improvement

Ovalle

The initiative consisted in capacitating and equipping the members of the Association in order to create clean production practices in their working places, instead of generating profits through the recycling of residues. Besides that, environmental education was made available to the community, especially to students. They also made cooperation agreements with companies specialized in residue reclamation to guarantee the commercialization of these

residues in order to make this initiative economically feasible. The National Seminar of Clean Production and the cycles of capacitation and visits to working places involved the community and made it possible to carry out these actions. The public sector also cooperated encouraging other actions such as selective garbage collection, industrial recycling program, the construction of a collection service of recyclable residues and the future implementation of a Center of Sanitary Treatment of Residues.

Organization of the Model Forest of Auracarias de Alto Malleco .

Lonquimay

The model forest of Auracarias do alto Malleco is an organization created in 2000 with the objective of sustainable management of 1 million acres of forests and meadows in the communities of Lonquimay and Curacautin. The objectives are to generate conditions of integral sustainable management especially of the forest, agriculture, overcoming poverty, and the cultural relevance of the public and private programs within the territory.

Model of Complementary Health of Williche

Williche

This experience started in 1996 with an intercultural health committee which would create an Intercultural Health Program in 2000, implemented directly in 6 communities of Chiloé, but covering the whole province. It consists in articulating demands and aspirations of the population in the health area, such as the Health Service of Llanchipal and the Provincial Board of Health. The main results can be observed in the articulation with the public sector and in the incorporation of the williche indigenous universe in the working strategies in the health area.

Development Council of the Huichas Islands

Aysén

The Development Council of the Huichas Islands consists of 26 social organizations in the regions of Puerto Aguirre, Coleta Andrade and Estero Copa , located in the northern seashore of the region of Aysén, a 5-hour boat ride away from Puerto Aysén. These neighbors organizations, trade unions of craft fishermen and riverside communities took the initiative of getting together and taking over the decision-making process with regard to the development of their regions. In order to do that they coordinated their actions together with the public services through the Regional Council, which has enabled a more efficient and strategic local concerted action.

Living City – Take action toward a better city

Santiago

This is a space for neighbors and the community to improve life quality and promote actions and spaces of participative territorial planning. They participate and give their opinions in the debate about public policies of urban transportation, through an International Seminar and through some publications: “Mexa-se por sua cidade: uma proposta cidadã de transporte para a igualdade” (“Take action for your city: a citizen’s proposal of transport toward equality”), besides several magazines and documents. All these actions are articulated in partnership with The Catholic University, public services and the municipal governments of Providencia and Rícolea.

Action Network against maltreatment and sexual abuse of infants and adolescents in Buin and Paine

Buin e Paine

This network was created in 2002 as a reaction to the situation of maltreated and/or sexually abused boys and girls who lacked prompt and adequate attention from the regular channels in the communities of Buin and Paine. The professionals responsible for the public service called

other professionals and started the process of formation of a network, with the support of the Paicabi Foundation of Buin, specialized in actions in favor of boys and girls. This way some proposals of awareness of the community were elaborated, emphasizing the importance of their cooperation and action, using governmental and private resources; and with the participation of distinct social actors two centers of assistance to infant victims of violence were created. At the same time, there have been attempts to promote a cultural transformation so that the rights of boys and girls be respected, and a more effective control of violence and social abuse, as well as a service of assistance to the victims be created in both communities.

Pilot Plan of Participative Budget

Illapel

The community leaders of Illapel brought up the necessity of having a more significant participation in the municipal policies. Therefore, with the assistance of the NGO “Confluencia” and the ETA Consulting Company, they made a proposal of Participative Budget. In order to elaborate this proposal, the union of rural and urban communities organized regional workshops where they discussed and prioritized demands and elaborated investment proposals for the 2004 Municipal Budget. They also elected delegates in charge of negotiating the proposals, created a Follow-Up Committee of the Participative Budget and articulated a network of public and private institutions to handle these proposals.

3. The 2003-2004 awards for Excellence and Innovations in Chinese Local Governments from the China Center for Comparative Politics and Economics Beijing

Privatization of Small Town Public Amenities

Ganchahe Town, Shucheng County, Anhui Province

In June 2001, the Ganchahe Town Authorities began to explore the possibility of privatizing the construction and management of the town's public utilities. Through a variety of mechanisms, such as closed auctions, contracting, public bidding, and the provision of government subsidies, the town has put street cleaning operations under private management, and privatized the construction and operation under private management, and privatized the construction and operation of a water plant, a kindergarten and elementary school, and a public cemetery.

The project has made some breakthroughs in the privatization small town public amenities: 1) The town government has broken through its former ideological and systemic constraints. It makes decisions based on the practical needs of local residents and the need for sustainable development in the town. For example, the town government had been attempting to construct a water plant for over 10 years, but was unsuccessful because of the lack of public finances. In the second half of 2000, the town government sold the management rights to private investors in an open auction. With the participation of the private sector, the water plant was completed in August 2002 at a cost to the government of only ¥600,000 yuan. The plant has a capacity 2000 tons of water per day. By the end of 2003, more than 300 households were using water from the plant. 2) The privatization of public utilities facilitates the transformation of the role of government, helping to transform the government from a direct investor in public utilities to a regulator of them. It reduces the government's management costs, so that the government can invest more funds in the provision of other public goods. 3) Through the introduction of competitive market mechanisms such as auction and public building in privatizing public utilities, the town has promoted transparency and accountability in privatization. The quality of construction and the provision of services by public amenities have improved as well.

The project at Ganchahe Town has become a model for Shucheng County. The towns of Qianrenqiao and Hangbu have emulated Ganchahe's experience with its water plant. Not only has the aim of providing water been achieved, but nearly ¥3 million yuan have been saved as well. The construction and operation of the public cemetery has been promoted by the county government as an example from which other townships can learn.

Center for Juvenile Protection and Education,

Shijiazhuang City, Hebei Province

On March 22, 2002, Shijiazhuang City established the "Center for Juvenile Protection and Education", an organization to protect and educate homeless and vagrant children. Funded by Shijiazhuang municipal Government, the program was sponsored by the City's Judicial Bureau, and co-sponsored by the Civil Affairs Bureau, the Education on Bureau, the Public Security Bureau, and the Shijiazhuang City Youth League.

Compared with more than 120 other organizations nationwide for rescuing and helping homeless children, the Shijiazhuang Center for Juvenile Protection and Education is unique in many ways. First of all, the Center separates children aid from adult aid by establishing a special institution for helping homeless children; Second, aid is provided until legal guardian is found, in order to prevent children from becoming vagrants again. Third, the Center combines aid with education. The Center offers educational courses in areas such as virtue and ethics, law, and psychological counseling, as well a regular school curriculum from first grade through junior high school, in order to provide children with psychological and ethical reform, and to guarantee their right to education. Finally, the Center has adopted "strong government leadership, wide social participation, and corporate management" as its operational model. The main financial resources for daily operations are allocated from the municipal government budget. At the same time, the Center encourages wide volunteer participation in various forms including "weekend parents", volunteer teachers, and donations of cash and goods, etc. The Center takes tangible responsibility for providing daily protection and education for the city's homeless and vagrant children.

Market-oriented Reform of Public Utilities

Shenzhen City, Guangdong Province

In September 2001, the Shenzhen Municipal Government issued Guidelines for Further Reform of the Investment and Financing System, and began to institute a market-oriented reform of public utilities. The reform process has been divided into two stages. In the first stage, the investment sources was broadened and private financing was brought in by opening infrastructures, such as ports, roads and airports to private capital. The second stage started in 2001 with emphasis on water, gas, public transportation and power. Strategic investors are encouraged to invest in these public utilities, while at the same time new rules and trglulations have been put in place to improve monitoring of these industries.

The market-oriented reform of public utilities in Shenzhen has been innovative in the following ways: 1) The traditional system for financing and operating utilities has been changed by opening up the infrastructure monopoly to private capital. The government's management and investment burden has been lightened. Utilities have become more dynamic and competitive. 2) New laws have begun to be used to regulate the operation and monitoring of public utilities. 3)A new system of ownership is being explored to address the problem of concentration of ownership in this natural monopoly. 4) The traditional mold for attracting investment has been broken. International financial consulting agencies have been hired as intermediaries to select strategic partners from around the globe according to international norms.

Local government, large and medium-sized state owned enterprises, investors and customers have all benefited from this reform. Successful experiments such as this have great value as models for further deepening market economic reforms and pushing forward the market-oriented reform of public institutions.

Household Registration Reform

Huzhou City, Zhejiang Province

Since the People's Republic of China Household Registration Rule in 1958, the institution of household registration has seriously restricted individuals' freedom of migration. It polarizes people living in urban areas and those in rural areas in terms of social status and economic welfare as well, thus hinders economic and social development. On 16th March 2001, the government of Huzhou city issued a new household registration regulation for urban Huzhou, eliminating the restrictions of the old regulation, ensuring residents' freedom of migration.

What is innovative about the new household registration regulation in Huzhou is that it reduces the requirements for changing registration to their minimum. According to the new regulation, as long as an individual demonstrates that he/she has legal and stable accommodation, long-term job or resources for leading a life, or relatives to depend on, he/she could apply for household registration in urban Huzhou, no matter if he/she is peasant or migration worker, no matter where his/her household registration previously was. With the new household registration, one can enjoy the social security benefits of an urban resident. The procedure for changing household registration has also been reformed. Rather than having to get approval from various offices to change household registration, under the new rules an applicant needs only to inform those bureaucracies. The new regulation thus eliminates the barrier that separates urban areas from rural areas. It eliminates the difference in social status between people in urban areas and those in rural areas. Huzhou is among the first city governments to take the initiative.

Huzhou's new household registration rules ensure the equal status among city inhabitants and peasants. It solves the problem of injustice in employment, social security benefits, children's access to education, and so on that are attached to household registration. For instance, after easily changing their household registration, those students who study in urban schools in area but whose household registration used to be somewhere else do not have to give extra fees to the schools anymore. Secondly, it facilitate the mobility of labor, especially redundant workers in countryside, which promotes economic growth and urbanization. According to incomplete statistics, by the end of 2003 more than 86,600 people had changed their

household registration in Huzhou city, making the proportion of urban inhabitants in the city 42.5%, which is 4.3% more than that of 2000. Thirdly, it helps absorb human capital for the city. The new regulation has attracted more than 3,600 highly qualified professionals. Fourthly, it helps the police improve their image in the eyes of the people. It also reduces management costs and helps solve a number of management problems.

Urban Guest Worker Centers

Longhua District, Haikou City, Hainan Province

The earliest of the “Urban Guest Worker Centers” in Longhua District, Haikou, was opened in Nov. 1997. The first one, “Boai Flower Plaza” opened in 1997. It is mainly a center for trade in plastic flower, and is now the largest market for plastic flower in the province. “Jinmao Auto-Repair City” was the second project. At present it is the largest automobile repair and trade center in the province. The third project was “Binlian Recycling City”, which is now the largest recycling center in the province. These projects have helped more than 3,000 urban guest workers settle down and find jobs. In June 2002, with the encouragement of the Longhua District government, every township and village in the district each set up its own “Urban Guest Worker Centers”.

These “Urban Guest Worker Centers” work on the principle of “government leadership, commercial investment, separate construction and centralized management”.

This project has been innovative in three areas. First, it has changed the government’s approach to guest residents from trying to control them to trying to serve them. Originally, local governments considered guest residents an “unstable population”, and mainly adopted a policy of “uncover, apprehend, and deport.” Now local governments realize that they are a disadvantaged group, and therefore try to provide aid instead. Second, the project has helped solve the problem of housing and employment for guest residents. Through the project, local governments are exploring a new way of managing guest workers, which combines management with service, education with protection, and public safety measures with market economics. Third, the project has set up 10 service centers for urban guest workers, helping them to find jobs and to protect their rights. Meanwhile, the project has facilitated the

formation of an urban guest workers' organization—the Urban Guest Workers Association—promoting self-governance among urban guest workers and enhancing their capacity as a disadvantaged group to protect their rights.

Democratic Consultation

Wenlin County, Zhejiang Province

Wenlin first initiated “Democratic Consultation” in June 1999. It began in the townships and villages, but since August 2000, democratic consultation has spread to all government and non-governmental organizations in the county. As it has spread, the main topics of democratic consultation have changed from the issues of direct personal interest first brought up by the populace, to larger issues concerning the provision of public goods. The democratic consultation characterized as “citizens raise issues, governments handle them” and “one section one subject” has been institutionalized. It has become an indispensable procedure for authorities at county and lower levels to make major decisions.

Democratic consultation provides a channel for citizens to participate in public administration at the grassroots level. Their opinions and suggestions have an impact on the decisions made by party committees and local governments. It also increases transparency in decision-making, and helps prevent decisions that go against the interests of majority of citizens. Traditional decision making patterns like “black box decision-making”, “decision-making by personal inspiration” and “minority leadership” have been transformed into a form of “sunrise decision-making” which pools the wisdom of the masses. The previous one-way street has been changed to the cooperation between authorities and citizens.

Sea Elections

Lishu County, Jiling Province

Practice of “sea election” in Lishu County started in 1986 with the election of Village Committee members for Laohao village in a pilot program to develop grassroots governance. By the year 1991, “sea election” had achieved maturity with the second Village Committee

term election in Pingan village. After more than ten years of exploration and experimentation, Lishu County's Village Committee Election has undergone a process of development and improvement, and after having been used to decide five term elections, the method has gradually become systemized and institutionalized, and has been widely adopted in the region. What is more important is that Lishu County's "sea election" have provided invaluable experience for the democratic election of Village Committees nationwide. The principle that villagers should exercise their rights in directly electing their village cadres has already been incorporated into the Organization Law of Village Committee, and hence the practice of "sea election" has been recommended for nationwide popularization. "Sea elections" represent a milestone in the development of democracy at the grassroots level nationwide.

Over the course of the five term elections for Village Committees in Lishu County, there have been innovations and improvements in the conduct every "sea elections". Generally, a "sea election" in Lishu County today has the following elements: 1) The "seven standards": standard procedures, standard voting papers and documents, a standard method for counting ballots, a standard ceremony for assuming office, standard organizational structures for Village Committees, standard transfer of duties, standard election records. 2) No nominations. In a "sea selection" the village as a group (the "sea") elect the members of Village Committees directly in a single poll. Whoever wins a majority of the villagers' votes is elected. If the first poll does not fill all of the required seats on the Village Committee, then those who received the most votes in the first poll become candidates for a second-round poll, which will be decided by a plurality. 3) Campaign speeches are made before the election. Voting is done in secret. Ballots are anonymous and do so on.

The Joint Emergency Response System"

Nanning City, Guangxi Autonomous Region

The Nanning Joint Emergency Response System went into formal operation in May 2002 after a period of experimental operation in 2001. Taking advantage of the integrated digital and Internet technology, the system incorporates all of the formerly separate social emergency management services into a comprehensive integrated command and control system by connecting the 110 police emergency service, the 119 fire alarm service, the 120 medical

emergency service, the 122 transportation emergency service and 12345 Mayor's hotline service. At present, Nanning city is planning to develop the Joint Emergency Response System into a comprehensive system for emergency response social service. In addition to the emergency response system which is now in operation, the city is currently experimenting with a non-emergency service system. It also plans to develop a joined station in 2004 for dealing with major accidents and disasters.

The Nanning Joint Emergency Response System is the first emergency management system developed in China by integrating the emergency management models from developed countries with practical conditions of our country. Differing from the emergency management systems in other cities in China, Nanning emergency management system combines different separately-operated emergency services of 110, 119, 120 and 122 emergency services, and provides unified emergency reporting, management, and control, and joint emergency response.

The operation of the Nanning Joint Emergency Response System has drawn wide attention from various sectors of society. Many visitors have come to study and examine the system, including national and Party leaders, delegations from relevant central government commissions, ministries, and bureaus, delegations from Hong Kong Special Administration Region, many local government leaders, and foreign delegations from European Union, the United States of America, and Vietnam, etc.

Direct Election of the Township Leader

Buyun Town, Shizhong District, Suining City, Sichuan Province

In December 1998, Buyun Township elected its township leader through direct election. Since then Buyun Township has been renowned for being the first township in mainland of China to hold direct elections". In December 2001, Buyun Township successfully conducted a term election for township leader after readjusting the direct voting method in accordance with the Constitution of People's Republic of China and the Organization Law for Local People's Congresses and Local Governments at All Levels. This time the village citizens select

nominees for township leader by direct vote, and the nominees were later submitted to the Township People's Congress for final voting.

In both elections, Buyun Township acted fully in the spirit of direct citizen voting, but the specific procedures were different in the two elections. These differences are reflected in two main areas. First of all, on the systemic level, the first election adopted direct voting, which was a breakthrough in current township election system, whereas the second election adopts direct voting for nominees, which is in full compliance with the current election law. Secondly, the two elections differ in their operations. Compared with the first election, the second election's attention to the fairness of the procedure manifested itself in the following ways: 1) Candidates' photos were printed on the ballot papers for the convenience of illiterate voters; 2) Proxy voting was prohibited, one person, one vote; 3) Separate booths (small rooms) were mandated so that ballots could be cast in secret; 4) When candidates gave speeches in the same place, the order of speaking was decided by drawing lots; 5) All candidates are allowed to send representatives to monitor the counting of ballots. In addition to these procedures, the second election also increased the fairness of competition by eliminating the nomination of candidates by organizations.

The significance of Buyun Township's direct election program lies in two areas. Firstly, as an institutional innovation, the success of two smooth elections proves that direct election can be conducted at township administrative level. The quality of election lies in procedural fairness, not in the qualification of individual voters. Second, Buyun Township has made many innovative in election procedure. For example, the town lists candidate names on the ballot in random order, instead of following the traditional listing according to the stroke order of the candidate's last name. Illiterate voters can also vote using their fingerprint. All these practices help to improve the confidentiality and fairness of the election, and can provide a guide for other localities.

Sunshine Aid Project

Qingdao Municipality, Shandong Province

In June 1994, Qingdao was among the earliest cities to establish an urban social security system. The State Council issued the Regulations on Urban Social Security in 1999, but the implementation process has not been smooth because the limited fund are not distributed transparently and fairly in some localities, resulting in complaints and protests. In order to make the regulations work well, Qingdao government has made a series of innovations in its systems, procedures and methods, finally establishing a system consisting of five mechanisms with an emphasis on transparency, openness and fairness. This is the “Sunshine Aid Project”.

The five parts are: 1) A “Four-tiered Administrative Mechanism” consisting of city, district (county), street (township/town), and neighborhood (village) committees; 2) A “Household Eligibility Evaluation Mechanism” for investigating pensioners’ income and living conditions. This is made up of a social security evaluation group from the neighborhood residents’ committee, an evaluation committee from street affairs agency and an approval committee from the district government; 3) A “Procedure Standardization Mechanism” regulating every step of the social security process from application to approval. The whole process includes: application, investigation and evaluation, approval, announcement, review, and so on. 4) A “Classification Mechanism”. Different services are provided depending on pensioners’ individual and family conditions. 5) A “Supervision Mechanism” incorporating citizens, social security inspectors and the media. A supervision hotline has been established. Representatives to the People’s Congress and members of the Political Consultative Conference from the district have been hired as supervisors. Announcement boards have been set up at neighborhood committees and in apartment buildings to provide residents with information about pension distribution.

In addition to these five mechanisms, Qingdao has also explored temporary aid, housing, health, education aid, and private mutual aid arrangements in order to increase the cohesion of urban social security. Preliminary exploration into integrating urban and rural social security has already begun.

After several years of experimentation, the complete urban social security system was established in 2002 and went into operation. By the end of 2003, a total of 15,348 households, or over 36,000 individuals were receiving social security. This is about 1.5% of the urban population. In the first half of 2003, 868 households or 2,173 persons left social security by re-employment.

4. The 2004 National Awards of Mashariki Innovations in Local Governance - East Africa

Tanzania

Art Craft and Blacksmiths project by the Uhunzi Asili Mpya group of Forum for Grassroots Organisation Tanzania (FOGOTA), Muleba District, Kagera region ,

This project responds to alternative survival livelihood necessitated by prolonged famine brought about by failure of food and cash crops due to continued cycles of long periods of drought. The primary objective of this project is to produce working tools by using locally available raw materials such as trees, scrap metal, animal remains and clay soil. Its products include art and crafts and a variety of farming tools and implements.

The project has contributed to alleviation of poverty in its locale by creating employment and enabling farming activities, using the implements in irrigation activities throughout the year. Majority of the actors are women.

Kijitonyama Community [KIJICO]

Kijitonyama Community [KIJICO], based in Kinondoni district in Dar es Salaam is an NGO working with the Kijitonyama community to improve living standards of the area through infrastructure and security improvement.

KIJICO has focused and achieved success in the sectors of human settlements, education services and health services. KIJICO has improved the community's environment and

sanitation through awareness rising on environmental issues, provision of shelter, and prevention of environmental degradation, solid waste disposal and sanitation.

Employment creation through improved income generation opportunities and awareness raising is a key element of KIJICO. The Project has established a Community based financial management system so as to ensure transparency in fund raising, allocation and control.

The Community with its limited resources has undertaken construction of a 5 km length murram roads in the area to link the trunk roads of Ali Hassan Mwinyi, Tandale, Shekilango and the Kijitonyama roads.

It has also distributed water in Kijitonyama Kisiwani and Alimaua areas by putting in place water pipe mains so that people can connect the house lines from their streets.

Through cooperation with the Dar es Salaam City Commission the following projects were successfully implemented: Community profile preparation, Kijitonyama land information collection and community infrastructure improvement which include a 2.8 km tarmac road, 10km gravel neighborhood roads with 18 km side drains, 6 km conventional serve drainage system. KIJICO acquired achievements include KIJICO Borehole Water Distribution Network of 120,000 Litres capacity, Kijitonyama Youth Crime Prevention Project, Kijitonyama Women Association and KIJICO Housing Corporation Society.

FARAJA Trust Fund [Women empowerment against HIV/AIDS through behavioral change]

Faraja Trust Fund is a Non Government Organisation [NGO] based in Morogoro Municipality about 300 kilometres from Dar es Salaam. It runs a Women Empowerment Against HIV/AIDS through Behavioral Change Project [WEAHTBCP].

In performing the project the Trust Fund is working closely with . Commercial Sex Workers [CSW]. In its efforts FTF which was established in 1997 has so far empowered socially and economically 270 CWS who were removed from the risk of contracting HIV infection.

The empowerment by FTF has tremendously improved CSW behaviour as a result the former sex workers had the courage of influencing some of their former clients to take a positive action against the spread of HIV infection.

Through the Fund the former commercial sex workers have managed to create awareness on HIV/AIDS among the Maasai community and empower Maasai women to start income generating activities [IGAs]. Morogoro is one of the areas where the Maasai have migrated and settled in thousands from their native Arusha region in northern Tanzania.

The project has also extended its services to cover all the six districts of Morogoro region. The project has benefited about 3,000 in the region.

Plans are underway to reorganize the loan group firm within FTF to form a savings and credit union.

For more information contact: Dr. Lucy Nkya Email: faraja@morogoro.net

Uganda

Mbarara Grape Farmers Association

This project is located in Katojo village, Nyakayojo Parish, Rwampara County in Mbarara district and is involved in grape growing for local wine production and was initiated to enable farmers get an income to alleviate household poverty and improve on their livelihood standards. It operates in 5 sub-counties and farmers from Rwanda and neighbouring districts of Kabale, Kisoro, Bushenyi, Ntungamo, Kanungu, Budibugyo are also benefitting from the project. The Association has about 3000 members out of which 1500 are women, 500 men and 1000 youths.

The project utilizes indigenous knowledge in sourcing local materials for planting and processing grapes into wine. Farmers are developing compost for the grape farms from manure obtained from the zero grazing activities thereby helping conserve the soil and other natural resources from degradation. Local rain harvesting technologies have been effected to harvest water locally for watering the nursery beds and local irrigation of vines during the dry season.

Kenya

The Malindi Green Town Movement, Malindi-Kenya

The project facilitates the cleaning up of Malindi town through organising of the garbage collection and providing for garbage collection chambers all over the city. Other than being a community watchdog on environmental issues, the project also provides clean piped drinking water to an unplanned settlement section of the city. The project has created jobs for the youth in the waste management and women groups who recycle some of the materials from the garbage to produce ornamental crafts sold outside the community.

5. The top 2003 awards in Government and Local Management, Centro de Investigación y Docencia Económicas CIDE, México

Electronic Government

Aguascalientes, AGS.

This experience is the result of combining a variety of programs, based on the operation of informatics data efficiently. This is with the purpose of improving the services and the relation with general public. The project is a system that encloses three main issues: 1) having detailed information about the municipality, its citizens and their needs; 2) creating mechanisms to communicate and interact on the inside, and build a bridge towards society on the outside. 3) Making a unique municipal governance system, to improve the administrative process and services.

Building your Home Together

La Margaritas, CHIAP.

The lack of housing services in the municipality, accentuated by unemployment and low income of the population, produced a deficit of 10, 120 houses. This need, impossible to be satisfied with the income of the local government, was the root of this program.

The main goal is to achieve the construction of 8,158 homes over a period of three years, with a mechanism of shared responsibility. The government of Las Margaritas will be supported by the federal Housing Institute and the work of the community it self. In 2002, the 24.8% of the total of houses desired were built, which demonstrates the effectiveness of working jointly.

Toward the institutionalization of the COPLADEMUN

Yacapixtla, MOR.

The Planning Committee for Municipal Development (COPLADEMUN), is a local organization created to enforce mechanisms of coordination between the subjects that interact inside the municipality.

The programs seeks the prevention of centralism in the decision processes, together with an institutional redesign. The object is to make of COPLADEMUN a real actor inside the governmental effort, working as an autonomous instance that assists and assess.

The coordinator of the committee is elected by the total number of its members, and a directive board is the bridge between the government and the organization.

Zoogocho's Regional development of the Zapoteca communities.

Union of Zapoteca Authorities, OAX.

The program was created as a form of unification with the purpose of overcoming efficiently common problems among the communities. The Union is conformed by 8 municipalities, and 11 municipal agencies. This long-term strategy started 12 years ago, with a process of

consented planning in which, from that point, all the decisions were taken by the assembly. The laws that determine the course of action of this organization stick specifically to the ancestral traditions of the communities. Among the successes reached, we can mention 28km of roads, the construction of plumbing water conveniences to 5 communities, telephone and internet facilities, education and health services.

Municipal Land Arrangement

Santa Maria Huatulco, OAX.

Santa Maria Huatulco is attempts the creation of a political and legal frame-work to set a formal regulatory base of development to the community, in order to establish sustainable rural and urban conditions, attending the population and environmental issues that threaten the natural and economic resources of the municipality. All this is achieved under consented planning of the different parts involved.

6. The 2003 High Honors from Honoring Contributions in the Governance of American Indian Nations at the Harvard Project on American Indian Economic Development

Chuka Chukmasi Home Loan Program

Division of Housing, Chickasaw Nation (Ada, Okla.)

Created in 1998 to increase home ownership among Chickasaw citizens and other Native Americans in Oklahoma, the Chuka Chukmasi (“beautiful home”) Home Loan Program is a secondary market home loan program that has helped more than 200 families to realize the dream of home ownership. Collaborating with investor and lender partners, the Program provides pre-home ownership education, credit and loan counseling, and down payment and closing cost assistance.

Family Violence and Victim's Services

Department of Family and Community Services, Mississippi Band of Choctaw Indians (Choctaw, Miss.)

Addressing the often-stigmatized issues of domestic violence, sexual assault, stalking, and elder abuse, the Family Violence and Victim's Services (FVVS) provides a "one-stop-shop" for victims, providing access to legal services, counseling, and therapy. In addition, FVVS drafted a strict tribal domestic criminal code, and it continues to administer re-education programs for batterers, educational campaigns, and training seminars for law enforcement, security, and the tribal judiciary.

Honoring our Ancestors: The Chippewa Flowage Joint Agency Management Plan

Lac Courte Oreilles Band of Lake Superior Chippewa Indians (Hayward, Wisc.)

The Joint Agency Management Plan brings together three governments – the Lac Courte Oreilles Band, the State of Wisconsin, and the US Department of Agriculture Forest Service – to co-manage the Chippewa Flowage, a 15,300-acre reservoir created in 1923 that inundated a tribal village. Taking into account the cultural, aesthetic, and economic value of the Flowage, the Plan provides a framework for the three parties to coordinate management activities and decisions through a consensus-based approach.

Kake Circle Peacemaking

The Organized Village of Kake (Kake, Alaska)

Restoring its traditional method of dispute resolution, the Organized Village of Kake adopted Circle Peacemaking as its tribal court in 1999. Circle Peacemaking brings together victims, wrongdoers, families, religious leaders, and social service providers in a forum that restores relationships and community harmony. With a recidivism rate of nearly zero, it is especially effective in addressing substance abuse-associated crimes.

Menominee Community Center of Chicago

Menominee Indian Tribe of Wisconsin (Keshena, Wisc./Chicago, Ill.)

A unique partnership between an urban Indian center and a tribal government, the tribally funded Community Center serves nearly 500 Menominee tribal citizens living in the greater Chicago area. The Center and the tribal government work together to ensure that all of its citizens are actively involved in tribal affairs by organizing trips to the reservation, providing full electoral rights for off-reservation citizens, and by holding official tribal legislature meetings at the Center.

Navajo Nation Corrections Project

Department of Behavioral Services, Navajo Nation (Window Rock, Ariz.)

Established in 1983, the Corrections Project facilitates, coordinates, and advocates for the use of spiritual ceremonies, cultural activities, and counseling for Navajo and other Indians in correctional facilities. As the liaison between inmates, their families, and Indian and non-Indian government agencies, the Project researches, and implements unmet spiritual, cultural, and legal needs. In 2002 alone, the Project visited 30 correctional facilities and served more than 2,000 clients.

Quil Ceda Village

The Tulalip Tribes (Tulalip, Wash.)

Developed to achieve economic diversification while exercising tribal sovereignty, Quil Ceda Village is the first tribal city in the US. Chartered under tribal laws and governed by a council-manager form of government that enacts local ordinances, the Village has emerged as a thriving retail, recreation, and hospitality destination. The Village employs 500 Indians and non-Indians and is home to a business park, a new casino, and acreage for future development.

Trust Resource Management

Office of Support Services, Confederated Salish and Kootenai Tribes (Pablo, Mont.)

For more than three decades, the Confederated Salish and Kootenai Tribes (CSKT) have been building capable governing institutions and taking over management of resources and programs previously managed by outsiders. Recognizing that self-management both allows the tribal government to determine its own priorities and has positive bottom-line effects, CSKT is a leader in incorporating tribal values into natural resource management and in delivering first-rate services to its 7,000 citizens.

7. The 2003 Awards of the Program Participation and Local Management - Red para el Desarrollo de Las Ciencias Sociales, Peru

ANCASH

Cooperation toward the Sustainable Development of the Conservationist Committee of Llaymucha

The zonal agency PRONAMACHCS Pallasca identified a group of very poor farmers in the region of Llaymucha who lacked adequate nourishment and did not own either the land or water resources for planting. In order to deal with this situation this group organized themselves in a conservationist committee and created a Leading Area where productive activities were integrated toward a rational and sustainable management of natural resources. Several organizations of civil society and public organs participate in the project and the main results are: (1) implementation of an irrigation system over an area of 56 acres that will be extended to 123 acres; (2) plantation of 7 acres of fruit, such as strawberries and avocados; (3) the 30 families who participate in the project are obtaining revenues from the sale of the fruit and vegetables; (4) 12 acres of soil are being recovered; (6) the conservationist committee has become stronger; (7) the strengthening of the articulation between the institutions and the local authorities, who consider this as a pilot project.

AREQUIPA

Sexual Education and Integral Health Program of Non-student Youngsters

This project has been developed by the Posto de Saúde do Povo Jovem Independente (Health Unit of the Young Independent People) with the support of the NGO CEDER and the participation of community leaderships of the 15 villages of the region around this health unit and different local institutions and organizations of civil society. The target public of the project was the youngsters who are out of school. They were invited to participate in several activities which were developed to boost their self-esteem; establish values, prevent undesirable pregnancy, prevent sexually transmissible diseases and discuss job opportunities. The program has benefited 158 young people and teenagers, 80% through health prevention and 20% through job opportunities.

ANCASH

“Concertar es Construir”

This project had the objective of building 7 kilometers of roads and 8 bridges, to connect the regions of Anta, San Isidro and Pongos, which belonged to the Santo Toribio river basin. These constructions benefit the other cities in the highlands of the river basin, which can now be connected through these roads and bridges. This project is the result of the combined efforts of the participants of the Mesa de Concertación, a roundtable that brings together the people, the church, the NGO's, public institutions, the Ministry of Transportation, the regional government and private companies, in the struggle against poverty. The direct results of this experiment are: reinforcement of the community organization, formation of new leaderships, optimizations of resources and increased credibility of leaders and authorities.

PUNO

The treasure of Wiñaymarka – Lake Titicaca

In the community of Anapia, the population got together to offer the tourists an experience in cultural interchange in which the visitor lives a couple of days with an Aymara family. The

visitor is placed in a family home and can participate in the daily family activities. The experience includes some sightseeing and a meeting with the community. Stimulating cultural interchange between the local population and visitors has helped to reinforce the dignity and love of the local population toward their culture and environment. This experience has brought social benefits, such as the improvement of the educational environment, the implementation of a library and playgrounds. Besides that, the organizational basis of the community has been strengthened and important achievements have been attained for the island, such as potable water in each and every house.

AREQUIPA

Strengthening of the Conservationist Committee of Ancaro

The PRONAMACHS, in their struggle to overcome poverty have decided to install a dairy farm, of which the members of the Ancaro Conservationist Committee are the participants and beneficiaries. This way they can add value to milk, through dairy products like cheese, yogurt, etc., thus increasing their income and improving the social-economic situation of the milk producers. Among the main achievements of the program we can mention: (1) consolidation and strengthening of the Ancaro Conservationist Committee through joint work and cooperation; (2) installation of a model dairy plant with 300 liter/day capacity, which uses 60% of the milk production of the community, and is a solid, responsible and competitive enterprise; (3) increase in the income of the beneficiaries, with direct repercussion in the income of the population in general; (4) capacitation of the Conservationist Committee in dairy and administrative technology.

APURÍMAC

Memory Lane to build the never more.

Political violence has left severe social, economic, physical and mental wounds. Therefore a site has been created in APURIMAC for the people to pay tribute to the victims of political violence, according to their culture and customs. At first, there was a project of a place dedicated to the memory of these people, and later on the main square of the CPM Vila

Ampay was declared and granted as Memory Square, and a 900 m² area next to the square has been donated for the construction of the infra-structure (auditorium, museum, library, etc). This experience is the result of the partnership with three institutions of the civil society (CIDRA, ADIFA and CDH) and two governmental institutions (The municipality of Abancay and MIMDES –PAR – Apurimac)

ANCASH

Improvement of the Agri-management of the local government of the district of Cashapampa – Province of Sihuas

The Center of Information and Integral Development of Self-management has organized meetings (“Las Rondas Campesinas”), which are spaces of participation in development planning and elaboration of proposals to be carried out in the district, with the aim of capacitating and assisting the countryside population in local management and development. The population has participated actively in the activities of social mobilization such as civic holidays, the day of the peasantry, international women’s day, children and teenagers’ week. These activities have contributed to the boosting of self-esteem and citizenship. Another important element has been the combined participation of the authorities, leaders and peasants in the rural meetings (“rondas campesinas”) and in the civic events and in the capacitation and creation of negotiation spaces, and the demand that authorities provide public rendering of accounts.

CAJAMARCA

Methodology of Participative Community Planning “Construyendo Nuestra Chacra”

The Methodology of Participative Community Planning “Construyendo Nuestra Chacra” (Building our Farm) is a complete tool for the diagnostic, planning, execution, monitoring and participative assessment of the institutions dedicated to the rural development with a productive ecological focus, toward the generation of self-management in the rural population,

in order to improve the identification of their demands for agricultural services, thus improving the quality of the offer in all its different dimensions, as well as improving the interaction between offer and demand. The main results of this experience are: the rural families have strengthened their organizations; they are better equipped, technically and in management in general. The agriculturists have consolidated a small business company of agricultural services. The participative planning has been institutionalized in the PRONAMACHCS agency, which will be implemented at national level.

PIURA

Multi-sector Participation – the key to the control of the Dengue

The control of the dengue requires the combined action of authorities and organizations of the civil society due to the need of utilizing all the information media and support to implement massive activities focused on the control of the epidemic. The experience that took place in Sechuura made it possible to conclude that a combined and multi-sector (local government, sub-prefecture, national police, and ministries of education, health and defense, among others) is required to control the focuses of the dengue. This experience controlled the focuses of dengue in 46% over a 45-day period. During this period intervention activities and capacitation of health professionals were carried out, as well as surveys on the knowledge, attitudes and practices of information of the population about the dengue. This information helped to elaborate written materials and radio programs. The preventive work and the broadcast of the information were done through the traditional means of communication and locally through projects of education in fixed points. A plan of local contingency was elaborated through the formation of a local management team with multi-sector instances and the regional health team.

LA LIBERTAD

Paseo Peatonal “Ricardo Palma” – Urb.El Bosque – Trujillo

The construction of the “Paseo Peatonal Ricardo Palma” in the city of Trujillo is an example of the combined efforts of the municipality, the neighbors association, and the association for

the recovery of the Avenida das Empresas. The construction of the “Paseo Peatonal” was a way to recover and re-urbanize a run-down neighborhood, where there was a lot of garbage on the street and the public spaces were deteriorated. As a result of this combined effort it was possible to build the work that improved the quality of life of the region, besides revitalizing all the area, increasing the value of the real estate and providing safety and well-being for all the residents of the city.

APURIMAC

Participative Budget in the Huaccana district

The proposal is in accordance with the new legal determinations approved along the decentralization process of the country and its goals are: (1) to draw a methodological proposal to do participative budgets at local rural level and, later on, at district, provincial and regional level; (2) facilitate the exercise of rights and promote the participation of the population in the municipal management, decide about the works and analyze the 2003 fiscal budget; (3) encourage a process of surveillance and control by the citizens.

MOQUEGUA

Development Program of Fruit Plantation in the Omate Valley through concerted management.

This experience consists in the implementation of a Fruit Plantation Development Program based on the fruits with the most potential in the valley: avocado and lime, encouraging the participation of the local active people who were already making efforts to support the fruit production to a certain extent . A management space, or Multi-sector Committee, was organized and resulted in the creation of a committee for the exportation of avocados, together with SENASA, the municipal province, CEDER and the avocado producers (30 at first). The challenges were to reduce the number of plagues to acceptable patterns for exportation; increase the volume of both the production and the productivity and implement a new system of commercialization for exports.

8. The 2003 Innovation and Excellence in Local Government Awards from the Galing Pook Foundation, Philippines

Child-friendly Local Governance, Municipality of Alicia, Isabela

“Sa bata magsisimula ang pagbabago ng Pilipinas.”

The transformation of the Philippines starts with the young.

The small town of Alicia in Isabela province takes its children seriously. The second-class municipality with a population of 26,000 has put the child at the center of its development program. Its Child-friendly Movement is being implemented under the banner “BATA” (a Filipino word for CHILD) — an acronym for a four-pronged strategy:

Broadening awareness and institutionalize the United Nations Convention on the Rights of the Child;

Allocation of fund support for children welfare and protection;

Total involvement and commitment through collective efforts of all key players; and

Attainment of competitive performance through Child-friendly Governance.

The BATA program has earned the town various recognition as the “Most Child-friendly Municipality” at the provincial, regional and national levels from 2000 to 2002.

The success of the child-centered program did not come from government efforts alone. Active support and participation came from people’s organizations, non-government organizations, church groups, the private and business sectors, and the entire community. All sectors contribute to a fund campaign dubbed to support programs that will bring all school-aged children to be enrolled in public schools.

To ensure the program’s sustainability and for Alicia to live up to its reputation as a child-friendly town, the municipal government passed ordinances for a five- and 25-year children investment plan. It also adopted the Isabela Provincial Children’s Code, and undertakes “continuing advocacy and capability-building”.

Brangay Waterworks System, Barangay Tabok, Mandaue City , Cebu

“Where water flows, life grows.”

In the province of Cebu, people in one barangay found they did not have to walk on water to turn a crisis into an opportunity. The waterworks system used to be a drain in the resources of Barangay Tabok, Mandaue City. People in the barangay did not have potable water after one of its two deep wells, Taruwas I, bogged down in 1993 after 13 years in operation. The acute water shortage lasted for more than two years and severely disrupted the lives of the barangay's 7,000 residents. “People like myself had to line up everyday for water. We were vulnerable to sickness,” says barangay captain Emilio Rosal. “It was a very big problem.” This was the scenario until the people in the barangay decided to get their acts together. They formed a non-stock, non-profit corporation called the Tabok Rural Waterworks System Inc. (TARUWAS) to manage the waterworks system of the barangay. TARUWAS is run like a private enterprise that follows systems and practices such as holding monthly board meetings, daily collections, and monthly internal audits that allow the review of monthly collection and records, system meter reading and billing. At the helm of the new corporation is the barangay chairman who serves as chief executive officer. The barangay council and various sectors in the community are also represented. The corporation's goals include: providing safe potable water for domestic use at a lower cost; adhering to the promotion of better water conservation; minimizing utilization by centralizing waterworks; maintaining a waterworks system that is environment-friendly; and providing easy monitoring of water quality. The newly formed corporation entered into an agreement with the barangay council to adopt a socialized water-pricing scheme. Those who consume more subsidize those who consume less. TARUWAS charges a minimum of P5 per cubic meter, one of the cheapest in Mandaue City.

Effective Fiscal Management , Quezoncity

“Expenditures have to be needs-driven, not supplier-driven, not kinship-driven.”

Quezon City was a notorious bad payer. Payment to suppliers and contractors was often delayed, as well as remittances to various government agencies. The city hall's bloated bureaucracy of 12,000 permanent and contractual employees had to wait for months to get their salaries. When Mayor Feliciano “Sonny” Belmonte, Jr. assumed the post in July 2001, he

discovered that Quezon City owed suppliers and commercial banks close to P3 billion. The city had also used up its budget for the year. Naturally, basic and social services such as garbage collection, healthcare, schoolhouses and roads were sacrificed. The city blamed poor revenue collection and an unrealistic budgetary system for its cash woes. Officials unthinkingly spent more than the city could afford. Worse, corruption was rampant at all levels. On his first day on the job, Mayor Belmonte put improving fiscal management and governance capacity building as his first order of business. Until now, the first report he requires to see on his desk every morning is a copy of the city's budget. "City officials had to be clear about what we wanted to achieve and what kind of leaders we wanted to become," he says. The task of bringing the city coffers back to the pink of health was an arduous one for the new administration. To raise revenues, it used both carrot and stick. Real property tax laws were strictly enforced, and regulatory fees were changed to reflect market rates. Incentives were also offered to lure voluntary tax payment. The tax payment system was computerized, procedures were simplified, and a "taxpayer-friendly" payment hall was constructed. Payment claims were strictly validated to reduce fake collections. Commissions on Audit rules were seriously implemented.

To rein in spending, city officials identified the biggest expense accounts and tried to reduce them. Two items found eating up a big chunk of the budget were garbage collection and personnel salaries. From the more expensive system of collecting trash per trip, the city engaged contractors to do a "pakyaw" or wholesale collection. To cut the bureaucratic fat, the city laid off about 3,000 casual employees. "Most of them were mere '15-30' employees anyway," says the mayor, referring to city hall personnel who reported for work only during paydays on the 15th and 30th of every month. The Quezon City government posted a dramatic turnaround in its finances with an impressive P2.2-billion budget surplus in 2002, from a deficit of nearly P600,000 in 1999. Improvements in the collection of business taxes jumped by almost 160% during the period. Streamlining and reorganization of offices pruned the city's expenditures by 32%. By licking its fiscal woes, Quezon City now has funds to improve its roads, clean up creeks and esteros, provide healthcare and sanitation needs and other social services. "With enhanced finances through more effective fiscal management, and improved governance capacity, we are on the move towards our goal of becoming a 'Quality City'," says Mayor Belmonte.

Bohol Coastal Law Enforcement Council, Bohol Province

“A multi-sectoral and -agency approach with the provincial government pushing from behind.”

Name any illegal fishing activity—dynamite fishing, cyanide fishing, fine-mesh net, baby trawl, commercial fishing, ring net, light boat, fish aggregation devices and for sure, it was perpetrated in the rich waters of Bohol. Not surprisingly, the province’s marine resources started to deteriorate. Coral reefs, seagrass beds and mangroves were destroyed and fish catch was on an alarming decline. Small fisherfolk, who depend largely and oftentimes solely on their trade, were the most affected by the situation. Helpless and indifferent, they believed that law enforcers are solely responsible for apprehending and arresting the perpetrators. On the other hand, authorities’ efforts to curb the problem were disjointed and intermittent, and thus unsuccessful. Stopping illegal fishing was “a cat-and-mouse game” between law enforcers and illegal fishers; the latter just moved around the province while the law enforcers tried to catch up with them,” according to Bohol Island: Its Coastal Environment Profile published in 2002.

In 1997, a Bohol Environment Summit was held to address the issue of illegal fishing and the ineffectiveness of coastal law enforcement. Here, all stakeholders—the fisherfolk community, local and national government, the police and coastguards, and non-government organizations—sat down to identify solutions. All vowed to save Bohol’s marine resources. The agreement led to the establishment of three Coastal Law Enforcement Councils (CLECs), which serve as managers and implementors of Bohol’s coastal management program.

Members of CLEC from various sectors are elected in a forum attended by representatives of all the local government units in the district. Their motto: “There is one set of law for everyone, big or small, influential or not, all cases filed in court holds true.” CLEC is a “multi-sectoral and multi-agency approach with the provincial government pushing from behind... The CLECs, being composite, deter political intervention and manipulation,” says Governor Erico Aumentado. People in the grassroots level gained a sense of ownership on the province’s resources as well as trust and confidence in the justice system. They also imbibed an authentic concern for the value of sustainability.

Bohol is slowly but surely rebuilding its water resources. More than 100 fish sanctuaries have so far been set up, regular patrolling is conducted, and monitoring activities are in place. Governor Aumentado says coral reefs, seagrass beds and mangroves are coming back to life

and fish stock is improving. Last year, the province was able to supply more than half of the fish requirements of the Central Visayas Region.

Bohol's dedication to the protection of its marine resources, and the environment as a whole, has not gone unnoticed. Last year, it was the first province in the entire Southeast Asian region to receive an ISO 14001 certification for its environmental management system. It was also earlier given the Blue Heart Award by the Department of Environment and Natural Resources for "implementing a coastal management and best province-wide coastal law enforcement program". Bohol is also twice a recipient in the Gawad Galing Pook for projects relating to its environment.

Provincial Women's Commission of Bulacan, Bulacan Province

"Women have found their voice."

Women are all over the place in the province of Bulacan: in community assemblies, mobilization rallies, skills training centers, boardrooms and in the seats of power. More than 100 women's organizations are actively involved in provincial programs under the *Panlalawigang Komisyon para sa Kababaihan ng Bulakan* (PKKB). The women NGOs work together, use their resources, and tap external help to address the needs of the community. PKKB was formed to establish a clear vision for women, ensure gender equality, provide women access to socio-political and economic opportunities, and utilize and hone their skills and abilities. "We watched women NGOs grow from shy and unsure to aggressive and confident; from passive and tentative to proactive and assertive; from working alone to working in groups and networks," says Bulacan Governor Josefina dela Cruz. Prior to PKKB's creation, women in the province suffered from gender bias and unequal treatment. Males dominated legislative and executive positions, raising the probability of bias in policy-making and relegating women's concerns to the background. Incidents of violence against women were oftentimes unreported and unrecorded. Now with PKKB, "women power" has emerged as an important catalyst in the development of Bulacan. Bulakeñas now actively take part in politics--from the Sangguniang Kabataan to the highest office in the provincial government.

Inter – LGU Partnership in Health Care Delivery, Province of Negros Oriental With Bayawan City, and the Municipalities of Basay and Sta. Catalina

‘Good health is good politics’.

Like many local government units (LGUs), Negros Oriental always looked to the national government when it came to keeping its constituents healthy. Since after the war, the Department of Health (DOH) had been the agency responsible for delivering health care services to the population. When this function was passed on to the LGUs in 1991 with the enactment of the Local Government Code, Negros Oriental appeared every inch like an orphan. For starter, the provincial government was forced to cut its budget for hospital operations by as much as 82 %. Naturally, public health services deteriorated. Morale of health workers was down due to a growing disparity on the salaries and benefits of those that were retained and those devolved. Local chief executives saw their roles shifting overnight – from political administrators to health workers and fund raisers. The provincial government knew it desperately needed help. Fortunately, the provincial leaders knew how to deal with the complexity of hospital and public health care operations. To address the problem, they brought together individual, non-government organizations and the community in a partnership that will improve and sustain the delivery of health care services. Negros Oriental Governor George Arnaiz says the concept empowers the partners through their respective management boards to be more creative and resourceful in addressing issues and concerns related to health care delivery. The partnership introduced several innovations, including the creation of Hospital Health Board with multi-sectoral membership. The Board not only serves as an extension arm of the provincial government in the financial management of the program, but also promotes community involvement and empowerment. LGUs provided financial and personnel support to hospitals, while the private sector handled the improvement of hospital facilities and provided additional medicine. Six inter-local health zones were formed to further devolve program management down to the district level. The province’s six district hospitals were allowed to plow back their incomes to improve hospital operations and services under a provincial council legislation. State-of-the-art diagnostic, dialysis, drug treatment and rehabilitation centers were established to further boost health services

Convergence and Complementation : A Tool for an Effective Criminal Justice System,Nueva Vizcaya Province

“Turning the wheel of justice faster, more effective.”

In the province of Nueva Vizcaya, visitors are most likely to be taken to jail. It may sound uncanny but the provincial jail, located within the Provincial Capitol’s compound, is one of its hottest tourist destinations and a favorite stop for schoolchildren’s fieldtrips. Officials of the provincial government would conduct a walking tour of the jailhouse, which has been cited as the “cleanest and healthiest” in the country. The provincial jail is but a microcosm of the effective criminal justice system in Nueva Vizcaya. A program initiated by the Integrated Bar of the Philippines (IBP) -Nueva Vizcaya Chapter, the courts and the provincial government aims to address the needs of all the “victims” of a criminal act: the accused, their families, the convicts, and the community as a whole. Governor Rodolfo Q. Agbayani says the program regards jail inmates as “offenders-in-transition” and not guilty criminals. As such, they are provided with the necessary skills—economic, social and spiritual—that prepare them for their return to free society. The program involves the so-called “Seven Pillars” of the criminal justice system: the community, law enforcement agencies, public and private lawyers, courts, correctional, the church, and media. It traces its beginnings in a judicial summit sponsored by the IBP-Nueva Vizcaya in 1998.

Pansit River Rehabilitation Program, Batangas Province

“This is a greater good. A national protected resource is involved.”

Taal, a lake within a volcano within a lake, is one of the Philippines’ natural jewels. It is one of the country’s prime tourist spots and, more importantly, a source of livelihood for more than 160,000 people who live in its periphery. Declared as a protected landscape, Taal has come under threat due to the heavy clogging and silting of Pansipit River, the lake’s only outlet to Balayan Bay. Illegal fish cages constructed along Pansipit River by big businessmen and small-scale fisherfolk cause the blockage. Earlier successful efforts of the Department of Environment and Natural Resources (DENR) and the now-defunct Presidential Commission on Tagaytay-Taal to address the problem proved short-lived. After the agencies cleared

Pansipit River in 1997 of 95% of the fish cages, the structures were back in place merely a year later.

Alarm bells were sounded when rising fish kills, a declining number of migratory fish particularly the “maliputo” specie, poor water quality, and flooding in the areas around Taal were noted. If Taal Volcano unleashes its fury, lava flow into the sea would be jammed. Recognizing the crisis, the provincial government decided to get its act together. The Provincial Government-Environment and Natural Resources Office (PG-ENRO) was tapped to lead coordination work. PG-ENRO sought the help of various government agencies and the Taal Lake Integrated Fisheries and Aquatic Resources Management Council, an organization of fisherfolk from Taal Lake.

Their mission was clear: totally dismantle fish cages and ensure that Pansipit River remains free from obstruction. Along with a massive information campaign, dialogues were held with big-time fish cage operators and fishermen for the voluntary removal of their structures. Opting not to use force in dismantling the cages, the dialogues with the fish-trap owners proved a harder task than clearing the 9.7-kilometer Pansipit River. While the fisherfolk appreciated the program, they also needed to earn a living. It took a year before the cages were dismantled as the fisherfolk pleaded permission to harvest their fish crop before removing the traps.

The program does not stop with the clean-up operations. Alternative livelihood programs such as cattle-raising were drawn up and continuous monitoring was put in place to ensure the problem will not recur.

Bantay Banay (Family Watch) of Cebu City, Cebu

“Domestic violence is a public concern.”

This is a city where violence against women (VAW) is not just a “domestic” and private affair, but a battle of the entire community. What started from a shocking revelation 12 years ago is now a multi-sectoral program called “Community Initiatives and Partnerships to Respond to VAW and Other Gender Concerns”. A 1991 survey conducted by non-government organizations showed that six out of 10 women in Cebu City were victims of battering and

sexual abuse. “This is a skeleton in the closet that the government needs to address,” says Cebu City Mayor Tomas Osmeña. The situation needed multiple interventions: providing immediate shelter for the battered wives and their children, food, counseling, legal assistance, medical and medico-legal checkup, temporary livelihood, and support services. To meet these needs, the local government created the Bantay Banay (Family Watch) program. Support eventually grew with the participation of the private sector and various NGOs.

At present, Bantay Banay has more than 5,000 volunteers throughout the city. Each barangay has its own group of volunteers where women could go for support. “These are leaders, specific persons whom people could run to. This is not a paper organization, but a real and active organization,” Mr. Osmeña says. Bantay Banay organized and trained volunteers on gender sensitivity, and on critical issues such as VAW, basic counseling, family dialogue, laws and legal processes on women’s issues. It also formed inter-agency bodies to render services, and coordinate with local authorities, the police, NGOs and private sector groups. Since 1998, around 13,000 cases had been reported to Bantay Banay. Many of the cases were solved through dialogues, mediations and counseling in the barangay level. Only about 10% of the cases end up as lawsuits as many women still prefer to settle matters out of court. To provide moral support to women victims, Bantay Banay members attend court hearings and seek media attention on possible lapses or delay in the legal proceedings. Bantay Banay not only put VAW issues on the mainstream, it also earned a lot of “firsts” for Cebu City. The local government passed an Anti-Domestic Violence Ordinance, the first of its kind in the country. It was also one of the first local government units to install women’s desks in city police stations and to enact a Gender and Development Code that provides the framework for gender and development program in the city. It also established the Cebu City Women and Family Affairs Commission with the private sector and NGOs as members, and passed an ordinance creating the Committee on Decorum and Investigation at City Hall to look into cases of sexual harassment and abuse. Since 1998, an annual women’s summit has been held to provide a venue for discussing gender issues and concerns. In 1999, the city mayor signed an agreement with barangay captains to set aside 5% of the annual budget for gender and development activities. As a result, reported incidents of VAW have been reduced to only two out of ten women in 2002. Bantay Banay is also being replicated in as many as 65 LGUs all over the country.

9. The 2003 leading awards from the Impumelelo (success through working together) Innovations Award Trust - Cape Town, South Africa

Bethesda AIDS Action Team

The Bethesda AIDS Action Team is based at the Bethesda Hospital and operates in the Jozini District in KwaZulu-Natal, one of the poorest areas in the province. The project aims to stop the spread of HIV/AIDS and to eradicate the social and economic devastation of AIDS, by caring for the infected and affected through a partnership with government, NGOs and CBOs. This is achieved, via the implementation of the Mother-to-Child-Transmission Programme, the Voluntary Counselling and Testing Programme, the establishment of support groups, training Home-Based Carers and providing food parcels. Besides these achievements, an exceptional aspect of the project has been the care for 1120 orphans, their placement in foster care and the positive spin-offs that this will have in terms of their socialisation and the internalisation of societal norms to guide them in their development. The participants of this project challenge the notion that AIDS programmes cannot be applied where capacity and other resources are lacking.

Gundo Lashu-Labour Intensive Rural Roads Programme

Gundo Lashu is a 3-year Pilot Phase Project initiated in 2001 by the Limpopo Provincial government and implemented by the Roads Agency Limpopo to address the backlog of rural road infrastructure. It creates jobs in order to improve the livelihood of poor rural communities. 24 emerging contractors and 6 engineering consultants have received training in road rehabilitation and maintenance. Each contractor is equipped to employ 100 labourers, while 100 kilometres of road has been upgraded. Previously unemployed labourers earn R650 per month and the spin-offs to their families are significant.

Rural Mobile Community Service Centre (RMCSCs)

The RMCSCs was established in 2001, in response to the high crime rates being reported from police stations in rural areas in Limpopo Province. In attempting to solve the problem, the

South African Police Service (SAPS) established satellite stations in the remote areas, but even this effort still left villagers, many kilometres away from a police station. The need was then to bring the police to the people, since many people could not afford to reach the police. With limited funding scrapped police vehicles were refitted as RMCSCs, by previously disadvantaged people. 14 RMCSCs are now operational and the poor are experiencing a measure of justice so long denied to them because of their location.

Re-engineering of Health Services at Kimberley Hospital Complex

The Kimberley Hospital Complex (KHC) is located in Kimberley in the Northern Cape (NC). Prior to 1994 the hospital service was poor and the Department of Health NC was committed to improving the quality of care. Partnerships between the hospital, the private sector, tertiary institutions, government departments and NGOs have resulted in significant improvement in the standard of care. The pendulum has swung to such an extent that even those who can afford private care and specialists, prefer to use the facilities of the KHC and this in a context where budgetary allocations have been decreasing since 1998.

Masakhane: People Working Together to Build a Community

The Masakhane Project is situated at the Ebuhleni Primary School in Mooiplaas in the Mpumalanga province. The area is characterised by high unemployment and poverty rates. Partnerships are between the school, the community and NGOs to address these socio-economic challenges. The result has been the implementation of various income-generating activities: 3 water tanks have been built; 42 grandparent-headed households have been supplied with pension grants; while 80 families receive food parcels regularly; 300 children have obtained birth certificates and identification documents. A nursery has been established which allows the community to start vegetable gardens. Masakhane has been transformed from rhetoric into reality for a previously disenfranchised community, due to the commitment of all the stakeholders.

10. The 2004 Innovations in American Government Winners - Ash Institute for Democratic Governance and Innovation Harvard University

Citistat - City of Baltimore, MD

Rather than being reliant on expensive and inflexible information technology systems, CitiStat harnesses pre-existing information technology infrastructures such as municipal payroll systems and geographic information system mapping capabilities to aggressively monitor critical cost centers and operational activities such as overtime, sick and accident leave utilization as well as commonly delivered municipal services such as trash collection, recycling, road repairs, and snow removal. Agency performance data is regularly audited by the CitiStat Team through field tests and the administering of thousands of citizen satisfaction surveys to ensure accuracy.

Infusing a large municipal government with accountability and effectively managing scarce public resources is a particularly daunting challenge when one considers the myriad functions performed and services provided at the local level and the societal ills faced by many American cities. These realities are particularly true in Baltimore's case. With approximately 16,000 municipal employees, Baltimore's city government is charged with overseeing all public safety, public works, and most public welfare functions for Maryland's largest city. Despite Baltimore's population becoming smaller during the 1990s—losing 120,000 residents or 1,000 per month, representing the second highest rate of population loss of any major city in America—its problems have become larger, with the city emerging as one of the nation's most violent and drug addicted, plagued by vacant and abandoned properties. The enormity of these inherited management challenges served as CitiStat's genesis; the Mayor sought a mechanism by which the limited resources of the city's government could be quickly coordinated and leveraged in the most efficient and effective manner possible.

CitiStat is a systemic approach to effectively direct the efforts of Baltimore's municipal government towards achieving the Mayor's goals and making the bureaucracy more responsive.

ClinicalTrials.gov

Department of Health and Human Services

When faced with a serious or life-threatening illness, we all want to locate the most up-to-date information about the disease and possible ways to treat it, perhaps even experimental therapies. But finding such information has not always been easy, even for those working in a medical environment. *ClinicalTrials.gov* (<http://clinicaltrials.gov>) grew out of 1997 legislation requiring the U.S. Department of Health and Human Services, through the National Institutes of Health (NIH), to establish a registry for both federally and privately funded trials “of experimental interventions for serious or life-threatening diseases and conditions,” thereby broadening the public’s access to information on potential interventions for a wide range of diseases. *ClinicalTrials.gov* provides patients, families and members of the public easy access to information about the location of clinical trials, their design and purpose, criteria for participation and, in many cases, further information about the disease and intervention under study. There are also links to individuals responsible for recruiting participants to each study. Such a “one-stop” store of comprehensive information on clinical trials in general, as well as on nearly 8,800 publicly and privately supported studies in particular, is something we take for granted today. However, it did not exist before *ClinicalTrials.gov*. The congressional mandate for the Website’s creation reflected the national climate that persists today—something felt especially strongly at NIH—to empower patients with reliable, up-to-date health information. But another goal and benefit, and another problem solved, was to provide consumers interested in enrolling in trials with direct access to recruiters and investigators, thus stimulating greater public participation in these studies. Studies listed on *ClinicalTrials.gov* are taking place in every state in the U.S., and in more than 90 countries world-wide.

Cooperative Care

Waushara County, WI

Cooperative Care is a worker-owned cooperative providing home care services to elderly and disabled persons in rural central Wisconsin. Its mission is to “provide high quality home-based care to the elderly and disabled while providing fair wages and benefits to the people caring for them.” It is the first such co-op in the Midwest and one of very few nationwide. Cooperative Care provides a dependable and stable workforce to meet growing long term care needs, empowers low-income caregivers - most of whom are women – by giving them voice determining their future through running their own business and is committed to assuring quality services to its clientele.

This project addresses two area problems: 1) The increasing need for home care for elderly and disabled persons in the community and 2) low wages and lack of benefits for care providers – a major disincentive for people to enter and/or stay in this field of work as demonstrated by an annual national turnover rate of 40-60%.

A group of 50 low-income women gathered in 1999 to plan with the Director and several staff of the Department of Human Services, a US Department of Agriculture Rural Development Specialist and representatives from a local Community Action agency Business Development program a radical change in the way they would be able to deliver home based care to those in need as well as improve their working lives. Caregivers throughout Waushara County were surveyed as to what was most important to them about their work and needs. Local and surrounding market surveys were completed. An organizational plan was prepared based on a Bronx, NY care worker project started several years earlier as a welfare reform project. A projected business plan was prepared and financing sought through local lending institutions. In January 2001, 52 caregivers voted to incorporate and elected a Board of Directors. The Board, with its county human service and community partners was able to secure start-up funding, hire an executive director and open its doors for business in June, 2001. The current membership is 87. Turnover among these caregivers has been 1% to date.

Prior to Cooperative Care the Waushara County Human Service Department recruited home care service providers from the community, using a fiscal intermediary system to provide

payment for services provided to individual long term care program participants. Wages were kept low to stretch program funds but workers had to be considered domestic help hired by the client. There was no access to benefits. Turnover rates averaged 18%, low in comparison to the average, but difficult to manage in a very rural area with a growing need for caregiving. Now referrals for caregiving are made directly to the co-op who, by contract, agrees to meet 90% of the referrals made. In actuality over 95% of referrals are accommodated. Wages are up and co-op members have access to benefits based on the hours they work. In a recent survey, 98% of 44 caregiver members were very satisfied with their jobs and 60% attributed that to Cooperative Care.

Curtailing Abuse Related to the Elderly

Riverside County, CA

The Curtailing Abuse Related to the Elderly (C.A.R.E.) Program has 4 inter-related components designed to address the unmet needs of elderly and dependent adults in the area of abuse and consumer fraud. The components and the needs they address are:

Community Anti-Fraud Education

Elders need consumer fraud education because they are prime targets for scams. Elders account for 60% of all victims contacting the National Fraud Information Center. This component educates and empowers elders to prevent consumer fraud and other types of abuse from occurring by providing presentations to elders in mobile home parks, senior centers, care facilities and anywhere that elders congregate. These presentations are also available to dependent adult groups.

Direct Consumer Advocacy

Victims of fraud need trained consumer fraud advocates to assist them with consumer fraud issues. Correcting consumer fraud problems is a time consuming, frustrating and sometimes overwhelmingly complex task. C.A.R.E. has the only specialized unit of Adult Protective Services (APS) in California that provides direct consumer advocacy to assist victims of such consumer fraud. This component provides advocacy in such areas as

telemarketing /investment fraud, sweepstakes/real estate scams and contractor/automotive repair schemes. C.A.R.E. has a two pronged approach in working effectively with other agencies. First, it works with state regulatory agencies and the courts toward restitution to victims. Second, it works with law enforcement and the District Attorney toward prosecution of perpetrators.

Gatekeeper Training

Victims need the public to be aware of and report abuse. This component provides outreach to community members who experience close regular contact with our client population, helping them to recognize the warning signs of abuse and showing them how to report it. This training is provided to mandated and non-mandated reporters, including such groups as banking professionals, law enforcement, clergy, health workers, housing managers, elder service providers, agency volunteers, code enforcement officers and animal control officers.

Multidisciplinary Team (“C.A.R.E. Team”)

To adequately provide for victims' needs, it is imperative that agencies collaborate in the ongoing coordination of services. The C.A.R.E. program provides a component of coordination and support for Riverside County’s three regional Multidisciplinary Teams (MDT). In California, MDTs are mandated. However, the C.A.R.E. program is one of the few programs that provides full-time staff dedicated to coordinating the MDT and is the only MDT that handles all types of abuse (by individuals and businesses) occurring in both community and institutional settings.

Forty-one agencies are represented on the MDT, which meets monthly with an attendance of 25-35 members. Each meeting includes an educational component. Members share best practices to combat abuse and work together toward protection of the client and prosecution of the offender.

Five-Star Rated License

State of North Carolina

North Carolina's five-star rated license is based on child care best practices and NC's capacity to support increasing quality in child care facilities. This new system changed the state's regulation of child care facilities and how licensing is perceived by parents and the public. The traditional approach to licensing has been to "do no harm" to children by establishing minimum health and safety standards with which programs must comply (*Regulation and the Prevention of Harm*, Gwen Morgan, Wheelock College Institute for Leadership and Career Initiatives, 1996, 2000). However, while licensure certifies that child care programs are safe, research has shown that young children need more than just custodial care in their earliest years. High quality child care is needed to support optimal early development and contribute to lifetime success.

Homeless Court Program

San Diego County, CA

In 1989, San Diego started the first Homeless Court Program in the nation, a special Superior Court session held at local shelters for homeless defendants to resolve outstanding misdemeanor criminal cases. The Homeless Court responded to a survey where one in five homeless veterans requested help with the criminal justice system.

To counteract the effect of criminal cases pushing homeless defendants further outside society, this court combines a progressive plea bargain system, alternative sentencing structure, assurance of "no custody" and proof of program activities, to address a full range of misdemeanor offenses and bring them back into society.

Alternative sentencing substitutes participation in agency programs for fines and custody. These activities include: life-skills, chemical dependency or AA/NA meetings, computer or literacy classes, training or search for employment, counseling or volunteer work. The court agreement of "no custody" acknowledges participant's efforts in their program activities satisfy court requirements. Local homeless shelters and agencies are the gateway for

participants to enter this court. Homeless persons who want to appear before this court must sign up through one of a number of local shelters. The shelter representatives write advocacy letters for each client. The advocacy letter is symbolic of the relationship between the client and the agency while including a description of the program, the clients start date, and accomplishments, programs completed and insight into the client's efforts.

Innovative Business Tax Credit Pass-Through

State of Oregon

The Oregon Business Energy Tax Credit Program, designed as an incentive for Oregon businesses to invest in energy conservation, is now having a powerful impact on non-profit organizations, tribes, schools, and other public entities affected by Oregon's slow economy and rising energy costs. Thanks to a special Pass-through Option approved by the 2001 Oregon Legislature, the Business Energy Tax Credit Program has been expanded to create more opportunities for energy savings.

The Oregon Department of Energy's 35 percent Business Energy Tax Credit Program was established in 1979 as an incentive for businesses to invest in energy conservation, renewable energy resources, recycling, or less-polluting transportation fuels. Non-profits and public entities could not participate because they had no tax liability.

The Pass-through Option Program went into effect on October 8, 2001. It allows non-profits and public entities with eligible energy projects to use the tax liability of a business so they can participate and benefit from the Business Energy Tax Credit. A business pays the non-profit or public entity a lump-sum cash payment equal to the net present value of the tax credit. For most projects this is 25.5 percent of the eligible project costs. The business recoups its investment by claiming the credit against its own tax liability.

Cash-strapped non-profit organizations, schools and public entities must use an increasing portion of their operating budget to pay energy bills. By implementing energy efficiency projects, they reduce their high monthly energy bills. This means more of their operating money can go towards their core mission. For schools, for example, it means more funds are available for educating children.

Life Learning Academy Charter School

San Francisco Unified School District, CA

The Life Learning Academy (LLA) is a San Francisco Unified School District (SFUSD) charter school, based on the Delancey Street Foundation (DSF) model in which the people with problems can learn to discover and develop their strengths to become the solutions. LLA serves high-school aged youths that are involved in the juvenile justice system and/or have problems including serious school failure, family problems, gang involvement, poverty, abuse, and substance abuse. The key novel elements of LLA include: (1) the degree to which the students are involved in school management; (2) our ability to re-engage youths who were previously disconnected from school and community; and, (3) the project-based curriculum including actual in school entrepreneurial and career development programs such as a café which sells an average of 120 meals daily to the public and a junior police and fire cadet program. Rather than treat students as passive recipients of learning and discipline, the staff teaches all students to take responsibility for the school community. Students help cook the meals, tend the gardens and have groups to determine school policies. Students progress to become mentors to other students. Also students may advance to becoming members of the Student Mediation Council which handles student adherence to rules, particularly those involving a drug free, crime free campus and respectful student interactions. If verbal disagreements begin between students, Council members mediate the disagreements. Students have thereby maintained a campus that has no violence, no drugs, and a high sense of student cooperation. The LLA program combines traditional academic classes with vocationally oriented themes and activities to demonstrate the integration of learning required in the real world.

Manufacturing Extension Partnership

Department of Commerce

The Manufacturing Extension Partnership (MEP) is a nationwide network of manufacturing and business assistance organizations that has replaced the rhetoric of “partnership” with measurable, practical, and valuable solutions that are improving the strength and global

competitiveness of America's small and medium-sized manufacturers. Linking federal, state, and local resources, MEP puts 2,000 manufacturing and business specialists on the manufacturing plant floor, brings them resources, assistance, and innovation, and delivers measurable impacts for companies, local economic development, and the nation's economy. Ninety-eight percent of America's manufacturers are "small", with fewer than 500 employees. They account for more than half the value-added content of all manufactured goods, and two-thirds of U.S. manufacturing employment. Yet, these small manufacturers are 60% less productive than larger companies.

Why the productivity gap? Studies have shown that small manufacturers find it difficult to obtain and implement new technologies, production techniques and business practices; evaluate information and apply it to their business; find high-quality, unbiased, and affordable advice; and comply with a regulatory environment that is disproportionately burdensome on smaller firms. Consequently, these firms struggle to keep up. Decreasing technology costs and a worldwide web of information have only served to amplify the problem by increasing the complexity and speed-to-market in today's marketplace. Today, large firms are outsourcing more than ever, and overseas markets are offering tremendous price and quality competition for this market. As a result, the viability of America's small manufacturers—and the livelihood of its employees and our country—are at stake.

Natural Drainage Systems Program

City of Seattle, WA

Stormwater runoff from development significantly harms habitat and water quality in cities and counties across the nation, yet most attempts to remedy the problem have proven ineffective or cost prohibitive.

In Seattle, creeks, lakes and marine waters define for citizens a sense of place in the Northwest. Our city is home to five species of salmon that have returned to local waters for the last 10,000 years. Public demand for better stewardship of salmon led the City of Seattle to promote restoration of creek habitat in the late 1990s. Yet restoring stream habitat is only part of the solution. Impervious surfaces such as rooftops, streets, and parking lots do not

allow rainwater to seep into the soil. Traditional stormwater systems are designed to collect rainfall in gutters along the street, feed it into large underground pipes and storage vaults before conveying the water to a nearby stream, lake or treatment facility. In Seattle, that means pollutants generated by urban activities, including pesticides, heavy metals, motor oil and bacteria from animal waste are carried through creeks into lakes and Puget Sound, impacting the food chain that supports native marine fish populations. The sheer volume, rate of flow, and transport of pollution through our creeks forces Seattle to look for solutions throughout the urban watershed, far beyond the stream channel itself. The City of Seattle is investing in an innovative approach to protecting its receiving waters, getting strong technical results and tremendous interest from both local residents and cities across the U.S. and Canada. The Natural Drainage System (NDS) program completely redesigns city residential streets using open, vegetated swales and stormwater cascades to mimic the functions of nature lost to urbanization. At the heart of all Natural Drainage System projects are the plants and trees, and deep, healthy soils that support them. All three combine to form a living infrastructure that, unlike pipes and vaults, increase in functional value over time.

Neighborhood Knowledge Partnerships

State of California

“The land-grant university system is being built on behalf of the people, who have invested in these public universities their hopes, their support, and their confidence.” – A. Lincoln

Abraham Lincoln’s famous quote accurately encompasses the mission of UCLA’s Advanced Policy Institute. The historic social contract that established many of our great public universities is eroding. Too often, academic researchers view communities as subjects for study rather than as partners in progress and continuing education. Or worse, college administrators may see adjacent neighborhoods as impediments to campus physical growth and political dominance. Our innovation is the restoration of this pact, a reinvention of these collaborations, large and small, as we bring to bear the latest in communications technologies. Our goal specifically is the use of internet-based GIS projects to identify the challenges and, more importantly, the strengths of disparate, often impoverished, communities in our state and region.

Performance Standards for Juvenile Corrections

Department of Justice

In 1994 the Office of Juvenile Justice and Delinquency Prevention (OJJDP) of the Office of Justice Programs, US Department of Justice, released a report that documented dismal conditions in the facilities housing juvenile delinquents across the country. The Congressionally-mandated study found that in nearly 1,000 facilities there were “substantial and widespread deficiencies” in living space, security, control of suicidal behavior and health care. The facilities were overcrowded, youths and staff were suffering high rates of injuries, suicidal behavior was frequent and health and mental health care was inadequate and sometimes unavailable. The report entitled: Conditions of Confinement Study (COC) 1994 also found that the conditions were no better in facilities that met correctional accreditation standards. Joining businesses and government in the movement toward performance measurement, OJJDP called for the development, field testing and implementation of national performance-based standards and a new way of doing business for juvenile corrections.

The Performance-based Standards (PbS) for Juvenile Correction and Detention Facilities project, developed and directed by the Council of Juvenile Correctional Administrators (CJCA), directly addresses the problems cited in the COC report. PbS is a system for juvenile agencies to identify and monitor critical areas of performance and demonstrate effectiveness using national standards and performance outcome measures. The PbS system provides facilities and agencies with a blueprint for safe, productive and successful management of youths in government care and a model for proactive learning organizations through a cycle of activities:

Data collection

Analysis of results

Planning and implementing improvements, which are measured by the next collection of data as the cycle starts again.

Project Resolve for Special Education

State of Iowa

Project Resolve addresses the problem of securing effective legal assistance for the parents of children with disabilities in special education cases without exposing both parents and schools to the emotional and financial costs of protracted litigation. We have done so by making two significant changes from previous practice. The first significant change from previous practice is that Project Resolve subsidizes legal assistance for the parents of children with disabilities at the pre-litigation (or conflict resolution) stage of the proceedings. Federal special education law only compensates attorneys who represent parents when they are the prevailing party following due process litigation—and then only to the extent that they are the prevailing party. Accordingly, there has been an institutional bias in favor of protracted litigation. Equally problematic, while school districts are invariably represented by prominent firms, very few members of the private bar are attracted to representing plaintiffs in special education cases, and the vast majority of parents have great difficulty securing affordable and expert legal assistance.

Paradoxically, Project Resolve's provision of subsidized legal assistance has reduced the incidence and intensity of litigation while simultaneously providing more parents with ready access to effective, experienced, and affordable counsel. This paradox reflects several realities. Educators who sit across the table from parents with effective counsel are more likely to acknowledge legitimate concerns. Parents who understand the limitations of the law are more likely to communicate their concerns in terms that educators can appreciate. In short, when parents and educators meet on a level playing field prior to litigation, with the child as their mutual concern, the parent-educator partnership envisioned by federal special education law is greatly enhanced.

Resolve to Stop the Violence Program

City and County of San Francisco, CA

The San Francisco Sheriff's Department's (SFSD) Resolve to Stop the Violence Project (RSVP) is a crime prevention program directed at violent offenders beginning while they are in custody of the county jail and continuing upon release. Rather than violent offenders being segregated while in custody, 56 of these men are mandated to take part in a curriculum designed to change attitudes, beliefs and behaviors. As a restorative justice model, RSVP is a dramatic departure from previous practice, which for 150 years led criminal justice organizations into a cycle of arresting offenders, locking them up, releasing them, and locking them up again in an effort to respond to violence and other crimes.

Collaboration: RSVP is a multi-component model which employs innovative methods of interagency local governmental collaboration and elicits active participation from all stakeholders to reduce violence, the fear that it spawns, and the resulting destabilization of the economic and social well-being of the entire community. RSVP brings offenders and victims together in community theater productions, interactive video links, jail-based victim impact presentations, and a variety of public education forums which create opportunities to restore both these groups as well as the community at large.

Offender Component: The application of restorative justice in a custody-based setting represents a groundbreaking innovation. At the core of RSVP is a case management system and male role belief reeducation curriculum designed to support violent offenders through all stages of the program. Participants learn to become advocates of personal responsibility and nonviolence in their community, and to take opportunities to heal the harm they have caused. In-custody treatment services have traditionally been denied to those with violent offences, aiming more at nonviolent drug offenders. RSVP has taken a bold step in not only offering these services, but actually requiring that violent offenders participate while in custody.

Survivor Component: RSVP staff provide parallel services such as case management, an empowerment curriculum, and referrals to the victims of these offenders. Historically, the needs of crime victims have been given insufficient consideration by either the criminal justice system or the community at large. These individuals have rarely been given an opportunity to

participate in the development of programs that involve the return of their perpetrators to the community, resulting in victims who feel alienated from the process of holding offenders accountable for crimes that have disrupted their lives in traumatic and costly ways.

Community Component: Upon release, most participants reenter the community under the formal supervision of local criminal justice agencies. All have the opportunity to continue violence prevention men's groups, education, and counseling to begin to give back to the community from which they have taken. This includes working with community and victims' organizations to perform violence prevention services including theater productions with survivors and mentoring in schools and community centers.

Internship Component: RSVP provides an opportunity for select participants to complete a multifaceted employment training track which includes performing restoration acts, completing their education, developing "soft" skills, and eventually returning to work in the jail as facilitators for the program. This is a further innovation which addresses the problem arising from the fact that upon reentering the community, offenders are often stigmatized, at risk for relapse into criminal behaviors, and isolated from community life and the support that engagement with individuals and organizations might provide.

Youth Civic Engagement

City of Hampton, VA

"The gaping hole in many of today's youth is a sense of place in the community and a stake in that community. The absence of such bonding strikes at the very heart of what it means to be a person, which is, in part, being beholden to others. It also strikes at the very heart of our political structure, for if teens do not view themselves as being subscribers to the social contract, they will see no sense in following it." *The American Youth Policy Forum in Claiming Our Children* Youth Civic Engagement is not just a concept in Hampton – it's an exciting, vibrant system of young people improving their community. We are challenging the traditional posture of seeing youth as recipients of services, viewing them instead as resources to their neighborhoods, schools, and local government. Our city involves youth in decision-making not only to ensure that they view themselves as "subscribers to the social contract,"

but to engage a new group of citizens to become partners in community-building. Once engaged, youth tackle a variety of problems of importance to them. They develop policy, allocate resources, participate as equal members of neighborhood planning, and impact the services of city departments. This is accomplished through an extensive Youth Civic Engagement system, now emulated as a model across the country, with a pyramid of opportunities to participate actively in local government.

At the base level of the engagement pyramid, there are countless opportunities for involvement within projects and service learning in city departments, schools and neighborhoods. These opportunities entice hundreds of youth each year to their first taste of civic action.

At the second level, building on increased skills and interest, youth contribute valuable insight and consultation through a variety of advisory functions including Neighborhood Youth Advisory Board, Teen Advisory Groups for Parks and Recreation, Superintendent's Advisory Group, and advisory teams for all secondary school principals.

At the top are a variety of leadership opportunities including Hampton Youth Commission (HYC) with similar authority to other city commissions. The twenty-four high school-aged youth champion their own component of the Comprehensive Plan and create partnerships with adult boards to ensure their recommendations are implemented. City Council allocates \$40,000 annually to the Commission to distribute to youth initiatives that support their goals, with the final decision resting entirely with the youth. Commissioners and other youth serve as voting members on the city's Neighborhood, Unity, and Parks and Recreation commissions.

Research and development of the Youth Component of the Comprehensive Plan is the responsibility of two teenagers employed by the Planning Department. With a role comparable to an adult planner, they research, collect data, solicit consumer input and draft recommendations to be approved by the Youth Commission and, ultimately, City Council as official city policy.

All of these opportunities ensure that young people not only have a powerful voice; they have the power and authority to be equal contributors to the decision-making within aspects of city government that impact them. We are creating a new norm for the next generation of a responsive, accessible government.

Innovations Programs

China

The Awards Program of Innovations and Excellence in Local Governance.
China Center for Comparative Politics & Economics (CCCPE)
The Comparative Research Center for the Party of the Central Party School.
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