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In this submission three areas within UNPAN's area of expertise are briefly considered for their ability to contribute to developing and delivering the post-2015 development framework. These three areas, related to e-government, knowledge management and human resources, are inextricably linked with making public governance work for the post-2015 development agenda.

The contributions of many experts and stakeholders have identified the need for the post-2015 development agenda and the overarching development goals to avoid being overly prescriptive. A prescriptive agenda limits local initiative and can fail to appreciate local conditions. Similarly, contributions have stressed the need for the post-2015 development agenda to be enabling and unifying, commanding wide support amongst stakeholders. They also identify the importance of the post-2015 development agenda being meaningful at international, national and local levels, to individuals as well as to institutions.

Within this context there is a clear requirement for responsive and accountable public governance both in establishing and in delivering the post-2015 development agenda. Without responsive and accountable public governance there is little opportunity for the voices of the disposed and the poor to be heard. There is little opportunity for transparent delivery programs and the achievement of measurable outcomes for all. Responsive and accountable public governance both underpins and facilitates the achievement of any development goals.

Whilst there is no single model of what constitutes effective public governance, there are common themes and approaches applicable across different cultural, political and economic environments. There is, for example, a common understanding that corruption undermines effective public governance and that it disproportionately impacts on the poor and the disadvantaged and undermines the achievement of development goals. There is, perhaps, less universal agreement on the importance of knowledge management.

However access to knowledge is not evenly distributed and often those in most need of knowledge have the least access. This basic inequality has hindered the achievement of the MDG's and will continue to undermine the achievement of development goals post 2015, unless addressed. The means of addressing this inequality lies in effective knowledge management at a trans-national, national and local level. This is not simply a matter of systems and processes but has a key Human Resources dimension. The Human Resources dimension of effective knowledge management has been the subject of a number of UN led initiatives and workshops.[1]

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[1] For example the UNCTAD Competition and Consumer Policies Branch round table on knowledge and human resource management for effective enforcement of competition law. 'Palais des Nations' Geneva 11th July 2012.

With its involvement in promoting best practice in public service management, its role in e-government and in human resource management, UNPAN is uniquely positioned within the UN to press the agenda for effective knowledge management in public services as a key element of the post 2015 development agenda. Effective knowledge management can help both formulate and deliver that agenda.

Linked to the theme of Human Resources, an under-represented area of importance in the delivery of effective public governance and of development goals is the role of individual public servants and officials. In this area UNPAN already plays an important part in the development and communication of best practice. However it is a role that can be developed as a critical contribution to the post 2015 agenda that can be communicated more widely and more closely aligned with regional and national initiatives. This can build on current work defining core competencies for public servants, models of ethical practice, reward and compensation strategies and similar issues that cut across national boundaries. Such an approach builds on the recognition that individual public servants and officials can either help or hinder in the achievement of development goals. A step further is to see the translation of the post 2015 development agenda into meaningful objectives not just at global and national level but also at the level of ministries, regional and local public bodies and individual public servants.

UNPAN has long had a leading role in the e-government agenda with its global e-government survey and panel of experts – meetings of which we have been privileged to attend. The ongoing global financial situation makes the enactment of effective e-government across jurisdictions of primary importance given its promise of delivering both increased citizen satisfaction combined with cost and efficiency savings. Whilst the potential cost and efficiency savings of e-government will recommend it to many, in the post 2015 development agenda it is the potential of e-government to deliver e-involvement of citizens, to enfranchise the socially and economically excluded and to foster transparency and accountability that will be essential.

Linked to e-government, and an area where UNPAN can make a significant contribution in both developing and promoting best practice, is the development of social media and governmental involvement with that media. The development of on-line communities, of social media and interactive technologies is able to transform the relationship between citizens, and between citizens and governments. These technologies allow for the development of new models of public service delivery, increased levels of responsiveness, greater citizen involvement and inclusiveness. They support the delivery of the MDG's and will continue to support the delivery of the post 2015 development agenda. However the impact of social media is linked to the availability of technology, in particular fast Internet access. The absence of that technological infrastructure contributes to a digital divide. If we consider the central question of what kind of world we want to create, a question at the heart of post 2015 considerations, then part of that answer will be a connected world which means access to the technological infrastructure on a global basis. This objective, a connected world with widespread access to the Internet and web based technologies, presents a meaningful, concrete and deliverable goal. It is also a goal to which UNPAN can offer significant expertise and experience.

In this submission three areas within UNPAN's area of expertise have been briefly considered for their ability to contribute to developing and delivering the post-2015

development framework as well as the delivery of the existing MDG's. These can be summarised as the role of individual public servants and how they are managed, effective public sector knowledge management and the e-government agenda including social media. All three invoke the expertise and experience of UNPAN and its stakeholders. All three are also inextricably linked with making public governance work for the post-2015 development agenda, improving transparency and accountability and in creating an enabling, citizen centric environment for the delivery of the development goals.