

Hao Bin Presentation

I am honored to have this opportunity to present the back ground paper on Creating an enabling environment for the post-2015 development agenda. This is one aspect of the critical role the responsive and accountable public governance plays.

It tries to underline the paramount need for an enabling environment for the post 2015 development agenda, including human capital development, performance reporting and monitoring and evaluation of public service delivery. So the presentation is composed of two parts: prepared by Professor Rao and me.

I would like to stress that the purpose of the paper is to draw attention to the issues that need to be addressed and offer a basis for discussion.

I. Human capital development

Why human capital development?

Relevance to the post 2015 development agenda.

1. The exercise of State authority to promote and manage human

capital for development is a key component of public administration and governance.

2. The administration of national education, vocational training and R&D affect both the level and the quality of human capital and exert impact on economic growth and sustainable development.

So if the human capital development is relevant, then

How do developing countries fare in human capital development?

There is a mix picture.

On the one hand, over the past decades, in particular since the beginning of the twenty-first century, developing countries have made great strides in human capital development which contribute to achieving the MDGs in many of those countries. There are many exciting and encouraging instances. On the other hand, however, many countries continue to face multiple challenges. The paper cites some major challenges for developing countries: inequalities between and within countries, in the levels of educational attainment and outcomes at the national and community levels; low quality of the labour forces; brain drains; non existence or low quality R&D.

To address these challenges, many developing countries are working hard. The paper draws examples from different developing countries. For instance, making education more accessible, Securing funding for investment in human capital, Tapping the potential of the informal sector; ensuring vocational training for workers.

In my view, human capital development has not been given sufficient attention in the debate on post 2015 development agenda in term of public administration and governance,

In this respect, the author has two points to make:

1. The policy issues framing the debate on human capital development need to be given strategic consideration in any discussion on development. As the collective global discussion on the framework for the post-2015 development agenda gains ground, there is a need to review the challenges of human capital development and its relationship with public administration, public policy and development.

2. Discussing human capital issues could serve as a prelude to defining the possible shape of education or human capital goals in

the post-2015 development agenda.

The last question of this part is: What could UN do to promote human capital development in the framework of the post 2015 development agenda?

The United Nations can provide guidance and advice, including on the establishment of relevant institutions and the application of the relevant legislation.

The United Nations Public Administration Network can facilitate mutual learning among Governments and international, regional and national institutions for human capital development.

United Nations agencies such as the ILO, UNESCO and UNIDO can provide human capital development assistance in their focus areas.

The United Nations could play a role in coordinating these activities to make the assistance more relevant and efficient.

II. Reporting, monitoring and evaluation of publicly funded projects, service delivery and Government performance

As the role of the State has expanded beyond that of keeping law and order to that of maintaining economic stability and sustaining inclusive growth, the capacity to track and evaluate the performance of Governments has assumed greater importance in all parts of the world.

But the current systems of accountability for results are flawed, due to the following, if I could just cite a few:

1. Fragmentation of institutional responsibility;
2. Selective coverage by some systems;
3. Significant time lags in performance reporting.
4. The “silos mentality” of administrative departments.

As a result, there are a myriad of key challenges in monitoring and evaluation:

1. Output-oriented rather than outcome-oriented indicators;
2. Lack of adequate communication between main actors;
3. Lack of adequate teamwork;
4. Separation of planning from implementation;
5. Data vary from country to country and lack of baseline information;

6. Fragmented institutional responsibilities.

This paper draws on examples from India such as Results framework document of the government, and some civil society initiatives in performance management.

The paper asserts that in general, the success of monitoring and evaluation processes depends not only on technical and human capacities but also on the political will. A greater effort by Governments to go beyond the technical frameworks of performance monitoring and evaluation is needed if governance for results is to become an effective tool.

In the drive to improve performance monitoring and evaluation, the need or scope for systemic reforms should not be forgotten. The scope for innovative modes of governance should be part of the wider discussion on the performance evaluation of governments.

The paper concludes that there have been several successful examples and there is much that countries could learn from each other. As is widely recognized, performance management and evaluation is essentially a political act that requires political

commitment and the devising of a system of that focuses on outcomes rather than on outputs, as well as the capacity to take follow-up action effectively, with an open mind and keeping the citizen at the centre of attention. The varied experience in this regard provides an opportunity to replicate what is successful, mindful of the varied historical situations and the human and other resources constraints that individual countries face.

In preparing the paper, staff from the division has rendered invaluable assistance. We wish to take this opportunity to express our deep gratitude to the unknown heroes.