SUPPORT TO DEVELOPING CAPACITIES FOR EFFECTIVE GOVERNANCE, PUBLIC ADMINISTRATION AND SERVICE DELIVERY IN DEVELOPING COUNTRIES FOR SUSTAINABLE DEVELOPMENT

Capacity-development initiative of UNDESA

AIDE-MEMOIRE

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1. BACKGROUND

Effective implementation of the post-2015 development agenda including Sustainable Development Goals (SDGs) will require effective, accountable, and equitable delivery of public services. There is therefore critical need for creativity and innovation including application of modern Information and Communication Technologies (ICTs) to improve the delivery of services by public sector institutions in developing countries in Africa and beyond. There is equally important need for the governments to develop institutional and human resource capacities including leadership in the public service to enable these countries to anticipate, formulate, and implement integrated public policies and strategies that can lead to effective delivery of public services as an essential attribute of citizens’ trust and important component of sustainable development. Institutional and human resource capacity development, including leadership capacity building, will be a critical component of the process of implementing the post-2015 agenda and achievement of SDGs.

In resolution A/RES/60/34 of 2006, the United Nations General Assembly:

(i) Stressed that national efforts to improve governance, public administration and institutional and managerial capacities are essential to enable Member States to achieve the internationally agreed development goals, including the Millennium Development Goals, and encouraged Member States to increase their efforts in this regard;

(ii) Agreed that the United Nations should promote innovation in government and public administration, and stressed the importance of making more effective use of United Nations Public Service Day and the United Nations Public Service Awards in the process of revitalizing public administration by building a culture of innovation, partnership and responsiveness; and

(iii) Urged the United Nations to maximize the effectiveness of its activities in the field of public administration and development by strengthening partnerships with other international and regional organizations, as appropriate, and by promoting the use of information and communications technology as a tool for development.

The GA resolution “the Future we want” reiterated ‘the importance of human resource development, including training, the exchange of experiences and expertise, knowledge transfer and technical assistance for capacity-building, which involves strengthening institutional capacity, including planning, management and monitoring capacities’.

Taking it forward in 2014, the ECOSOC in its resolution E/RES/2014/38 recommended that the United Nations Committee on Public Administration (CEPA) in its fifteenth session deliberate upon how redefining relationships and responsibilities for responsive public service delivery, including through e-solutions, can support sustainable development.

The Open Working Group (OWG) proposals for the SDGs call for ‘developing effective, accountable and transparent institutions at all levels to ensure responsive, inclusive, participatory and representative decision-making at all levels’. It has also called for ‘strengthening relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries’.

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In light of the mandates stated above, the Division for Public Administration and Development Management of the United Nations Department of Economic and Social Affairs (DPADM/UNDESA) responded to the request of the Government of Uganda to jointly organize an international conference titled “Support to Developing Capacities for Effective Governance, Public Administration and Service Delivery in Developing Countries for Sustainable Development”. By expanding the conference to a number of developing countries outside of the African Continent, DPADM/UNDESA will use the opportunity of this high-level event to enrich its experience sharing component and the impact of its capacity-development segment.

2. **CONTEXT**

For many developing economies, especially in Africa, policy implementation and provision of public goods and services remains a major challenge. This international conference is conceived to provide an opportunity for policy-makers, scholars and practitioners from diverse disciplines of public management to discuss managerial solutions to the governance challenges on the African continent, as well as in other developing countries. The discourse at the conference will focus on how to move from theoretical frameworks to practical strategies for improving governance processes, curbing corruption and improving service delivery.

3. **PURPOSE**

The objective of the conference is to enhance knowledge and awareness of political leadership, senior public service leaders and other governance actors in developing countries of Africa, Asia and Latin America on the critical role of integrated and coordinated strategic public policy formulation, decision, implementation, monitoring, evaluation and effective delivery of public services in the implementation of the post-2015 development agenda and achievement of sustainable development goals.

4. **THEMES FOR DISCUSSION**

With the overall objective to identify practical solutions and strategies for improving governance processes, curbing corruption and improving service delivery, the following five themes will be at the core of the conference discourse:

**Theme A: Public Sector Reforms**

Many developing countries have undertaken public sector reforms often following the New Public Management (NPM) principles. However, many scholars of public administration have argued that the dominance of NPM has declined. As a consequence, NPM is being replaced by new value laden paradigms such as those focusing on whole government issues (network governance), Neo-Weberian state reforms aimed at reaffirming the role of the state
(developmental state), collaborative governance (such as Public Private Partnership) and the good governance ideas where governments improve themselves, become reliable, accountable and responsive to solving societal problems and protecting the citizens. Therefore under this topic the conference participants will address issues of:

- Managerialism versus Traditional Public Administration
- Local Governance and Development
- Public Financial Management
- CSOs role in Local Governance
- Human Resources Development
- Managing Cross-border Human Resources
- Multiple Public Service Modalities
- Public Manager, Public Interests vs Marketization of Economies
- Local Economic Development
- Procurement Management
- Network Governance and role of the Private Sector

Theme B: Performance Management, Monitoring and Evaluation
Performance measurement has been a core element of public sector reforms since the 1980s. Public sector organisations are under pressure to show evidence of good performance in service delivery to the citizens. Assessment of service quality and program results is a key component to showcase performance and informed public management. However, while single central government agency performance measurement has been sufficiently developed, systematic attempts to make intergovernmental performance comparisons have often had limited success. Under this theme the following issues will be addressed:

- Impact-based Evaluations of Public Services
- The CSO role in Evaluations
- Unintended Consequences of Public Service
- Methodological Evaluation Issues
- Utilization-focused Evaluations
- Equity-based Evaluations
- Whole Organization Evaluations
- Knowledge Management
- Evaluation Capacity in African Countries, Profession, Standard, and Guidelines

Theme C: Development Agenda, Globalization, Regionalism, Nationalism and Partnerships.
Various development theories and strategies were applied and tested in different countries ranging from modernization, colonialism, nationalism, structural adjustment programs, global marshal poverty reduction plans and national development agendas and collaborative approaches, however, the pace and outcomes of development seem undesirable. Therefore, under this theme the following issues related to development trends will be discussed:

- National Development Planning and Planning Implementation
- Future of Development Cooperation in Africa
- Economic Transformation-Public Administration Perspective
- Management of Energy, National Resources and Environment
Theme D: E-Governance
There is no doubt that E-government is a necessity for better governance. However, debate on e-government for public administration focuses on its functions of service delivery, information management, and use of technology. Yet public administration is beyond a public administrator. Accordingly, public administrators need a broader public administration approach and e-governance should embrace the potential of exercising political, social, economic, and administrative processes and govern the whole matter. Under this theme the following issues will be considered:

• Information & Communication Technologies to track Service Delivery Strategies
• Educational Institutions in Advancing E-managerial Solutions
• Management of Cybercrimes
• Mobile Money and Mobile Banking
• E-service Delivery in Social Sectors
• E-Management, Quality Assurance
• Use of Social Networks in Service Delivery in Africa

Theme E: Anti-corruption Strategies
Corruption is one of the main challenges that undermine effectiveness of institutions and governments in many developed and developing countries. It threatens economic and political fortunes of countries. It is also one of the major factors that affects investors’ confidence and discourages innovations. While there are legal and institutional measures that are instrumental in exposing corruption to some extent, there are weak formal and informal mechanisms that succeed to prevent corruption and ensure enhanced accountability. Under this theme the following issues will be addressed:

• Political economy of corruption
• Anti-corruption and social accountability reform
• Costs of corruption at political, economic and social levels
• Principles and strategies to fight corruption
• Ethics and integrity systems in public, civic and private sectors
• Institutional dilemmas in management of corruption
• Citizen driven anti-corruption models

5. ORGANIZATION
The Conference will explore the issues and challenges related to the institutional and human resource capacities of national public administrations as part of the state strategy in pursuit of sustainable development. It will provide for the followings:

(i) Facilitate a dialogue amongst participating government officials and their counterparts from different countries as well as regional and international development partners and
UN organizations in addressing the trends and challenges of governance and public administration for sustainable development;

(ii) Draw appropriate expertise on the issues of effective governance for sustainable development through sharing of expertise;

(iii) Promote regional cooperation and exchange of experiences through discussions and presentations; and

(iv) Provide a set of findings, conclusions and recommendations on the importance of adequate institutional capacity in governance and public administration for the achievement of sustainable development.

DPADM/DESA will provide substantive support by preparing and delivering the special presentation; conducting the high level opening session and high-level Ministerial discussion panel on service delivery and the implementation of the post-2015 development agenda, and organising and facilitating other panel discussions;

DPADM/DESA will also render the needed financial and logistics support by covering the costs related to the travel of DESA staff (up to four persons); up to four international resource persons from different countries/continents that are highly qualified in substantive focus areas of the conference, namely collaborative governance for public service delivery; public sector reform; performance management, anti-corruption strategies in public sector, and e-governance; financing one participant from each of 43 developing countries, some of which will be the winners of the United Nations Public Service Awards; and defray the costs related to interpretation services to be provided during the conference (English and French);

Ministry of Public Service of Uganda and the Uganda Management Institute will provide conference facilities, mobilise the rest of the participants and resource persons, provide organisational and secretarial support to the conference, including preparation of aide memoire, program, reproduction of workshop papers, invitation of participants, etc.

Other ministries of public service in Africa will finance the participation of additional ministers, permanent secretaries and other senior public servants and human resource managers.

5.1 Participants

DPADM/UNDESA will sponsor participants from 43 developing countries in Africa, Asia and Latin America. The target group will comprise of:

- Ministers responsible for public service;
- Senior public servants from ministries of public service and local governments;
- Human resource managers in the public sector;
- Representatives of management development institutions, especially those involved in capacity building; and
- Winners of the United Nations Public Service Awards
5.2 Official languages

The working languages of the conference will be English and French.

5.3 Dates and venue

The conference will be held from 24 to 28 August 2015, in Kampala, Uganda.

6. Format of the conference

Participants will take part in plenary sessions and panel discussions. The approach will be participatory starting with introductory presentations leading to more detailed panel discussions of specific thematic areas. This will provide opportunity to participants to explore and discuss the challenges that the developing countries face in achieving development objectives, including equitable and efficient service delivery; the strategies that may be put in place to address such challenges; the capacities that are required from all actors, and how such capacities can be developed.

The deliberations during the Conference will evolve around the following five main substantive themes and their connection to the post-2015 development agenda:

a) Public Service Reform
b) Performance management, monitoring and evaluation;
c) Globalisation, regional and national strategies and partnerships;
d) E-government in and for the public service; and
e) Anti-corruption strategies.

Participants will:

- Discuss the problems of managing the interface between the political leadership and senior public servants in public service of developing countries, especially as this relates to improvement of integration and coordination of policy making necessary to internalise and implement the post-2015 development agenda for sustainable development;

- Examine the challenges related to the implementation of public administration reform and leadership capacity deficit in developing countries within the context of internationally agreed development agenda and how such challenges can be overcome;

- Explore the roles that must be played by central government authorities, regional and local governments, other local authorities, public sector human resource managers and management development institutes and other development partners to strengthen leadership capacities for effective delivery of public services for the achievement of MDGs, post-2015 development agenda and Sustainable development in an integrated way.
7. CONTACTS

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