



United Nations

**Committee of Experts on
Public Administration**

Report on the ninth session

(19 - 23 April 2010)

Economic and Social Council

Official Records, 2010

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Note

Symbols of United Nations documents are composed of capital letters combined with figures.

Summary

The present report contains the summary and recommendations of the ninth Session of the Committee of Experts on Public Administration, held at United Nations Headquarters from 19 to 23 April 2010. The Committee, which was established by the Economic and Social Council in its resolution 2001/45, consists of 24 experts appointed in their personal capacity for a four-year period. In its present session, the Committee dealt with the following substantive items: (a) Challenges to and opportunities for public administration in the context of the financial and economic crisis; (b) Review of the United Nations Programme on Public Administration and Finance; and (c) Public administration perspective on implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women.

Based on the discussion of the above-mentioned topics, the Committee recommended to the Council a draft resolution for its consideration and adoption.

[April 2010]

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Chapter I

Draft resolution recommended for adoption by the Economic and Social Council

The Committee of Experts on Public Administration recommends to the Economic and Social Council the adoption of the following draft resolution:

The Economic and Social Council,

Recalling its resolutions 2002/40 of 19 December 2002, 2003/60 of 25 July 2003, 2005/3 of 31 March 2005, 2005/55 of 21 October 2005, 2006/47 of 28 July 2006 and 2007/38 of 4 October 2007, 2008/32 of 25 July 2008 and 2009/18 of 29 July 2009, all on public administration and development;

Referring to General Assembly resolutions 50/225 of 19 April 1996, 56/213 of 21 December 2001 57/277 of 20 December 2002 58/231 of 23 December 2003 59/55 of 2 December 2004, 60/34 of 30 November 2005, all on public administration and development; resolutions 63/202 of 19 December 2008 and 64/187 of 4 Dec 2009, on information and communication technologies and development;

Taking note of the support being provided by the United Nations Programme on Public Administration and Finance to Member States

through institutional and human resource capacity development in the public sector, electronic/mobile government development, development management and citizen engagement;

Recognizing the significant work of the Committee of Experts on Public Administration in providing advice to the Economic and Social Council aimed at the advancement of the internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs);

Underscoring the urgent necessity to address the causes, the social consequences and the governance challenges of the recent crises - including but not restricted to the global financial and economic crisis - towards strengthening the role of government in building effective public administration institutions, human resources, management processes and tools, and citizen involvement in policy making;

1. *Takes note* with appreciation of the conclusions and recommendations of the report of the Committee of Experts on Public Administration in its ninth session on the challenges to and opportunities for public administration in the context of the financial and economic crisis and on the theme of the 2010 Annual Ministerial Review of implementing the internationally

agreed goals and commitments in regard to gender equality and the empowerment of women;

2. *Welcomes* the focus of the Committee on Public Governance for Results to Improve the Quality of Human Life, particularly for accelerated achievement of the internationally agreed development agenda, including MDGs, as its multi-year programme, 2011-2013¹;
3. *Welcomes* the recommendation of the Committee that, in addressing the social effects of the financial and economic crisis, people-centred strategies be at the core of government policies, and citizens, as well as civil society, be fully participatory in the formulation, implementation and evaluation of these policies to enhance their efficacy and effectiveness;
4. *Welcomes* the 1977 Lima Declaration of Guidelines on Auditing Precepts and the Mexico Declaration on Supreme Audit Institutions independence which draw on the work of the International Organization of Supreme Audit Institutions (INTOSAI) in promoting greater transparency, accountability, and efficient and effective receipt and use of public resources for the

¹ E/C.16/2010/5 para. 76

benefit of citizens; and *Proposes* the development of a road map for embedding these principles eventually into international law;

5. *Invites* the General Assembly to:

a) recognize in all relevant deliberations that the financial and economic crisis has demonstrated the need for the central role of public administration and public governance in implementing IADGs, including MDGs;

b) recognize that gender equality remains an important goal and that information and communications technology (ICT) provides a potent tool for advancing women's empowerment, as long as its risks are managed;

c) consider a framework for regular consultations between CEPA and a panel of independent economic experts as contained in para. 56e, A/RES/63/303, in due recognition of the importance of public administration and its capacities for implementation in international actions and dialogue on crises and their impact on development;

6. *Encourages* Member States to:

a) recognize that governments and public administration should be repositioned to manage economic and financial crises and their

social consequences in affected countries, particularly to protect the vulnerable social groups within them, and to prevent such crises in the future;

b) recognize that the effects of the crisis have been global, thus the need for a new international regulatory architecture and for using the United Nations as the best forum to address these crisis-related issues and to have a needed global discussion on its moral aspects, including the enormous burden they impose on the public administrations of small and poor countries, particularly in achieving IADGs, including MDGs;

c) formulate timely exit strategies from emergency responses to the crisis, where appropriate, while recognizing that successful adjustment requires long-term strategic planning;

d) recognize the need for a specific focus on the role of e-government in development and make provision for sources of funding for e-government initiatives that are predictable, over a multi-year period;

7. *Requests* the Secretariat to continue to:

- a) give due recognition to innovative public sector initiatives by Member States through the promotion and strengthening of the United Nations Public Service Day and Public Service Awards;
- b) support further development of the United Nations Public Administration Network (UNPAN) for partnership-building, knowledge-sharing and the exchange of best practices in the areas of public administration;
- c) assist the implementation of the Plan of Action of the World Summit on the Information Society on e-government-related issues;
- d) assist countries in public institutional and human resource development and development management to create the policy space for the articulation of national development strategies, their effective implementation, and full citizen engagement, with special focus on developing countries, Africa, transition countries and the least developed countries (LDCs);
- e) explore ways in which this crisis could be an opportunity to promote green economy and low carbon solutions for development, particularly for countries which cannot do so on their own, while supporting the overall work of the United Nations concerning climate change;

- f) collect data on gender equality in the context of many fields, particularly women's under-representation in public administration and high civil service positions;
8. *Further* requests the Secretariat to increase the depth and scope of its online and offline capacity development training and to continue to consolidate its products and services under its Public Administration Knowledge Space (PAKS) with the aim of better assisting Member States in redefining, reforming, strengthening and innovating their public administration in general, and public service delivery in particular, according to their needs.

Chapter II

Organization of the session

A. Duration of the session

1. The Committee of Experts on Public Administration (CEPA), established by the Economic and Social Council (ECOSOC) in its resolution 2001/45, consists of 24 experts appointed in their personal capacity by the Council upon the nomination of the Secretary-General. The Committee held its ninth session at the United Nations Headquarters from 19 to 23 April 2010.

B. Attendance

2. The session was attended by 18 members of the Committee. Observers from organizations of the United Nations system and from intergovernmental, non-governmental and other organizations also attended.

3. The session was attended by the following Committee members: Luis F. Aguilar Villanueva (Mexico), Rowena Bethel (Bahamas), Vitoria Dias Diogo (Mozambique), Mikhail Dmitriev (Russian Federation), Bin Hao

(China), Pan Suk Kim (Republic of Korea), Francisco Longo Martinez (Spain), Hyam Nashash (Jordan), Peter Anyang' Nyong'o (Kenya), Paul Oquist (Nicaragua), Marta Oyhanarte (Argentina), Odette Ramsingh (South Africa), Siripurapu Kesava Rao (India), Valeria Termini (Italy), Gwendoline Williams (Trinidad and Tobago), Susan L. Woodward (United States of America), Philip Yeo (Singapore) and Najat Zarrouk (Morocco).

4. Due to the ban on flights in European air space following the volcano eruption in Iceland, the following members could not attend in person: Meredith Edwards (Australia), Walter Fust (Switzerland), Mushtaq Khan (Bangladesh), Joseph Dion Ngute (Cameroon), Beatrice Margaret Saner (United Kingdom), and Jan Ziekow (Germany).

5. The list of observers who attended the session may be viewed on the United Nations Intranet (see <http://unpan1.un.org/intradoc/groups/public/documents/undpadm/unpan038305.pdf>)

C. Agenda

6. The agenda of the Committee for its ninth session was as follows:

1. Election of officers.

2. Adoption of the agenda and other organizational matters.
3. Challenges to and opportunities for public administration in the context of the financial and economic crisis.
4. Review of the United Nations Programme on Public Administration and Finance.
5. Public administration perspective on the theme of the Annual Ministerial Review of ECOSOC: implementing the internationally agreed IADGs and commitments in regard to gender equality and empowerment of women.
6. Proposed programme of work and agenda for the tenth session of the Committee of Experts.

D. Election of officers

7. The following members are serving as the Committee officers during the current session:

Chairperson:

Luis Aguilar-Villanueva (Mexico)

Vice-Chairpersons:

Pan Suk **Kim** (Republic of Korea)

Walter **Fust** (Switzerland)

Peter Anyang' **Nyong'o** (Kenya)

Rapporteur:

Susan L. **Woodward** (USA)

Chapter III

Summary of proceedings and conclusions

A. Work of the Committee

8. At the opening session, the ad interim Chairperson, Prof. Peter Anyang' Nyong'o, welcomed the experts and introduced the main theme of the session: Challenges to and opportunities for public administration in the context of the financial and economic crisis. The challenge is threefold: the failure of institutions considered driving forces of a capitalist economy, increased doubt about the sanctity of liberal values, and uncertainties about what is to be done. What will be the role of government and political leadership in the innovation necessary to meet these challenges?

9. Two introductory speeches, given respectively by the President of ECOSOC, Mr. Hamidon Ali, and the Under Secretary-General for Economic and Social Affairs, Mr. Sha Zukang, framed the discussions of the Committee. Mr. Ali emphasized the increasing significance of “integrity, innovation, and information” as the three eyes (Is) to the future of governance as we learn from past mistakes and attempt to restore peoples' trust. Mr. Sha underlined the opportunities for public administration when trust levels are at historic lows to make specific recommendations on financial reform, leadership communication strategies, and government responses to the dire social implications of the crisis. Both the chair and the speakers emphasized the value of the Committee's mosaic of experiences, diverse niches, and impartiality but common goal of analysis and recommendations because, at its core, the global financial and economic crisis is a governance issue.

10. The brief organizational statement by the Director of the Division for Public Administration and Development Management (DPADM), Ms. Haiyan Qian, concluded the opening session. She went over the history of CEPA, its mandate, procedures, and the formation of its agenda, including specific suggestions from the outgoing Committee Members from 2009 on how to invigorate CEPA work and strengthen its collaboration with DPADM.

B. Challenges to and opportunities for public administration in the context of the financial and economic crisis

11. The note by the Secretariat (E/C.16/2009/2), along with inputs from CEPA members, set the overall parameters for the Committee's discussions. It located the challenges posed by the recent global financial and economic crisis to public administration in the areas of leadership, policy coordination, transparency, public service delivery, vulnerability, and the regulation of the financial sector. The note also identified five windows of opportunity for public administration created by the crisis: (i) building more effective public administration, institutions and processes geared to risk identification, prevention and management; (ii) a potential rise in the prestige of public service, (iii) enhancing citizen-centric e-government systems and approaches in policy design, monitoring and implementation; (iv) redirecting public spending towards long-term development priorities, including IADGs and MDGs; and (v) a stronger focus on the needs of the developing world.

Enhanced public governance for speedy and coordinated policy response

12. Mr. S. K. Rao analyzed the ideological origins of the financial and economic crisis, including the paradigm shift on the role of government during the 1970s and 1980s, the resulting short-termism in decision-making, the greater vulnerability of countries due to globalization of finance but not of regulation, the capture of government by private interests, and the role of technology in its spread. Examples of successful cases in managing the crisis, China, India, and Canada, demonstrate the necessary role of national and global regulating and monitoring of banks and the financial system and the need to rebuild trust in government through moral values and integrity in public processes. The creation of more inclusive global forums would give countries with different developmental needs, particularly small countries, greater weight and voice in international decision-making.

13. Mr. P. Oquist gave a sobering account of the effects of the financial and economic crisis, argued that no single country can provide solutions to these effects, but that all inhabit the "damaged infrastructure of this financial tsunami," and thus stressed the need for a new global architecture

based on a holistic approach to public governance, including actors at the local, national, regional, and international levels. A roadmap to this new architecture should be based on the premise that global problems require global solutions, thus global financing, globally determined distribution, and ensuing better public and global governance, such as global taxation and goods management, a Global Stability Fund, Global Equity Fund, and a United Nations committee of economic experts, and greater recognition of current regional practices transforming reserve currency, trade, and capital flows that will eventually lead to global negotiations.

14. Acknowledging the failure of the theory of market self-regulation and the inadequacy of the current international architecture, the Committee discussed three main criteria for public administrations worldwide in crisis times: (i) not to overemphasize risks but to focus on institutional economic and social innovation; (ii) the importance of pro-active, participatory governance that is far more consultative - democracy at the local level is part of the solution; (iii) the failure of the idea of golden rules for all and the need to respect different national and regional situations.

15. Probing the question of global governance structures, the Committee emphasized the need to review global financing arrangements, particularly between international finance institutions and developing countries, and to

insist on more information and transparency about the source and evaluation of such funds. While protecting the strengths of the current global architecture, it is necessary to recognize and address its many weaknesses, its inequality and the need to have a global discussion on the principles of justice and a moral society which the social implications of the current crisis have raised. The burden on public administration in smaller and poorer economies is enormous; the United Nations is the best place and forum to work on a comprehensive and balanced solution.

Leadership capacity building in the public sector in the context of the financial and economic crisis

16. Mr. B. Hao's presentation highlighted the effects of the financial and economic crisis on the Chinese economy, the government measures taken in response, and their effectiveness. The measures included (i) a significant increase in government spending on livelihoods and infrastructure projects (roads and housing); (ii) multiple measures to promote employment and preserve jobs; and (iii) expansion of the basic social security system, including old age pensions and medical insurance. Mr. Hao argued that the effectiveness of these mechanisms was a product of leadership, defined as two capacities: to develop and to improve.

17. Ms. N. Zarrouk laid out the challenges of the crisis for public administration and for leadership (which must require making difficult choices in a timely manner about how to change the course of events). Leaders have the duty to provide objective, fair, and balanced information on the diagnosis of the crisis, the policies in response, and the anticipated impacts despite the constraints on resources which the crisis imposes. The resulting opportunities include: (i) enhanced role of public administration to assist leaders in filling these roles; (ii) recognition of the needed social, economic and environmental public policies, and (iii) call for redefining private-public-people partnerships (PPPPs).

18. CEPA welcomed the attention to leadership as a corrective to the institutionalism of the past two decades, because the crisis has demonstrated the need to set priorities and sequencing, and the crucial role of human resources, their interdisciplinary training, ability to engage all segments of society, and capacity for long-term perspectives beyond the political cycle of electoral democracies. Nonetheless, the effectiveness of the Chinese response demonstrates the great differences between countries with fiscal space and the many countries without such resources yet facing severe social outcomes. The centralizing effects of crisis response in reaction to the failure of unregulated markets and the scarcity of leadership

and skills raise the question of balance, however: how to know when one has gone too far in either direction? In finding balance, how does one diplomatically persuade leaders who are responsible for the crisis to acknowledge their role and to assess the state as well as market failures in causing the crisis?

19. Concluding that a stable, well-trained and well-remunerated professional civil service is indispensable to effective government in crisis times and to restoring citizens' trust in their state, the Committee warned against seeking simplistic solutions and, instead, respecting the complexity of governance in support of long-term strategic planning and mobilizing all citizens and as many sectors of society as possible in decision-making.

Citizen-centred public service delivery

20. Ms. O. Ramsingh added more details to the crushing effects of the financial and economic crisis on daily lives in the developing world to reinforce the view that the purpose of all new regulations must be for citizens and aimed at bettering their lives.

21. Ms. M. Oyhanarte argued that the global crisis offered opportunities: (i) to create a culture of cooperation and solidarity at the international level; (ii) to rethink the role of the state; and (iii) to extend citizen participation, particularly at the local level. Starting at the local level allows taking advantage of the growing role of ICT in providing easy and open access to government information, and its consequences for citizen engagement, and innovative strategies for public policy, such as the UNDP-supported Citizen's Audit, Quality of Democratic Practices in Argentine Municipalities (2003) that she described.

22. Mr. P. Anyang' Nyong'o reviewed state capacity in a historical context of the nature of the state in African countries since independence: hopefulness and development, then structural adjustment that led to dramatic decay in the ability to deliver services but also political corruption and a loss in the idea that people must be at the centre of development. Despite changes in the nature of the state over four decades, the three initial fights remain: against poverty, ignorance, and disease. One result of the massive decline in the quality of education as a result of structural adjustment policies is that few in African countries have the level of education to take advantage of the electronic (ICT) tools of citizen-centric government. Instead, the solution is devolution of power (not just resources) according to the following principles for reinventing

the state: politically democratic, national in its social content and ethos, and developmental economically.

23. CEPA discussed examples representing cause for optimism in citizen-centred and participatory governance, from decentralization in current Mozambican reforms and self-help groups in India to the growing numbers of cases submitted to the United Nations Public Service Awards. It took the Argentinean case to demonstrate that often very small changes can have a large effect. Nonetheless, the goal should not solely be increased participation but empowerment. Thus, how does one build citizenship in this sense? The obstacles suggest ways in which citizen engagement in policy-making processes could be enhanced. These include (i) access to ICT and e-government to enhance citizen participation; (ii) confronting the effects of growing inequality as a result of globalization on the very nature of the state; (iii) the human and financial resources of local governments, particularly the tax system and revenue sharing between central and local governments; (iii) coordination issues when decision-making units proliferate, including regional integration (within a country); (iv) training for public sector employees; and (v) explaining what experts' concepts mean in practice to government officials and citizens.

Transparency and accountability

24. Mr. P. S. Kim noted the complexity of transparency and accountability, the reforms taking place in many developing countries and yet remaining challenges and constraints -e.g. authoritarianism, lack of social capital, of monitoring and evaluation, of participation, of rewards and proper disciplinary actions, and of home-grown solutions. Most serious may be the lack of transformational leadership and political will in the implementation process.

25. Ms. V. Termini presented the complexity of transparency, even requiring a shift in values and vision. The crisis is an opportunity for public administration to restore citizens' trust in government by adopting the new paradigm of "open government" to become more accountable and transparent. In the old paradigm, citizens are clients and consumers of public services, whereas in the new, they are also partners, capable of co-producing public services and participating in policy-making. Central to these roles is access to information, quality information, enforcement, and a fight against corruption, which is a significant obstacle to achieving MDGs. The resulting "circuit of transparency" makes participatory governance possible while timely and trustworthy information is crucial

for decision making on economic policies. She suggested priority focus on the capacity of (i) national statistical offices to produce reliable data, (ii) independent supreme audit institutions (SAIs) to promote accountability, (iii) ombudsmen to ensure due process; and (iv) public service charters to ensure monitoring of performance.

26. Mr. F. Longo also argued that public trust in the ability of governments to respond effectively to the crisis depended on “open government,” characterized by transparency (freedom of information, performance measurement and information for decision-making), accessibility (easy access of citizens to public processes), responsiveness (government being receptive to new ideas, demands and needs), and accountability (managing expectations within and outside government) in public affairs. E-government tools were essential to facilitate citizens’ access to public processes, reduce expenditures, improve coordination of services, and decrease the political costs of budget cuts and other unpopular measures. Openness - not an absolute good that could conflict with other public values such as good performance, social equity, right to privacy and democratic representation - was necessary but insufficient for ensuring public confidence in government.

27. Speaking on behalf of INTOSAI, Mr. C. Ebener of the Permanent Mission of Austria to the United Nations noted that the principal objective of SAIs was to promote “responsive accountability,” specifically by providing legislative bodies and the general public with information on the administrative activities of governments. Thus, SAIs had to be guaranteed independence and given due mandate by law to investigate crisis-response measures to perform their watchdog functions effectively. To that end, it proposed that the Committee recommend that all Member States implement the Lima Declaration of Guidelines on Auditing Precepts and Mexico Declaration on SAI Independence.

28. The benefits of transparency and accountability are clear, Mr. Kim summarized, but the difficult question is "how." Members added that there are obstacles in the risk-averse culture of secrecy in public administration, the lack of citizen awareness of their right to information and its benefits, and the applicability of tools such as ICT and e-government in contexts where oral traditions and the preference for personal contact dominate. Discussion of the "how" centered on systems of integrity, including administrative tools and processes to track, publicize, and punish criminal acts, information campaigns with the public, codes of conduct and training for civil servants, and sound preservation of records. While quick access to user-friendly and relevant information and information management are

necessary to transparent and accountable government, these depend for their success not only on formal regulations and institutions but also on informal rules -- ethical norms and democratic values and political commitment.

Social and financial protection for vulnerable groups

29. The severity of the economic consequences of the financial and economic crisis has become a critical social question that presents an extraordinary challenge to the public sector and governments, according to the chair, Mr. L. Aguilar Villaneuva.

30. These social effects, declared Mr. M. Dmitriev, are still largely terra incognita because they are still unfolding, extremely complex, and yet to be researched. He thus set out an analytical framework for identifying types of vulnerabilities and the ability of governments to provide social protection which is a political imperative of responses to the crisis. Pointing to public administration capacity as the key determinant of the government response, he warned of the necessity to distinguish between short-term emergency responses and long-term development strategies in capacity building and development and that timely exit strategies are as important as fast scaling up.

31. Variations in government response depend on their vulnerability profile, fiscal space, existing social protection system, and public administrative capacity. The tools chosen must match government capacity and not overlook the highly diverse and important informal mechanisms of social protection which are necessary to complement formal legislation and capacity. More institutionalized means get narrowed quickly in a crisis, are influenced by information asymmetries, and even in middle-income, transitional and post-transitional countries, Mr. Dimitriev maintained, the social protection systems are not well-equipped to cope adequately with vulnerability (e.g., high levels of poverty and growing exclusion) because they tend to be crowded out by pensions, are too low in value, are over- or imprecisely targeted, or lack other necessary tools. Enhanced international governance and collective action are vital because, as the contraction of fiscal space is global, there are spillover effects and resulting global vulnerabilities and information asymmetries.

32. By teleconference, Ms. M. Edwards addressed the trade-offs and innovative mechanisms in public sector capacity to deliver social protection within the framework of citizen-centric policies. Because targeting is administratively costly, she focused on conditional cash transfers, now positively evaluated in many countries despite criticism that they can lack

community participation in their implementation. To be effective, she concluded, social protection measures need to be integrated with economic and other social policies and always be part of a dynamic learning process.

33. The Committee emphasized the political and the institutional dimensions of addressing the social protection of vulnerable groups. These included: (i) enhancing public capacity to act fast when needed; (ii) effective exit strategies following crisis-induced emergency responses; (iii) recognizing that there is no exit strategy for countries where there is no distinction in vulnerability between crisis conditions and general poverty and no fiscal space, and the need for innovative South-South funding schemes such as ALBA (Bolivarian Alternative for the Americas); and (iv) viewing crises as opportunities for capacity innovation and growth such as through green economy and for promoting a forum for multilateral global cooperation where poorer countries can have a stronger voice in negotiating with developed countries. Mr. Dimitriev added that the diversity of government programs and the ingenuity shown in some countries demonstrate that no situation is totally constrained and hopeless.

A case study of Singapore

34. Mr. P. Yeo traced the stages of Singapore's economic development from labor-intensive, to capital-intensive, and now to information-intensive, based on the promotion of new sectors while others decline. This shift was driven by the strategic foresight that an economy based only on cost efficiency is not sustainable in the long term. Singapore launched its research drive in 2000 after the Government identified this area as a key engine of future economic growth. Twin hubs in research and development (R&D), the 'Biopolis' and the 'Fusionopolis', were established with a span of multiple research disciplines from bio-imaging to microelectronics, and have already contributed to substantial growth in manufacturing output, despite the financial and economic crisis.

35. The key to this new strategy is human capital. While land is being continually reclaimed from the sea, their key constraint is talent. On the view that "talent is international," Singapore's approach to human resource development is to build mid-term and long-term public sector human capital through scholarship programmes offered to young talented individuals. Mr. Yeo's paper also details how Singapore's response to the global economic crisis parallels this approach.

36. The Committee welcomed Mr. Yeo's presentation and discussed ways its lessons might be applied elsewhere. Questioned about how

Singapore was able to attract and retain young talent from abroad, how public administration contributed, and whether there might not be "growth fatigue," Mr. Yeo emphasized both the financial benefits of generous stipends and scholarships and the ambition of young individuals who come from poorer circumstances while public servants have very high status and are paid extremely well, which also stops corruption. The Committee concluded that while this example is not easy to copy, one lesson is generalizable, that such success is the result of policy and that in seeking international capital and international talent, Singapore followed its own policies based on its own situation.

Recommendations for enhanced public governance for speedy and coordinated policy response

37. The Committee emphasizes that global problems need global solutions - no single country can provide solutions to the crisis alone. The current international institutions did not prevent the crisis. The Committee, therefore, urges Member States to consider a new architecture whereby there is not only globalization of finance but also of regulation and to use the United Nations as the best forum to address these crisis-related issues, to generate a global discussion on its moral aspects and standards of justice

and to link these issues with the urgent necessity of the achievement of IADGs, including MDGs.

Recommendations for leadership capacity building in the public sector in the context of the financial and economic crisis.

38. The Committee urges Member States to differentiate between short-term emergency responses and long-term strategic planning and transformation in their response to the financial and economic crisis and its effects. It recommends formulating timely exit strategies from emergency responses, where appropriate, and recognizing that successful adjustment requires long-term strategic planning.

39. The Committee recommends that the Secretariat and the Economic and Social Council pay due attention to the factor of leadership and new leadership qualities needed in crisis times. To this end, it commends the new paradigm of public administration, "open government," with emphasis on citizens as partners and co-producers instead of "government leadership" alone.

40. It also recommends that policy-makers recognize citizens' tendency not to differentiate government from state by providing objective, balanced

information on diagnosis, policies, and anticipated impacts, by linking citizens more closely to decision-making processes, and by ensuring a civil-service career track that is stable, permanent, and well-trained.

41. Recognizing the temptation to centralize power in conditions of crisis, the Committee urges Member States not to seek simplistic solutions but to recognize the complexity of state capacities and to strengthen their regulatory frameworks through integrity, accountability, transparency, and avoiding state capture.

Recommendations for citizen-centred public service delivery

42. The Committee urges Member States not to lose sight of the purpose of regulation: citizens and the quality of their lives. This would include supporting human resource development in the public sector that aims at citizen-centric governance, supporting the effective use of ICT and e-government toward enhancing citizen engagement.

43. The Committee recommends to the Secretariat to continue publicizing good examples of innovative citizens' participation initiatives through the United Nations Public Service Awards.

Recommendations for transparency and accountability:

44. The Committee recommends that the Economic and Social Council continue to promote and enhance transparent and accountable governance structures, processes and tools, particularly through harnessing the transformative power of ICT.

45. The Committee urges Member States to provide regular reports of their actions toward the financial and economic crisis so that citizens can become fully participatory in managing its effects and its exit and to restore citizens' trust in government.

46. It also encourages Member States to set standards of conduct and undertake training to encourage a culture of openness within the civil service, to alter incentives away from risk averseness that fosters secrecy, and to undertake information campaigns to make their citizens aware of their right to information, legislation facilitating this, and the benefits for all that will result.

47. The Committee recommends that the Secretariat continue its work to clearly define and comparatively demonstrate the role of information management and knowledge creation in crisis management and development overall with emphasis on both formal and informal mechanisms of public management and citizen engagement.

48. The Committee recommends that the Secretariat undertake a comprehensive and comparative study on targeted social protection programmes for vulnerable populations in crisis times, including analysis of institutional preparedness for rapid response, vulnerabilities on a macroeconomic and global scale, and innovative forms of financing for countries with no fiscal space or safety nets such as South-South solidarity.

49. The Committee also urges the Secretariat to look into the different ways in which this crisis could be an opportunity to promote green economy and low carbon solutions for development, particularly for countries which cannot do so on their own, while supporting the overall work of the United Nations concerning climate change.

C. Review of the United Nations Programme on Public Administration and Finance

50. The Secretariat presented a note (E/C.16/2010/3) highlighting the major activities undertaken by the Secretariat in 2009.

51. The note set out the scope of activities planned for implementation in the biennium 2010-2011, and proposed the strategic framework for the period 2012-2013 with three major functional areas: (i) institutional and human resource development in the public sector; (ii) e-government development; and (iii) development management and citizen engagement. The note also invited the Committee to review and provide feedback to the Secretariat on its activities intended to assist governments in meeting their current governance and public administration challenges, particularly in the context of emerging issues and crises. Finally, it highlighted the activities undertaken by the Secretariat to streamline and reform its operations towards results-based and demand-driven approaches with particular focus on the effective use of ICT and with a view on enhancing knowledge management and acquisition towards the achievement of IADGs, including MDGs.

52. DPADM Director, Ms. H. Qian, presented the new strategy, Way Forward, of DPADM in its reform initiative and its main challenges. Making direct links between the new substantive foci of the Division and the major issues faced by Member States in three dimensions, the information age, a crisis world, and globalization, where information-sharing and management become central, she explained how the internal organizational restructuring was complemented with improved work modalities based on four main pillars: (i) Training and Knowledge-Management, (ii) Advisory Service, (iii) Research/Analysis; and (iv) Advocacy and Learning. Finally, the Director of DPADM introduced the major products of the Division, including the soon-to-be-launched Public Administration Knowledge Space (PAKS), which will be DPADM substantive, technical and educational one-stop-shop for assisting Member States in their developmental needs concerning public governance and administration. PAKS will (i) make sure that relevant knowledge is easily identifiable and accessible; (ii) put ICT-supported public administration to the service of development; and (iii) connect, create and expand knowledge on how to better manage public affairs and better serve citizens.

53. The Committee welcomed and applauded the positive changes towards restructuring and reform at DPADM and made several recommendations towards accelerating the Division's Way Forward. It

urged DPADM to (i) pay due attention to differences among developing countries, for example, small countries, and the meagre information on countries in the South; (ii) link the three divisional focus areas via policy analysis; (iii) push for greater collaboration and connectivity with all stakeholders through UNPAN; and (iv) increase its impact by leveraging with other international and regional institutions that have greater resources.

54. Specifically, the Committee recommended that DPADM focus on accurate, authentic and relevant data and the creation of databases with indicators of significance to public administration given the current matters of concern for Member States, such as (i) local governments and the resources they receive from central government; (ii) the ratio of public sector employees to the overall population and within public sector budget allocations per service area; (iii) indicators that reflect the new model of open government; (iv) processes and actions of repositioning the public sector in development; and (v) trends of public administration development per country and according to relevant criteria, e.g., transparency, accountability, citizen-centric service delivery.

55. DPADM welcomed these suggestions and reiterated its willingness to work closer with the Committee to leverage partnerships in a systematic

way and towards creating a joint DPADM-CEPA product in addition to the organization of meetings and events. The committee recognized with appreciation the fact that other international organizations such as the Organisation for Economic Co-operation and Development (OECD), the World Bank, the World Economic Forum and, the *Economist* are currently using the indicators of the United Nations e-Government Survey, one of DPADM products, in their own reports. The Committee also welcomed the PAKS initiative currently being constructed.

D. Public administration perspective on the theme of the Annual Ministerial Review of the Economic and Social Council: implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women

56. The Secretariat presented a note (E/C.16/2010/4) entitled ICT and gender equality: new opportunities and challenges for public administration to implement IADGs, including MDGs. The note analysed the application of ICT in public administration and governance to help women gain better access to government information and the needed social services and to participate more effectively in decision-making processes.

57. The note concluded that the empowerment of women and their active participation in e-government programmes will not occur if the ICT-supported contents and approaches are not made gender-sensitive and do not explicitly target the removal of gender inequalities. It thus recommended the (i) development of national ICT policies that ensure the participation of women, gender experts and women's organizations at all stages of policy planning, consultation and implementation; (ii) design, implementation and maintenance by Governments of an enabling environment for the formulation and systematic assessment of gender sensitive e-government policies, including the appropriate legal, regulatory and institutional arrangements; (iii) implementation of cross-jurisdictional coordination to improve gender mainstreaming in public administration; (iv) involvement of national machineries for the advancement of women in mainstreaming gender-sensitive ICT into administrative processes; and the (v) linking of public administration programmes with e-government strategies to engage both women and men as stakeholders in policy formulation, design, consultation and implementation.

58. The chair noted that mainstreaming is often reduced to a simple formula of positions in the public sector yet this does not address the cultural obstacles of inherited traditions and social prejudices that prevent gender equality in form from becoming equality in content.

59. The Assistant Secretary-General and Special Adviser on Gender Issues and Advancement of Women to the Secretary-General, Ms. R. Mayanja, reviewed the outcomes since the 1995 Beijing Platform for Action for the empowerment of women, noting that the negative consequences of the financial and economic crisis have fallen disproportionately on women. Among the progress she noted, were (i) increased access to education for girls; (ii) policies to address HIV/AIDS and health budgets to increase gender equality; (iii) legal, policy, and institutional frameworks to end violence against women and girls; and (iv) quotas for women's participation in decision-making. Lags remain in many MDGs, especially poverty, unemployment, and illiteracy, and insufficient attention to gender equality dimensions in national development policies and strategies. She detailed the many key roles that ICT and e-Governance can play in achieving MDG3, but warned of the need for regulations and public administration to protect women and girls against its possible abuses, such as trafficking, and disempowerment, including by deepening gender stereotypes.

60. Ms. R. G. Bethel identified ICT as the primary enabler for IADGs and MDGs on gender equality and women's empowerment, including in commerce, government, and education, and thus the importance of setting

national e-government agendas accordingly. Effective use by women of e-government requires accessibility, affordability, cultural and gender relevant content, and adaptation to the scheme of their daily lives, given their double burden of family and work. Especially because women are the bedrock of social and economic development and emergency responses to the crisis are crowding out e-government policies, she urged the United Nations to elevate the issue to the policy level.

61. Ms. P. Sekatle, (OBSERVER), illustrated the benefits of local government and devolution through the case of Lesotho, including in facilitating women's participation in government. Although local governments were only created in 2005, the commitment by members of the Southern African Development Community (SADC) to achieve at least 30 percent in women's representation has been exceeded in Lesotho, achieving 58 percent in local councils. Although the space for reversing cultural practices of gender inequality does not yet exist at the national level or in women's willingness to take on leadership positions even locally, the achievements of local councils in building roads, land management for the collective good, and giving women experience in public decision-making demonstrate what can be achieved with substantial women's participation.

62. Discussion in the Committee focused on encouraging examples of progress in recent years such as in Mozambique, Morocco, India, Argentina, China, Trinidad and Tobago, and Brazil. Stressed were policies that aim to reduce gender inequality, the causes and positive consequences of women's greater participation in government and elected office, the resulting need for training programmes tailored to women, the distinction between short-term and the longer-term policies that can change perceptions and mind sets, such as education, and the demonstrated role of access to information in exposing inequalities in the implementation of apparently egalitarian policies to improve actual practice. Obstacles were also detailed, including reasons for women's lack of access to ICT and e-government, its consequences for women's employment and its effects on the fertility rate, not just political representation, and insufficient action to end female genital mutilation (FGM) and other harmful practices to women's health and, thus, empowerment. At the same time, the very discussion of this agenda has led in many countries to a change in discourse and to a recognition that gender equality (such as on issues of reproductive health and schooling) concerns both men and women and boys and girls, with progress already on decisions on family size and the prospects for girl children.

Recommendations on implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women

63. The Committee recommends to ECOSOC and the General Assembly that gender equality remains an important goal and that ICT provides a potent tool for advancing women's empowerment as long as its risks are managed.

64. The Committee urges Member States to take all necessary measures, including enacting and enforcing legislation, to prohibit FGM, as declared in para. 4, E/CN.6/2010/L.8.

65. The Committee recommends greater attention be paid to women's underrepresentation in public administration and especially high civil service positions, as a neglected aspect of the goal of gender equality.

66. The Committee recommends that the Secretariat add the collection of such data to their knowledge space.

67. The Committee wishes to recognize the monetary value of domestic labor and care work performed mainly by women as an important component of achieving gender equality.

68. The Committee, therefore, recommends that the Secretariat develop a methodology to consider inclusion of such value in official national accounts.

69. The Committee wishes to recognize the work of the United Nations Project Office on Governance (UNPOG) in the Republic of Korea with the Asia Pacific Women's Network Center (APWINC) at Sookmyung Women's University on country-specific case studies related to gender and public administration.

E. Session on innovative ways to enrich CEPA – DPADM collaboration

70. Each working group began with a presentation by the relevant Branch of DPADM on their mission, strategy, program of work, and activities.

a) Working Group I - Development management and citizen engagement

71. The primary concern of discussion in working group I was what can be achieved with limited resources and how to measure performance to get "value for money." This included a discussion of the comparative advantage of this Division in relation to other institutions working on similar issues, such as the OECD, the virtues of the United Nations (e.g., neutrality and global inclusiveness and the resulting legitimacy), and the ways that non-financial resources such as imagination and creativity can be leveraged. An important issue left to further discussion was priority themes for the next years within development management. The chair emphasized the value of this new format of working groups in providing the opportunity for the Committee to sit together with Secretariat staff members to explore ways to enhance impact on development through better development management.

72. The primary recommendations of the working group were to liaise with existing programs elsewhere, such as the Innovation in the Mediterranean Programme (and its publication on Innovation in the Public Sector), and to focus on local public administrations which, unlike their

national counterparts, recognize that they do not have the answers and knowledge, get little attention, and are seeking advice.

b) Working Group II - E-/mobile government development

73. Discussion in working group II expressed strong support for the department's programme and focused on:

- (i) Stakeholder engagement, including modes of interaction with governments, harmonization of activities with internal and external partners, the private sector and the non-profit sector
- (ii) Evaluation of the quality of outputs
- (iii) Sources of funding
- (iv) Scaling up activities, e.g., preparation of "templates of international or regional norms" for e-government development per sector
- (v) Means of assuring a niche for the department in e-government for development and ensuring programme continuity over time, for example through additional Memoranda of Understanding with specific countries and/or regional groups on sustainable e-government development

74. The working group recommended raising awareness on DPADM activities in the area of e-government by the Committee and the Secretariat and the need for resources, as proposed in the Draft Resolution, para. 6d.

c) Working Group III - Institutional and human resource development in the public sector

75. Discussion in working group II focused on understanding how the Branch works, identifying ways the Committee can enrich its work, and practical recommendations to the Department. Among an exhaustive list of useful recommendations are:

- (i) Based on the Branch compilation and analysis of Public Service Codes of Conduct from 100 Member States for the PAKS, develop a generic code as a useful guideline for countries that lack a code
- (ii) Utilize Members' particular interests and expertise more for representation of the Branch as regional resource persons and ambassadors for the Division and for partnerships and information during Branch activities in a particular country or region

- iii) Engage with Committee Members during and beyond annual sessions, including development of a protocol to formalize cooperation and mutual interaction on the basis of mutual expectations, particular interests, expertise, and the network capability of Members
- (iv) Build a body of case studies with contributions from CEPA members and showcase success stories worldwide to encourage governments to adopt successful approaches and to counteract current prejudices such as toward African countries

F. Proposed programme of work and agenda for the next session of the Committee of Experts and preliminary review of the draft report of the Committee

76. The Committee agreed to adopt a multi-year programme, 2011-2013, on the main theme, “Public governance for results to improve the quality of human life.” Each of the three years will have different sub-themes. The sub-themes for its tenth session are: a conceptual framework, public governance for results in post-conflict and post-crisis countries, social protection for vulnerable populations, and performance management

in governance. Papers on Item 3 para. 76 will be prepared by selected Committee Experts.

77. The Committee approved the convening of its tenth session from 4 to 8 April 2011 and also approved the following agenda for adoption by the Economic and Social Council:

- (i) Election of Officers
- (ii) Adoption of the Agenda and other organizational matters
- (iii) Public governance for results to improve the quality of human life
 - a. Conceptual Framework
 - b. Post-Conflict and Post-Crisis Countries
 - c. Social Protection for Vulnerable Populations
 - d. Performance Management in Governance (including in regard to the internationally agreed goals and commitments in education, the theme of the 2011 annual ministerial review)
- (iv) Review of the United Nations Programme on Public Administration and Finance.

(v) Agenda for the 11th session of CEPA

78. The Committee adopted the draft report of its ninth session.

Annex

List of documents

<i>Document symbol</i>	<i>Agen da item</i>	<i>Title or description</i>
E/C.16/2010/1	2	Provisional agenda and organization of work
E/C.16/2010/2	3	Challenges to and opportunities for public administration in the context of the financial and economic crisis
E/C.16/2010/3	4	Review of the United Nations Programme in Public Administration and Finance
E/C.16/2010/4	5	Information and communications technology and gender equality: new opportunities and challenges for public administration to implement

<i>Agen</i>		
<i>Document</i>	<i>da</i>	
<i>symbol</i>	<i>item</i>	<i>Title or description</i>

the internationally agreed
development goals, including the
Millennium Development Goals
