Committee of Experts on Public Administration
Twelfth session
New York, 15-19 April 2013

Conference Room Paper:

United Nations system preparations for a post-2015 development agenda in relation to the theme of governance

Background note by the Secretariat

The Committee has been invited by the Economic and Social Council to study the effect of specific practices in responsive and inclusive public governance on development with a view to assisting in the process of preparing for deliberations on the post-2015 development agenda. The outcome is to be conveyed to the Council in the report of the Committee on its twelfth session. This note is prepared by the Secretariat, Division of Public Administration and Development Management of the Department of Social and Economic affairs. It is intended to facilitate the Committee's study with an update on discussion about the post-2015 development agenda within the United Nations system, with particular reference to issues in governance and public administration.

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I. Introduction

1.   At the 2010 High-level Plenary meeting of the General Assembly on the Millennium Development Goals (MDGs), United Nations Member States reaffirmed their commitment to achieving the internationally agreed development goals. They also recognized the need to consider steps to advance the United Nations development agenda beyond 2015.[1] Even if the MDGs are fully achieved, much unfinished business will remain. Projections show that in 2015 almost 1 billion people will still be living in extreme poverty, on less than $1.25 a day. At the same time, humanity's consumption and production are exceeding planetary bounds: we are currently consuming 150 per cent of the earth's annual regenerative capacity, compared with 65 per cent in 1990. Continuing gaps – on poverty, hunger, health, gender equality, water, sanitation and many other issues – will still need attention after 2015.

2.   New development challenges have also emerged while some long-standing concerns have gained renewed prominence. The UN post-2015 framework should, in the view of the Secretary-General, build on the overarching framework for development shaped by the principles of the Millennium Declaration. It should also reflect current development challenges, such as equity, inequalities, jobs, infrastructure, financial stability and planetary boundaries that have emerged since the MDGs were adopted in 2000, with the fight against poverty and the promotion of sustainable development at its core.

3.   Development results from the complex interaction of multiple economic, social, cultural, ecological, political and legal factors that are highly contextual. Although there are many commonalities among countries and cross-border elements, there is no universal blueprint. The Secretary-General suggests that the post-2015 framework should consist of global goals that are universally applicable, while allowing for targets that can be adapted to regional, national and local considerations. The framework should be concrete and easy to communicate, with time-bound targets, for which measurable indicators can be developed.

4.   Robust accountability mechanisms to ensure results, and performance evaluation, must be woven into the framework, bearing in mind the roles of Governments, international organizations, civil society and the private sector at global, regional, national and subnational levels. Alongside consideration of issues and priorities, work should be initiated at various levels on selection of indicators, monitoring and evaluation systems, accountability mechanisms, the technical aspects of target setting, and definition of a coherent United Nations system approach to supporting implementation.[2]

II.   Overview of the post-2015 process

Consideration of a post-2015 framework by Member States

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[1] See General Assembly resolution 65/1.

[2] See A/67/257, para. 62-65.

5.   Eventually, an intergovernmental process for determining the post-2015 development agenda will get underway although the modalities have yet to be determined. Key events of the United Nations membership, such as the opening General Assembly sessions in September 2013 and September 2014, and the 2013 Annual Ministerial Review of ECOSOC will define, inter alia, the role of the Assembly and the Council in shaping the future development agenda and in facilitating implementation of any new framework that emerges.

6.   The Committee of Experts on Public Administration, for its part, is invited by the Economic and Social Council to study the effect of specific practices in responsive and inclusive public governance on development, bearing in mind the need to promote high standards of public sector integrity, transparency, accountability, efficiency and effectiveness, at the national and local levels, promote equal access to public services and provide opportunities for all people to participate in the conduct of public affairs. The Committee is requested to convey the outcome of the study to the Council in the report on its twelfth session, in April 2013, with a view to assisting the process of preparing for deliberations.[3]

7.   At the United Nations Conference on Sustainable Development, held in Rio de Janeiro in June 2012 (Rio+20), countries meanwhile agreed on the need for developing a set of sustainable development goals that are global in nature and universally applicable.[4] A 30-member Open Working Group (OWG) was established on 22 January 2013 with a view to developing proposals for consideration by the General Assembly. The OWG has been tasked with submitting a report to the 68th session of the General Assembly with the expectation that the report will be delivered in mid-2014. The Rio+20 outcome document states that, at the outset, the OWG would ensure the full involvement of relevant stakeholders and expertise from civil society, the scientific community and the United Nations system in its work.[5]

8.   There is broad agreement that the post-2015 and SDG processes should be closely linked and should ultimately converge in one global development agenda beyond 2015 with sustainable development at its core.

Work streams of the Secretary-General

9.   While the process of arriving at a new development framework is Member State-led with broad participation from stakeholders such as civil society organizations, the private sector and businesses, academia and scientists, the United Nations plays a facilitating role and has the responsibility of supporting the global conversation by providing evidence-based inputs, analytical thinking and field experience. A number of work streams have been established for this purpose.

10.   The UN Secretary-General launched a High-level Panel of Eminent Persons on the Post-2015 Development Agenda (HLP) in July 2012. Co-chaired by the Presidents of Indonesia and Liberia and the Prime Minister of the United Kingdom, the Panel assembles representatives from civil society, private sector, academia and local and national governments. The Panel has held three meetings to date, the first

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3 See Economic and Social Council resolution 2012/28.
4 See General Assembly resolution 66/288.
5 For details on the work of the OWG, including communiqués of its meetings, see
http://sustainabledevelopment.un.org/index.php?menu=1549.

in September 2012 in New York, the second in London in November 2012, and the third in Monrovia in February 2013. The third meeting focussed, inter alia, on national development and issues such as the role of State actors, governments; corruption; security; and fragile States. The fourth meeting will take place in Bali, Indonesia in March 2013, focussing on the global dimensions of development, particularly global partnerships and means of implementation. The Panel is expected to publish its final report setting out its vision and recommendations in May 2013. [6]

11.   The Secretary-General has also established a UN System Task Team on the Post-2015 Development Agenda (UNTT). The UNTT, launched in January 2012, brings together senior experts designated by the principals of over 50 UN system entities and other international organizations. The terms of reference of the Task Team include: assessing ongoing efforts within the UN system; consulting external stakeholders, such as civil society, academia and the private sector; and defining a system-wide vision and road map. A first report of the UNTT, entitled Realising the Future We Want for All, is intended to serve as a reference for ongoing discussions and consultations among governments, the UN system and other international organizations, civil society, academia and the private sector. [7]

12.   In an attempt to make sure that any successor framework to the MDGs is informed by the perspectives of stakeholders from all over the world, including those that are poor and excluded, the UN Development Group of the Secretary-General is facilitating further broad consultations on three levels: between 50 and 100 national dialogues have been organized by UN country teams; global thematic consultations are being held on eleven topics (including governance); and, a 'global conversation' with stakeholders from all over the world is taking place on the worldwewant.org web platform. This is expected to continue right through to the end of 2015, and could even play a modified role in monitoring any commitments thereafter. [8] A snapshot report on the consultations will be available in late March 2013, and a final full report in September 2013.

13.   The Sustainable Development Solutions Network (SDSN) is another channel for input consisting of a global, independent network of research centres, universities and technical institutions that works with stakeholders including business, civil society, UN agencies and other international organizations. As a first step, the network will establish 10 global expert groups to support global problem solving in ten critical areas of sustainable development. SDSN also provides technical support to the High-level Panel on the Post-2015 Development Agenda. [9]

14.   The Regional Economic Commissions are engaged in regional consultations which will culminate in a report on regional perspective on the post-2015 development agenda. The UN Global Compact has also been actively involved in ensuring that the views and contributions of businesses and the private sector feed into the post-2015 process.

15.   In order to ensure coherence across the different work streams an informal senior coordination group of four Assistant Secretaries-General has been put in place, which includes the ASG for Economic Development at DESA, the ASG for

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[6] For details on the work of the HLP. see http://www.post2015hlp.org/.

[7] See http://www.un.org/millenniumgoals/pdf/Post_2015_UNTTreport.pdf.

[8] For details on the UNDG-sponsored consultations, see http://www.worldwewant2015.org/sitemap.

[9] For details on the SDSN, see http://unsdsn.org/.

Development Policy at UNDP, the ASG for Policy and Programme at UN Women and the Special Advisor on Post-2015 Development Planning. A One Secretariat was established to facilitate the coordination and coherence across work streams, including the intergovernmental OWG, while each of the work streams remains substantively independent.

III. Global and regional challenges and trends[10]

16.   The global conversation about a post-2015 development agenda takes place against the backdrop of a multiplicity of pressing global challenges and fast moving societal changes. The values and principles reflected in the Millennium Declaration are as relevant today at they were in 2000.[11] Yet, the world continues to witness dramatic changes. The global community is facing the threat of the adverse affects of climate change, rising inequities within and across populations, resource scarcity, the rapid spread of infectious disease and terrorism. An added feature of our common reality is that the time horizons for national and international action have changed. The world is also moving faster. This is as true in the peace and security and in the human rights arena as it is in the field of development. The rapidity with which the food, fuel and financial crisis eroded years of development gains and catalysed riots and political unrest have all underscored this fact.[12]

17.   DESA's World Economic Situation and Prospects 2013 describes a situation in which many developed economies are caught in downward spiralling dynamics from high unemployment, weak aggregate demand compounded by fiscal austerity, high public debt burdens, and financial fragility. The economic woes of the developed countries are spilling over to developing countries and economies in transition through weaker demand for their exports and heightened volatility in capital flows and commodity prices. Global unemployment remains very high, particularly among developed economies.

18.   The global slowdown and increased risks to the employment situation in developing countries will imply a much slower pace of poverty reduction and a narrowing of fiscal space for investments in education, health, basic sanitation and other critical areas needed for accelerating the progress towards achieving the MDGs. This holds true in particular for the least developed countries. They remain highly vulnerable to commodity price shocks and are receiving less external financing as official development assistance declines in the face of greater fiscal austerity in donor countries.[13]

19.   UNDP's Human Development Report 2013 observes, however, that the rise of the South over the long-term is radically reshaping the world of the twenty-first century, with developing nations driving economic growth, lifting hundreds of millions of people from poverty, and propelling billions more into a new global middle class. More than forty developing countries have made significant human development gains in recent decades largely as a result of sustained investment in

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[10] This section draws substantially on other texts published by the UN, which should be consulted for a fuller picture of current development challenges and trends.
[11] See General Assembly resolution 55/2.
[12] See report of the SG on the work of the Organization, A/67/1.
[13] See World Economic Situation and Prospects 2013 at http://www.un.org/en/development/desa/policy/wesp/

education, health care and social programmes, and open engagement with an increasingly interconnected world.[14]

20. According to UNEP, the world environmental outlook is less sanguine. The seven billion humans alive today are collectively exploiting the Earth's resources at accelerating rates and intensities that surpass the capacity of its systems to absorb wastes and neutralize the adverse effects on the environment. The depletion or degradation of several key resources has already constrained conventional development in some parts of the world. The scale, spread and rate of change of global drivers are without precedent. Burgeoning populations and growing economies are pushing environmental systems to destabilizing limits. Perturbation of our complex ecological system can trigger sudden feedbacks – tipping points that the planetary system may face if humanity does not control carbon emissions.[15]

21. Evidence suggests that governance mechanisms may not be equipped to handle such challenges. Events in some Arab States and elsewhere have brought to the fore longstanding demands from young people for a development trajectory grounded on democratic governance, the rule of law and human rights. It has highlighted where the internationally agreed development agenda has failed to respond to core governance demands of populations. Across the world since 2005, it has been increasingly clear that democratic deficits lie at the core of critical development challenges related to state fragility, transition and social and political violence, inequality in the enjoyment of the benefits of growth and natural resources, increased demands on the natural environment and a global crisis of confidence in the integrity, capacity and legitimacy of the state to deliver on human development.[16]

22. One finds, in addition, an ongoing experiment by governments in some contexts with citizen engagement and consultative processes, an increasing demand for participation and transparency from citizens – many using new communication channels provided by ICTs – and an expanded role and influence of non-State actors in public policy-making. This may be a reflection of increasing complexity of national and international affairs and a concomitant difficulty in forecasting the effect of changes to public policy on society and the economy. Whereas matters once discussed in confidence with selected experts or, possibly, representative stakeholders, governments are increasingly turning to broad-based and open consultations to define problems, explore options and forge consensus solutions more attuned to systemic dynamics.[17]

23. Related to calls for democracy and citizen engagement are questions of trust in government and doubts in many countries about public sector integrity. Corruption is an issue that has garnered particular attention since the Millennium Summit in 2000, resulting in the entry into force in 2005 of the UN Convention against Corruption. The purpose is to promote measures to prevent and combat corruption, facilitate international cooperation in the prevention of and fight against corruption, including in asset recovery, and to promote integrity, accountability and proper

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[14] See Human Development Report 2013 at http://hdr.undp.org/en/.
[15] See Global Envionrment Outlook at http://www.unep.org/geo/pdfs/geo5/GEO5_report_full_en.pdf.
[16] See DESA-UNDP-UNESCO think piece on governance prepared in support of the work of the UN Task Team on the Post-2015 Development Agenda established by the Secretary-General in 2011.
[17] See, for example, O'Malley, Public Consultation and the Government of Canada: A Brief History and Some Related Issues, from a commissioned study on legislative and regulatory consultation practices.

management of public affairs and public property. Parties to the Convention commit to the establishment of anticorruption bodies, enhanced transparency in the financing of election campaigns and political parties, efficiency of public servants, recruitment based on merit, transparency and accountability in matters of public finance and generally high standards of conduct in all areas of public affairs – in addition to tighter regulation of business and private financial transactions. [18]

24.   Advances in the use of ICTs and the rise of the Information Society have had a direct bearing on State capacity to formulate and execute national development strategies and build trust in public institutions. The evolution of the Internet, including mobile and social networking technologies, has enabled the transformation of public administration in some countries and contributed to an alteration of the balance of power between citizens and the State in others. The Information Society has fostered, inter alia, a growing open government movement that promotes transparency, accountability and participation,[19] and amplified a wave of national freedom of information laws adopted over the past ten years. [20] It has also renewed debate about the application of the right to seek, receive and impart information through any media, including the Internet, regardless of frontiers.[21]

25.   The centrality of institutional capacity to addressing global, national and local challenges, such as the fight against poverty, is well-known. The need to strengthen and professionalize human sources while promoting ethics and integrity in public sector institutions continues to receive broad attention in the form of national and regional public service charters. A Charter for Public Service in Africa was adopted in 2001 with the intention of creating propitious conditions for the proper functioning of the public sector and improving the quality of its services. Similarly, the Ibero-American Charter for Public Service, adopted in 2003, recognizes that a professional and effective public service is crucial to the democratic governance of modern societies and proper public administration, and establishes h a general framework of guiding principles, policies and management mechanisms to be used as a common language in the area of public service in Ibero-American countries. [22]

IV.   Emerging views on governance in the post-2015 development agenda

26.   Consultations to date suggest that strong support for including governance in a post-2015 framework. There is ongoing discussion about what this encompasses in practice, what level of political support there may be for highlighting particular governance objectives and how to go about monitoring international governance norms without being overly prescriptive about courses of action at national and local levels.

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[18] See http://www.unodc.org/unodc/en/treaties/CAC/.

[19] See, for example, the multilateral Open Government Partnership at http://www.opengovpartnership.org/.

[20] See UNESCO, Freedom of Information, http://www.unesco.org/new/en/communication-and-information/freedom-of-expression/freedom-of-information/about/.

[21] See Washington declaration of the UNESCO World Press Freedom Day Conference, May 2011.

[22] The regional public service charters in the six official languages of the UN can be found at http://www.unpan.org/DPADM/StandardsCodes/RegionalPublicServiceCharter/tabid/1291/language/en-US/Default.aspx.

27.   The broad sweep of governance was identified early on the post-2015 process with reference to two broad issues. The first is concerned with the promotion of democracy and political participation with rights-based claims to equality, engagement in the conduct of public affairs by women, youth and marginalized groups, electoral integrity, political plurality, freedom of expression and media independence. While democracy is no guarantee of economic prosperity or of environmental well-being, for many, democratic deficits lie at the core of critical development challenges related to state fragility, transition and social and political violence, inequality in the enjoyment of the benefits of growth and natural resources, increased demands on the natural environment and a global crisis of confidence in the integrity, capacity and legitimacy of the State to deliver on human development.[23]

28.   The second pertains to strengthening institutions to achieve development objectives with particular regard to the effective management of public resources, delivery of and equitable access to public services, engagement of citizens at national and local levels, corruption prevention and rule of law. Transparency, accountability, integrity, equity, efficiency and responsiveness frequently arise as the watchwords of good government and are widely considered as fundamentals of sound public administration.

29.   The HLP has highlighted the need for good governance, investment in stable and accountable institutions, fighting corruption and ensuring the rule of law.[24] The Rio+20 outcome document also acknowledges that democracy, good governance and the rule of law, at the national and international levels are essential for sustainable development as is the need for institutions at all levels that are effective, transparent, accountable and democratic. It calls for attention to various aspects of governance – such as the role of civil society, corruption prevention, ICTs, women's empowerment, rule of law and so on – while leaving the question of prospective goals and targets to the yet-to-be-established OWG.[25]

30.   The UN System Task Team, for its part, identified global, national and local governance and accountability deficits as one several global challenges to which the post-2015 UN development agenda should respond. Governance is proposed as an enabler of peace and security, one of four core dimensions of a framework for realizing the future we want for all,[26] with particular emphasis on democratic and coherent global governance mechanisms, the rule of law, conflict prevention, human rights protection and women's empowerment. A think piece prepared jointly by DESA, UNDP and UNESCO adds some context to the discussion, while highlighting a number of priority practice areas that have arisen in the context of international cooperation, namely participation in decision-making, corruption prevention, public administration reform, e-government, access to information, public-private partnerships, rule of law and freedom of the media.[27]

31.   The UNTT stopped short of making specific recommendations on goals, targets and indicators noting that "the biggest immediate challenge will be to reach

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[23] For a fuller discussion, see the UNTT think piece on governance and development.

[24] Communiqué of the 3rd meeting of the HLP in Monrovia, Liberia, 1 February 2013.

[25] See, for example, *The Future We Want*, paras. 10, 13, 43-46, 58, 76, 99, 135, 184, 238, 252, 258 and 266.

[26] The four core dimensions proposed by the UNTT are inclusive social development, environmental sustainability, inclusive economic development, and peace and security.

[27] See http://www.un.org/millenniumgoals/pdf/Think%20Pieces/7_governance.pdf.

consensus on the contours of an agenda that adequately identifies the development needs of present and future generations, and is capable of crystallizing these priorities in clear, easy-to-communicate development goals that will help guide coherent policy action at the global, regional and national levels."

32. Picking up where the UNTT left off, the UNDG-sponsored global consultation has so far been organized around two major themes: civic participation and institutional capacity, under which the several priority practice areas noted by the UNTT have been broadly grouped. While there are many voices, perspectives and interests at play, the conversation appears to have leaned towards questions of participation with rather less attention to institutional capacity. In the same vein, institutional effectiveness and accountability appear to be of much greater concern than efficiency. As the African Regional dialogue organized by UNDP and OHCHR concluded, "Democratic governance does not end with institutions. The fundamental question is whether those institutions are responsive to the needs and demands of the people and have a positive impact on the realities of people's lives."

33. Global consultations on inequalities, and conflict and fragility touch on questions of governance with similar thinking, namely that, above all, there may be a need for national and local ownership of governance processes and institutions, fulfilment of the social contract, and inclusive decision-making.[28]

34. The question arises as to whether, in this sea of governance aspirations, there is an emerging consensus on priorities. In this connection, there is the challenge of framing that is tied to the format of the post-2015 agenda. Some would like governance to appear as a goal in its own right while others suggest that it is as an enabler of development to be handled in a different way. Similarly, arguments have been made for governance both as a stand-alone goal and as a cross-cutting issue. There is also the challenge of political agendas and how much emphasis to give to democracy and human rights versus government and institutional capacity or other concerns.

35. As a practical matter, addressing inequalities, holding institutions accountable and tracking conditions of well-being depend significantly on identification of meaningful indicators and the capacity to generate reliable data at national and sub-national levels. Defining qualitative indicators and more availability of data disaggregated by sex, age, geographic location and residency status will be critical to monitoring both the degree to which development is indeed inclusive and sustainable, and the extent to which the needs of the most deprived and vulnerable groups are being addressed.

36. Some have argued that goals must be measurable and that, if there is no reliable data available or the goal is open to interpretation, the proposal should be set aside. This is both a challenge and an opportunity for governance experts. These observations underscore the importance of improving statistical systems in most countries.[29] They also highlight a need to re-examine and possibly clarify what is meant in concrete terms by inclusion, equality, participation, transparency, accountability and related concepts in order to arrive at a meaningful set of indicators that could be monitored by DESA and other actors in the UN system.

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[28] Full documentation on the consultations can be found at http://www.worldwewant2015.org/.

[29] *Realizing the Future We Want*, para. 116.

37. The UNTT is currently studying monitoring of governance and other prospective post-2015 themes. While there is no single measure of "good governance" or its high-level components, significant work has been undertaken in the last fifteen years on improving methodologies and data collection in a number of areas.[30] For example, DPKO and OHCHR have identified over 100 rule of law measures at the operational level, while there is a long history in the United Nations of work on crime and justice statistics. While additional detailed methodological work is needed in priority areas, those in the governance and human rights fields argue that data availability should not be an immediate constraint. However, monitoring brings up questions of legitimacy and impartiality, as well as political sensitivities.

V.   Observations of past CEPA sessions

38.   At the conclusion of the eleventh session, CEPA agreed that public governance systems are contextual, with needs shaped by national and local circumstances. Accordingly, the Committee recommended that national and local agendas be situated within a larger framework by combining global norms with concrete national objectives. On the basis of an analysis of the challenges and successes of public governance, the Committee would develop proposals on enabling achievement of national and local development goals in a global context and in so doing would consider specific aspects of governance, such as the capacity of public institutions and the quality of interaction between the public and private spheres.

39.   The Committee has, in previous sessions, drawn attention to many of the issues being raised in the context of the post-2015 development agenda, and provided recommendations to Member States on actions that might be taken to improve public administration at national and subnational levels. This includes, inter alia, the need to strengthen the law-making, oversight and budget review capacities of Parliaments, promote participation in public affairs and ensure citizen engagement in achievement of internationally agreed development goals, including the MDGs. The Committee has recommended elaboration of time-bound targets and action plans in support of MDG implementation at national and subnational levels, with accountability strengthened through improved public reporting mechanisms.

40.   The importance of making governance and public administration more responsive, efficient and effective has also been highlighted, in particular by strengthening the judiciary, further enhancing and professionalizing human resources, promoting leadership skills, expanding the analytical capacity of public institutions and development institutes, and implementing effective policies and programmes of administrative and financial decentralization. The value of the open government paradigm with its emphasis on citizens as partners and co-producers in public policy-making and service delivery has been underscored, in addition to the need to improve trust in government, for example through promotion of budgetary and financial transparency and corruption prevention measures.[31]

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[30] See, for example, the report of the OHCHR/UNDP expert consultation on criteria and measurement proposals on governance and human rights, 13-14 November 2012.
[31] A separate note listing recommendations and conclusions of the Committee for the period 2002-2012 has been prepared by the Secretariat.

VI.   Closing the gaps and a way forward

Provision of expert advice to the Council

41.   As noted aboive, consideration of the post-2015 development agenda and the formulation of sustainable development goals are closely related, for example with the need for stakeholder participation and attention to institutional capacity featuring prominently in both processes In anticipation of future convergence, the Committee may wish to assess how governance mechanisms need to evolve to meet current and future challenges of sustainable development. Moreover, in 2013, the Economic and Social Council will delve into the role of science, technology and innovation and the potential of culture in promoting the MDGs. Innovation in the public sector, inter alia, through modern technology might also be reflected in the outcome of the CEPA study.

42.   While CEPA is invited to provide advice to ECOSOC on any matter within its purview, the Committee may wish to give consideration to the following guiding questions in its current session as a way of moving the discussion forward:

(a)   Is there an emerging consensus among the Committee on specific practices necessary for effective, transparent, accountable governance and public administration?

(b)   What line should be drawn between the global agenda and the national policy space with regard to governance? Are there governance norms that should be promoted in all countries? If so, how might they relate to national and local sustainable development strategies?

(c)   How do approaches to governance and public administration at global, regional, national and local levels need to change so that they are more responsive to the challenges of sustainable development?

(d)   How can governance mechanisms be aligned with, and remain responsive to, emerging social innovations?

(e)   What advice does the Committee have on selection of governance indicators, monitoring and evaluation systems, accountability mechanisms, the technical aspects of target setting and United Nations system approach to supporting implementation?

(f)   How should governance be reflected in sectors such as education, health, food security and environment?

Guidance on strengthening of the UN programme on public administration to meet post-2015 challenges

43.   DESA is an impartial global entity, including in the advancement of the normative, analytical, capacity development, inter-agency coordination aspects of international cooperation. DPADM has traditionally focussed on capacity development, and is now its attempting to expand research and analysis activities as

well as its involvement in global deliberations by supporting the relevant political processes, as appropriate.

44. DPADM's mandate has been chiefly concerned with promotion of honest and responsive government and the strengthening of administrative institutions to achieve development objectives. Working alongside UNDP, UNODC, OHCHR, the Rule of Law Unit and other agencies, its main areas of interests include post-conflict reconstruction of public administration, administrative accountability and public trust, civil service reform and human resource development, open government, bridging digital divide in access to public service and strengthening parliaments.

(a) What role should the UN Secretariat play in monitoring and supporting a public governance agenda post-2015?

(b) Where are the gaps in research, monitoring, capacity development and coordination, and how might the UN Secretariat address them?