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Revitalizing Public Administration: The Emerging Issues

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1. The Analytical Context

- Millennium Development Goals

- Secretary General's Report on Public Administration 2004

- CEPA discussions and recommendations

- Issues emanating from the Division's analytical and technical cooperation work

- Other international developments, such as "security"

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2. The Emerging Issues

- Institutions and Institutional Processes

- Integrity, Transparency and Accountability

- Security Vs. Social service delivery

These issues are not necessarily independent of each other rather these are inter-connected

2. Emerging Issues...contd.
A. Institutions and Institutional Processes

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Basic underpinnings linked to the Emerging Issues

- Institutions and institutional processes that are more directly linked to socio-economic development.

- MDGs as overarching framework of development underpin two levels of focus:

  1. poverty reduction and social orientation to development (7 out of 8 goals)

  2. partnership for development: private/public and Government/citizen

Sometime, the processes that contribute to development, especially the implementation of MDGs may not be in harmony with each other.

Institutions and Institutional Processes...contd.

The dynamics contributing to the emerging issues relating to institutions

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- Market orientation, key to economic growth also pushes for value system that sometime contradicts the traditional welfare-based value system of a state

- Demand for better delivery of services and more equity much stronger than before.

- Participation of CSOs/NGOs in development management contributing to new governance paradigm.

- MDGs warrant significant shift to social development as the main goal of development, where economic growth to function as a means and not an end, warranting adjustments to planning, budgeting etc.

- An additional challenge: the issue of resource – more resources and more targeted resources needed to achieve MDGs, the issue of ODA mobilization, prioratisation and management.

Institutions and Institutional Processes....contd.

The challenges:

- The existing public administration capacity seems inadequate to mainstream poverty reduction within macro-economic policies.

- The vulnerability to the market lobbyists – national and international corporate sector, the donors and other internal forces influence both the strategic direction of development as well as the orientation of the public administration- top down Vs bottom up, controlling Vs facilitating.

- Many public administration systems remain introverted and lack inclusiveness in the decision-making processes

- Lack or weak capacity to mobilize, prioratize, manage, monitor and audit resources, especially ODA, within the context of MDGs

Institutions and Institutional Processes…..contd.

The Issues to consider

- Institutional capacities concerning planning, budgeting, monitoring etc. – How are they organized structurally, who participates in the decision-making etc?

- The legal, organizational and capacity issues concerning participation.

- ODA's linkage to development – whether seen within the context of MDGs?

- Mainstreaming/harminizing PRSPs within MDGs

B. Integrity, Transparency, and Accountability(ITA)

The basic underpinnings linked to the Emerging Issues

- Management accountability

- Aligning MDGs within the national priorities

- Citizen demand for strong, open and participatory monitoring, evaluation, audit and information sharing

- Transparency, integrity and accountability are inter-dependent, one without the other is incomplete and are key to quality implementation of public policies.

Integrity, Transparency, and Accountability….contd.

The dynamics contributing to the ITA related Emerging Issues

- Pro-poor development warrants responsive and accountable public policies and programmes.

- PRSPs created opportunities of participation and accountability from the bottom.

- Information technology created opportunities for information sharing and wider stakeholder response.

- Several national, regional and international commitments, conventions relating to ethics, corruption etc. demonstrate the urgency relating to ITA.

Integrity, Transparency and accountability.....contd.

The challenges

- Many of the existing standards and norms either outdated or not institutionalized.

- In many countries adopted conventions are yet to be ratified.

- International cooperation linking pledges to commitment yet to be fully realized.

- New priorities of anti-terrorism, "security" etc. are creating new demands on resources(both national as well as international), risking commitment to development.

Integrity, transparency and accountability…..contd.

Issues to consider

- Implementation of agreed commitments and conventions relating to ITA

- Participatory monitoring and audit of public policies and programmes

- Lessons learning and sharing of information on best practices

C. "Security"

The basic underpinnings linked to emerging issues

- Combating terrorism

- Physical safety and security

- Cross-border terrorism

"Security"….contd.

The dynamics contributing to "security" related issues

- 9/11 and subsequent events increased interest in the 'terrorism' related security issues

- Investments in "security" sector is on the rise, sometime at the cost of development

- The issues of human security getting sidelined

"Security"….contd.

The challenges

- Vital resources are being used to address the issues of "security".

- Obsession with "security" causing governance distortions in some countries -rule of law getting compromised, poor, disadvantaged, ethnic minority etc. getting further marginalized.

- The connection between terrorism and human security and the need to invest more in the latter to overcome the former is less appreciated.

"Security"….contd.

The issues to consider

- The issues of human security articulated through the MDGs be brought back.

- Balancing the priorities between the emerging threats of terrorism and the obligations of the human security.

- Role of the civil society organizations/NGOs etc, in combating terrorism while contributing to the MDGs through pro-poor policies need to be considered.

- The issue of international partnership a better climate of justice and equity – the oft-neglected anti-dote against terrorism needs to be given more attention.

3. Emerging Issues: An Overriding Element

There is a nexus between Institutions, ITA and "security".

4. Conclusions

- Achievement of MDGs calls for, among other, a participatory planning, budgeting and monitoring process.

- ODA needs harmonizing and improved targeting.

- Ratification and adoption of several ITA related conventions and commitments are crucial to establishment of better accountability measures.

- Balancing of "security" with human security, an immediate concern.

- The existing nexus between institutional, ITA and "security" issues warrant need for simultaneous actions .

5. Issues for CEPA IV

1. Adjustments to the institutions and institutional processes relevant to implementing pro-poor policies/MDGs etc?

2. Issues relating to the participation of CSOs/NGOs in public policy process.

3. What sort of institutional, operational and legal changes are needed to link citizens more directly to the decision-making processes in public administration?

4. The capacity building issues relating to the implementation of a citizen-government dialoguing process in public policy – both for the government as well as the civil society organizations?

5. Partnerships, engagements, processes etc.(national and international) relevant for the implementation of various commitments and conventions relating to integrity, transparency and accountability?

6. Legal and organizational implications of implementing ITA.

7. Measures balance the focus of public policies and programmes and its resources to human security/MDGs with that of the newly emerging concerns of terrorism related security issues.

8. Priorities for DESA's work - technical cooperation (capacity building) and analytical (research) – to address the emerging issues discussed

THANK YOU!