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**STRENGTHENING PUBLIC ADMINISTRATION FOR THE  
MILLENNIUM DEVELOPMENT GOALS: A PARTNERSHIP-  
BUILDING APPROACH**

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# STRUCTURE OF THE PRESENTATION

- What is Partnership ?
- Why Partnership is important ?
- Evolution of Partnerships : with whom for what ?
- MDGs and the Agenda of Partnerships
- Emerging Best Practices
- Lessons learnt
- Way Forward
- How can Partnership be made a Governance Norm
- Introduction of the concept of 'Engaged Governance'

# 1. What is Partnership ?

## OECD (2001)

- No universal definition of Partnership
- Partnerships are forged around common policy goals and involve pulling of resources, both intellectual and financial, towards achievement of those goals

## DPADM/UNDESA

- From the public administration point of view: Partnership means a 'joined-up-government' where links are forged both within and outside for informed and accountable decision-making and for resource mobilization, for achievement of shared goals

## 2. Why Partnership is important ?

- Partnership .... “contributes to good governance by fostering .... Greater transparency, more accountability and enhanced legitimacy and lead(s) to better quality decision with higher levels of implementation and compliance (OECD, 2001)
- Other espoused benefits :
  - Helps evidence-based policy and planning
  - Helps tapping new ideas, information and resources
  - Helps need-based allocation of resources
  - Helps risk management through increased public vigilance
  - Helps building strategic alliances
  - Helps building trust in government institutions
  - Helps developing citizenship and civic capacity
  - Helps strengthening democracy and democratic institutions

# 3. Evolution of Partnership

- The backdrop of partnership
  - ❖ Merit of politically disinterested “expert” bureaucracy challenged
  - ❖ Dwindling resources vis-à-vis rising demands
  - ❖ Growing costs due to increasing scale of public provisioning
  - ❖ Inadequate accountability leading to inefficiency and corruption

# Evolution ..... continued

- The Response

Market-managerialist solutions :

- ❖ Strategic planning norms introduced
- ❖ Performance management
- ❖ Purchaser/provider split
- ❖ Contracting out
- ❖ “Doing more with less”

# Evolution ..... continued

- The Outcomes
  - ❖ Promoted strategic planning culture
  - ❖ A sense of client-orientation increased
  - ❖ Did not lower costs
  - ❖ Market-managerialist approach of the West could not address the issues of poverty and economic development
  - ❖ Globalization/regionalization made 'state-only' reforms inadequate

# Evolution ..... continued

Contemporary Nature of Partnerships

Private/Public : Contracting out

Complementing resource gap

Public/Civil Society

Area or community-based partnership (to encourage inclusiveness in local governance, UK's LSP)

Thematic Policy Formulation (mainly to labor and industrial policies involving the trade unions and the business groups)

Results-based Management : the Concept of 'joined-up-government' for results

PRSP for poverty



# Evolution ..... continued

Most of these models of partnerships lacked sustainability and ownership due to :

- (i) Organizational arrangements not coherent, neither consistent with goals
- (ii) Lacked mutual respect for each other
- (iii) Lacked political safeguards for inclusiveness and power sharing
- (iv) Lacked accountability and continuity ('opportunistic' partnerships)

## 4. MDGs and the Agenda of Partnerships

The 8 Goals of MDGs :

- Reduction of extreme poverty by half of 2015
- Achieve universal primary education
- Promote gender equity and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV/AIDS
- Ensure environmental sustainability
- Global partnership for development :
  - Increase ODA
  - Fair trade regime

Broadly MDGs indicate two main challenges :

1. Poverty eradication and improved social conditions
2. Resource mobilization

# Agenda of Partnerships to achieve MDGs

## Process Issues

- Sustained partnerships that can enhance inclusiveness to help mainstreaming the concerns of the poor and the disadvantaged
- Partnerships that can help mobilization of resources, both internally and externally

## Governance/Organizational Issues

- Political commitment and backing
- Legislative backing for attaining normative value
- Policy reform for enabling environment
- Minimization of transaction costs
- Change of attitudes, values
- Capacity-building
- Building on the existing opportunities (PRSP, UNDAF, MDGs, etc.)

## 5. Emerging Best Practice

- Sri Lanka's MDG Partnership
- Thailand's Constitutional Reform
- South Asia's SACEPS and Citizens' Social Charter
- Rwanda's Post-Conflict Strategic Planning and Development Model
- Australia's Queensland Community-Engagement Governance Model
- Citizens' Scorecard Model
- South Africa's 'People Budget' Model
- Porto Alegre's (Brazil) Participatory Budgeting Model

## 6. Lessons learnt

1. Real value of partnership needs to be realized within the broader system of good governance.
2. Partnerships need to go beyond ‘opportunistic’ (area-based or issue specific) collaboration and become a governance norm for each and every public institutions.
3. The issue of resource accountability and resource mobilization at the national level through citizen-government partnership should be given more attention.
4. UN’s efforts at resource mobilization at international level should be strengthened.
5. Best practice partnership model needs to be studied more systematically and regularly.

## 7. Way Forward

- Orient and empower public administration and build capacities for seeking and forging sustainable and accountable partnerships
- Build civil society capacities for citizen-based dialoguing for policy change
- Strengthen the enabling environment of partnership, through 'engaged governance' mode
- Encourage the concept and introduce the methodologies of citizen-based monitoring of service delivery
- Develop database of best practices and indicators of partnerships
- At the country level, use UNDAF as a partnership opportunity for MDGs, PRSPs, etc.