

UNITED NATIONS



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**Closing Remarks
by
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DEVELOPMENT**

**TENTH SESSION OF
THE COMMITTEE OF EXPERTS ON PUBLIC ADMINISTRATION (CEPA)**

Conference Room 3, NLB, New York, 8 April 2011

Mr. Chairperson,
Distinguished Members of the Committee,
Excellencies,
Ladies and Gentlemen,

I am pleased to be with you as we approach the close of CEPA's 10th session. It has been quite an intensive week of reflection. I must congratulate you, not only on your erudition, but also on your stamina. This is a serious group. Let us now ensure that the Member States take note of the results of your hard work, just as the Secretariat has done.

The main purpose of this session was to express, in concrete terms, how to organize public governance to accelerate progress towards development goals. The session was also meant to review the activities of the United Nations system in public administration, so that we can better assist national governments and other development actors.

I believe that to a large extent the Committee has fulfilled its objectives. The discussion has been quite valuable, thanks to the generous sharing of experiences, analysis and insights. I understand that you will now prepare draft recommendations for ECOSOC's consideration.

Let me briefly share with you what I understand to be some of the main messages from the last few days.

First, public governance frameworks are necessarily multifaceted, since we live in multifaceted societies with many interdependent stakeholders. Public governance mechanisms must involve political leaders and public institutions, include private sector and civil society actors, and adhere to principles of democracy and mutual accountability.

Second, United Nations assistance in building state capacity in post-conflict and post-disaster situations specifically calls into play important intergenerational questions. Reconstruction of public administration after conflict and disaster can take twenty years, or more. And we must

recognize that people living in the aftermath of conflict and disaster may be concerned, more than anything, with security and economic development for all.

Third, social protection for vulnerable populations may be one element of a recovery plan, indeed of any national development strategy. Inclusion and engagement are universal goods. Though public administrators do not set national policy, they can configure regulations and practices to inhibit exclusion and abuse while promoting human capacity through local education and other means.

Fourth, in managing performance, there is no one best practice. Performance management is contextual, and countries in different economic, political and social conditions, require different advice. Some innovation, even some “audacity”, may be helpful. Yet, at its most basic, performance management is dependent on a culture of responsibility in government and in society.

Above all, governance systems must promote socially relevant results. Thus, one should begin with educational systems that instil civic values and train civil servants in public management. Indeed, the United Nations Public Service Awards offer an excellent opportunity to identify and reward innovation in this area.

Finally, I note that you are impressed with the work of UNDESA in the field of public administration, and you would like to see even more of it...in particular in the form of studies, guidelines and other knowledge-sharing outputs. That sounds like a good idea. Please convey this message to ECOSOC.

I very much look forward to reading the final report, and seeing the Committee’s recommendations.

Thank you.
