



United Nations

**Committee of Experts on Public
Administration**

**Report on the Fourth Session
(4-8 April 2005)**

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Note

Symbols of United Nations documents are composed of capital letters combined with figures.

Summary

The present report contains the conclusions and recommendations of the Fourth Session of the Committee of Experts on Public Administration, held at United Nations Headquarters from 4 to 8 April 2005. The Committee, which was established by the Economic and Social Council in its resolution 2001/45, consists of 24 experts appointed in their personal capacity for a four-year period. The Committee dealt with the following substantive items: (a) revitalizing public administration: strategic directions for the future; (b) searching for a bottom-up approach and methodologies for developing foundations and principles of sound public administration; (c) promoting and rewarding innovation and excellence for revitalizing public administration and service delivery: the United Nations Public Service Awards; and (d) review of the activities of the United Nations Programme in Public Administration, Finance and Development.

Based on the discussion of the above-mentioned topics, the Committee recommended to the attention of the Economic and Social Council a draft resolution for its consideration and adoption. The Committee also produced a set of conclusions for consideration by the Economic and Social Council, Member States and the United Nations Secretariat.

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Chapter I

Draft resolution recommended to the attention of the Economic and Social Council

The Committee of Experts on Public Administration recommends to the Economic and Social Council the adoption of the following draft resolution:

The Economic and Social Council,

1. *Reaffirming* the importance of governance which flows from a harmonious and balanced relationship of the State, the market and the civil society; and reaffirming the importance of State capacity, including institutional and human resource capacity in securing steady and sustainable progress to internationally agreed commitments and objectives;
2. *Recognizing* that all Member States, particularly those from the developing countries, can greatly benefit from peer learning and the sharing of experiences about innovation and initiative in the public sector;
3. *Recognizing* that the United Nations Public Service Awards is an effective means for rewarding outstanding achievement of public administrations and encouraging their replication;
4. *Recognizing* some of the recent regional initiatives which have led to successful actions to promote integrity, transparency and accountability;
5. *Underscoring* the importance of public administration as a tool to support progress in connection with a wider concept of security to include human security, human rights and development in line with the Millennium Declaration;
6. *Reaffirming* the need to deepen the participatory processes of government to ensure citizens' engagement to achieve the Millennium Development Goals (MDGs) and to encourage the Secretariat to provide the analytical tools, research capacity and advisory services to this end;
7. *Takes* note of the report of the Committee of Experts on Public Administration (CEPA) at its Third Session;
8. *Encourages* countries to ratify, adopt, and implement the relevant commitments and conventions in the areas of integrity, transparency and accountability, including those related to the prevention of corrupt policies and practices;
9. *Requests* the Committee of Experts on Public Administration to deepen its analysis on the relationships between State capacity, public administration and

development by identifying for the benefit of interested countries successful examples, options and solutions in public administration which have facilitated the achievement of development goals, including the Millennium Development Goals (MDGs);

10. *Requests* the Secretary-General to disseminate and promulgate in a more systematic and coherent way the innovations and successful practices recognized by the United Nations Public Service Awards;

11. *Requests* the Secretary-General to strengthen the capacity and the reach of the United Nations Online Network in Public Administration and Finance (UNPAN) to serve as a vehicle for sharing knowledge, innovation and practices in public administration, particularly by associating more partner organizations from developing countries to the network;

12. *Approves* that the Fifth Session be held in New York from 3 to 7 April 2006; and

13. *Approves* the following agenda for the Fifth Session:

- a. Innovation in public administration for the achievement of the Millennium Development Goals (MDGs);
- b. Searching for a bottom-up approach and methodologies for developing foundations and principles of sound public administration (continued from the Fourth Session); and
- c. Review of the work programme of the United Nations Programme in Public Administration, Finance and Development.

Chapter II

Organization of the session

A. Duration of the session

1. The Committee of Experts on Public Administration, which was established by the Economic and Social Council in its resolution 2001/45 and consists of 24 experts appointed in their personal capacity by the Council upon the nomination of the Secretary-General, held its Fourth Session at United Nations Headquarters from 4 to 8 April 2005.

B. Attendance

2. The session was attended by 18 Members of the Committee. Observers from organizations of the United Nations system and from intergovernmental, non-governmental and other organizations also attended.

3. The session was attended by the following members: Marie-Françoise Bechtel (France), Conseiller d'État, Conseil d'État; Rachid Benmokhtar Benabdellah (Morocco), President, Al Akhawayn University; Jocelyne Bourgon (Canada), Ambassador, Canadian Permanent Mission to the Organization for Economic Cooperation and Development (OECD); Luiz Carlos Bresser-Pereira (Brazil), Getúlio Vargas Foundation; Giuseppe Franco Ferrari (Italy), Chair for Public Comparative Law, L. Bocconi University of Milan; Geraldine J. Fraser-Moleketi (South Africa), Minister for Public Service and Administration; Werner Jann (Germany), Chair for Political Science, Administration and Organization, Potsdam University; Barbara Kudrycka (Poland), Rector, Bialystok School of Public Administration; Gonzalo D. Martner Fanta (Chile), Deputy Secretary, Ministerio Secretaría General de la Presidencia; Kuldeep Mathur (India), Academic Director, Centre for the Study of Law and Governance, Jawaharlal Nehru University; José Oscar Monteiro (Mozambique), Coordinator of Project ISAP – Instituto Superior da Administração Pública, Mozambique, and Visiting Professor, University of the Witwatersrand (South Africa); Akira Nakamura (Japan), Dean of the Graduate School, Department of Political Science, Meiji University; Apolo Nsibambi (Uganda), Prime Minister; Jaime Rodriguez-Arana Munoz (Spain), Facultad de Derecho de la Universidad de La Coruña, and Cremades & Calvo-Sotelo, Abogados; Dennis A. Rondinelli (United States of America), Glaxo Distinguished International Professor of Management, Kenan-Flagler Business School, University of North Carolina; Patricia A. Santo Tomas (Philippines), Minister of Labour and Employment; Otton Solis-Fallas (Costa Rica), Member of the Board of the Open University of Costa Rica; and Volodymyr G. Yatsuba (Ukraine),

former Head of the State Administration of the Dnipropetrovs'k oblast (region) of the Ukraine.

The following members could not attend: Jean-Marie Atangana Mebara (Cameroon), Minister of State, Secretary-General, Presidency of the Republic; Petrus Compton (Saint Lucia), Attorney-General and Minister of Justice; Beshara Merhej (Lebanon), Member of Parliament and Minister of State; Sakhir Thiam (Senegal), President, University of Dakar-Bourguiba; Borwornsak Uwanno (Thailand), Secretary-General, King Prajadhipok Institute; and Wang Xiaochu (People's Republic of China), Vice-Minister of Personnel.

C. Agenda

4. The agenda of the Committee for its fourth session was as follows:

1. Election of officers.
2. Adoption of the agenda and other organizational matters.
3. Emerging issues in revitalizing public administration.
4. Searching for a bottom-up approach and methodologies for developing foundations and principles of sound public administration.
5. Promoting and rewarding innovation and excellence for revitalizing public administration and service delivery: the United Nations Public Service Awards
6. Review of the activities of the United Nations Programme in Public Administration, Finance and Development.
7. Proposed programme of work and agenda for the fifth session of the Committee.

D. Election of officers

5. The Committee by consensus retained for its fourth session the same set of officers elected during its third session as follows:

Chairperson:

Prime Minister Apolo Nsibambi (Uganda)

Vice-Chairpersons:

Marie-Françoise Bechtel (France)
Jocelyne Bourgon (Canada)
Luiz Carlos Bresser-Pereira (Brazil)
Wang Xiaochu (China)*

Rapporteur:

José Oscar Monteiro (Mozambique)

*unable to attend

Chapter III

Summary of proceedings and conclusions

A. **Revitalizing public administration: strategic directions for the future**

1. The Secretariat document (E/C.16/2005/2), set in the conceptual context of the Millennium Declaration, and of previous discussions by the CEPA, identifies three strategic directions for the future in which the process of revitalizing public administration should focus on:

- Improving economic and social decision-making institutions and processes;
- Strengthening integrity, transparency and accountability; and
- Reconciling security requirements with demands for social service delivery.

2. In the case of the Millennium Development Goals (MDGs), it is clear that capacity deficits in institutions and institutional processes adversely affect all the other areas of development. Therefore, in order to achieve the MDGs it is critical to work simultaneously on all fronts to ensure that a virtuous circle develops. For example, strengthening institutions has a positive effect on integrity, transparency and accountability (ITA), which in turn improves policy options, service delivery and human security. The institutions and institutional processes that are called upon to support market-based development are also the ones expected to provide equitable distribution of the benefits of growth to all citizens. Market orientation, a key to economic growth, sustains a value system that may contradict the traditional welfare-based principles of the state. In general, the revitalization of the public sector is broader than the development challenge and it hinges, in part, on concerns about the role of government, its ability to dispense public services, and perceptions about its legitimacy by civil society. The bureaucratic aspects of public administration should be contrasted with the engagement of citizens and the promotion of good governance, which in turn are core elements of the challenge to achieve the required revitalization.

3. For many developing countries, the existing public administration capacities seem inadequate to mainstream poverty reduction within the macro-economic policy framework. In this regard, the challenge is to ensure that public administration structures are more pro-poor and MDGs oriented. There is a need to look afresh at integrating policy requirements of pro-poor policies with concerns regarding integrity, transparency and accountability (ITA). Accordingly, the Poverty Reduction Strategy Papers

(PRSPs) offer a potential opportunity of creating space for an accountable and participatory process that is aligned to the MDGs' objectives: a stable macro-environment, a robust role for the private sector in line with developmental objectives, and dialogue with civil society to directly influence public policy.

4. The best assurance for human security is the realization of the commitments contained in the Millennium Declaration, and specifically the MDGs. In this regard, the issues of human security articulated through the MDGs need a reaffirmation. Otherwise, there is a risk that security will be interpreted and implemented within too narrow a focus without an appreciation of the wider context of the developmental challenges and integrity, transparency and accountability (ITA) that critically affect security concerns. Of particular importance in this context is the need to ensure the coherence between various domestic sectoral policies, as well as coherence between domestic and international agendas.

5. In conclusion, a clear interdependence among these emerging three challenges was agreed upon by the Committee that recognized their key role in achieving the MDGs.

6. The Committee also noted that the revitalization of public administration would be enriched by a developmental approach that encourages efficiency in service provision, strategic thinking, policy innovations/options, and political leadership. Another core issue was how to handle the traditional bureaucratic aspects of the public sector with the emerging trends characterized by partnerships, citizen involvement and citizens' perception of government. This last issue was considered relevant for both developing and developed countries.

7. The Committee believes that public administration has an invaluable and irreplaceable role to play in helping to shape policies, and to coordinate multiple stakeholders, including the private sector, non-state actors and civil society at large. Public administration is intrinsic and instrumental in promoting public trust in government. In order to achieve this goal, permanent civic participation has to be incorporated as a tool for reinvigorating public administration and making use of a wider pool of resources from amidst the citizens.

8. The Committee further noted that the development of the regulatory role of the State has to be carefully prepared in as much as it requires far more capacity from the State than currently available and will become much more prominent in the years to come. States must be prepared to give to this issue the prominence it deserves by preparing public administrations for these new tasks.

9. The Committee was concerned that the major issue of equity, which emerges at the local, national and global levels for more just and fairer societies, as stated in the MDGs to a large extent, calls for a wider role of public administration in addressing inequalities and the situation of the poor.

10. The Committee also noted that new challenges emerging from the rapid pace of development and the effect the decisions made by one generation have on the successive immediate generations, be it on the environment, social security benefits or resource availability, create new transgenerational challenges.

11. Finally, the Committee reaffirmed that decentralization, when combined with civic participation, makes local government a more effective tool for good local governance. However, the matter of decentralization ought to be handled sensitively, for it need not always lead to a deepening of democracy.

12. A major conclusion by CEPA was that the Secretariat to the United Nations should deepen its analytical, advisory and technical cooperation capacities to ensure that viable options of public administration practices are identified and pre-conditions for their successful adaptation clearly set out, in support of the Millennium Development Goals. The new challenge is finding how to work with acknowledged diverse models and traditions of organization and management of public affairs, and looking for successful policy options. This implies shared knowledge, public administration education and training, trans-border cooperation and support of international organizations.

13. The Committee recommended that ECOSOC encourage countries to ratify, adopt and implement the relevant commitments and conventions in the areas of integrity, transparency and accountability, including those relating to corruption, crime, and forced or child labour. In this regard, it is important to recognize some of the regional initiatives, such as in Africa, which successfully initiated actions to implement integrity, transparency and accountability (ITA).

14. The Committee also agreed to recommend to ECOSOC that it support a wider concept of security to include human security and human rights in line with the Millennium Declaration. It acknowledged that good public administration is inseparable from the protection and fulfilment of human rights, concerning the guarantee of freedoms and equality and social redress as well as securing a balanced relationship between the citizen and the State.

15. The Committee wished to draw the attention of ECOSOC to a new emerging paradigm in public administration which incorporates both the State and the market, the State and citizens' civil society, at both the central and the local levels, and the national and global levels. It further noted that after decades of debate on the exclusive role of these two different partners – State and market – it is becoming clear that there are much more complementarities than *opposition* in the roles of these partners. Market forces alone without adequate developmental public policies and appropriate State intervention cannot contribute to uplifting economic productivity and social progress. Markets and civil societies will not thrive without strong and competent public administrations. ECOSOC should reaffirm and deepen the participatory processes of government and civil society dialogue and inclusion, to implement the Millennium Development Goals, and encourage the Secretariat in providing the analytical tools, research findings and advisory services to this end.

B. Searching for a bottom-up approach and methodologies for developing foundations and principles of sound public administration

16. The document (E/C.16/2005.3) submitted to the Committee by the Secretariat distinguished the 'standardized principles of administration' from the 'criteria-based' approaches, and opts for the second approach. On the one hand, the standardized principles face the classical problems of the "one size fits all" approach. The 'criteria-based' approaches, on the other hand, share a common assumption that organizations which display key elements of selected critical criteria have the capacity to be effective and to perform efficiently. A bottom-up approach and methodology ensures that citizens themselves have the last word on the underlying principles, foundations, quality and effectiveness of their own public administration. Due consideration can thus be given to the diversity of national management systems.

17. The idea of involving the citizenry in evaluating administrations is very important, and governments would stand to gain by measuring performance. However, it is important to ascertain if it is really the citizen at the bottom who conducts the assessment. The level of use of ICTs as a measure of participation is not enough from a democratic point of view. For instance, there are developing countries which lack access to ICTs for all, but it is also an issue in developed countries.

18. The Committee noted that the core issue is a sharp decline of trust in government – a universal phenomenon found in both developed and developing countries. Also, it is unclear how to improve transparency, accountability and equity, and be able to guarantee the integrity of such processes as decentralization, participation, and a host of other requisites intrinsic to a good governance agenda. It is critical to find a sound method

of assessing and alleviating this declining trust in government. More attention should be given to promoting participation in public affairs and citizenship.

19. In identifying common sound public administration principles, the Committee agreed to consider principles that are operational and structural. These operational and structural principles should be divided into three categories, referring to State structure, civil service, and managerial practices. In relation to the State structure, the question is not if the State should be unitary or federal, but which services are supposed to be performed directly by the State, through the use of statutory civil servants, and which services the State should outsource to third parties while keeping responsibility over them. In modern public administration, the State should directly provide, through its civil service, only the services that involve the use of State power or that control the State's resources. The other activities that the State finances are auxiliary activities, such as catering, or construction, or cleaning services, that are outsourced competitively to business enterprises, and social and scientific services, which are supposed to be outsourced by the strategic core of the State, formed of politicians and senior civil servants, to decentralized agencies or to non-governmental organizations of civil society. Agencies can essentially be made accountable via three forms: (a) management by contracted outcomes; (b) managed competition for excellence in the provision of services; and (c) social accountability mechanisms in which citizens' councils and civil societies' public advocacy organizations have a major role to play.

20. The emerging consensus of the Committee was that there are three components which are integral to any study of public administration, namely: public administration, the market, and social institutions, all interacting with one another. There are also some principles which are fundamental and that can be defined, such as transparency, accountability, participation, equity, legitimacy, effectiveness, and efficiency. Efficiency is a paramount concept within this framework, as it is an end goal in judging the quality of performance of the public sector.

21. The Members of the Committee reaffirmed strongly that there is no good governance without good government and good public administration, that some of the principles common to public administration centre around the objectives of good governance, e.g., proper running of public affairs as a shared good of all citizens which should not be usurped by a certain group or category, and that these principles may relate to the structure of the State, to the civil service and management practices, enriched with new societal practices drawn from different social and cultural backgrounds and concurring with the pursuit of public interest.

22. The Committee recognized that there are some principles of public administration which are fundamental and which can be defined. The definition of these common principles should result from a shared and participative process and not from an imposed vision. These common principles are not static and do not apply in a uniform way in all places and cultures. Experience has demonstrated that there is a diversity of situations, experiences and cultures and the failure of trying to adopt single models or single priorities. CEPA agreed that a participatory process is called for in order to identify the main principles constituting the backbone of the objectives of public administration. Accordingly and as a basis for its discussions, the Committee decided to focus on the definition of the basic concepts relating to governance and public administration, providing an in-depth assessment of such concepts, how they have evolved, and how they are used and applied. The Committee felt that definition of these concepts and related terminology would greatly benefit the discussion in governmental processes as well as in the work of practitioners.

23. The Committee also noted that public administration remains the most immediate instrument at the disposal of the States for the achievement of the MDGs and that nevertheless, the issue does not feature prominently in the role many States accord to their respective public administrations. It is a fact that civil servants still remain in many countries undervalued, underpaid, and their commitment to public service does not receive proper recognition. In this regard, CEPA recognized that it is only recently that the trend to downgrade public sector achievements was reversed, after having caused considerable damage to the process of institutional consolidation of the public sector.

24. The Committee recognized the importance of ascertaining the desired values/qualities of public administrations towards effective service delivery. In this connection, it requested the Secretariat, in collaboration with the Committee, to prepare a questionnaire to elicit views from the recipients of public services on what constitutes a well-performing, efficient and quality-oriented public administration. This questionnaire should be prepared with due relevance being given to public service indicators that apply to achieving the MDGs.

25. Common characteristics would certainly include equity, stability, legitimacy, integrity and trust, which can be achieved through equal rights both political and economic. Whatever degree of State intervention each country chooses to adopt, public administration will perform its duties better if it reaches high standards in terms of efficiency and productivity. A bottom-up approach, looking at national and particular local experiences, is one of the more appropriate ways to identify and

incorporate genuine communitarian and participatory values into the mainstream of universal values of public administration.

C. Promoting and rewarding innovation and excellence for revitalizing public administration and service delivery: the United Nations Public Service Awards

26. An introductory statement was made by the Secretariat based on document E/C.16/2005/4 which provides an overview of the background, purpose and process of the United Nations Public Service Awards, launched in 2003 upon the recommendation of the fifteenth meeting of the Group of Experts on the United Nations Programme in Public Administration and Finance (see General Assembly resolution 49/136) to recognize and encourage excellence in public administration. The establishment of the Awards was motivated by the consensus that governance and public administration play a critical role in poverty reduction and the development process. Yet, the accomplishments and importance of a competent, knowledgeable and experienced public service in implementing national development strategies and attaining the Millennium Development Goals have been under recognized. Public administration, both as a national entity and as a discipline, has not been effective in communicating its achievements or integrity of purpose and practice. In light of this unfortunate gap between the image and actuality of public administration, the United Nations Public Service Awards have been established to recognize and reward innovation, motivate future initiative and selfless public service, and promote dissemination and replication of public administration knowledge and good practices.

27. In the first two years, awards were given for: (1) improvement of public service results; (2) improvement of the quality of the public service process; (3) innovations in the public service; and (4) application of information and communication technology in local government. As the award process has evolved, categories in this current year have been refined to include: (1) improvement of transparency, accountability and responsiveness in the public service; (2) improvement of the delivery of services; and (3) application of information and communication technology in government. The awards process starts with an announcement of the competition and call for nominations and ends with an awards ceremony on 23 June which is United Nations Public Service Day. All winners are invited to the United Nations Public Service Day and Awards ceremony held on 23 June at United Nations Headquarters, which includes the granting of awards, presentations of the winning initiatives, and video-conference arrangements with high-level representatives from a number of the participating countries.

28. In its first three years, the United Nations Public Service Awards have broken new ground and progressed in promoting the prestige and

professionalism of the public service. Discussants and members of the Committee participated in this timely review, which revealed the following several areas that could be strengthened, both in terms of improving the process of granting awards and the content of the awards themselves.

(a) Decentralizing, or localizing the process of nomination, evaluation and verification of submissions to regional or national levels, would be beneficial in several ways. It would engender more social participation in the award process, which would create greater publicity, enhanced public awareness, and possibly more use of and participation in the actual practice being nominated. It would also deepen the verisimilitude of the selection/evaluation process as easier verification of results and impacts would be possible by a multisectoral group familiar with the constraints and realities of the local environment.

(b) Focusing on and encouraging partnerships, teamwork and participation would enhance the value of the Public Service Awards. Given the evolution in public administration toward forming partnerships to achieve the results and vision of the public service, the awards need to recognize and reward the good practices inherent in innovative partnership arrangements. Open-ended, flexible definitions of partnership are needed, as they include not only conventional public/private partnerships and those with civil society, but also government/government or national public administration/national public administration partnerships, as well as government/regional organization, South/South and South/North partnerships. Similarly, the United Nations can improve its award process by developing its own partnerships that connect to and develop synergies with specialized counterpart organizations that conduct similar public administration awards processes.

(c) Revisiting, and perhaps expanding, the award categories may enhance the relevance and import of the awards. In light of significant and pressing challenges facing many developing countries, including those emerging from conflict, LDCs and countries with fragile governance situations, it could be important to have a special provision that recognizes the degree of difficulty towards achieving a desired public policy objective, and to work towards the achievement of the MDGs, provide specific services to society or achieve other peace and development objectives. The awards process could accomplish this by becoming more cognizant of: situations of selflessness in the public service, significant risks taken by public servants, the strength and resilience required in certain circumstances which go above and beyond the call of duty, as well as the innovativeness or excellence of a particular public administration practice.

(d) The United Nations Public Service Awards have created an immense and unique resource for good practices in public administration which can be better utilized and disseminated to make a greater contribution to the discipline. The United Nations could use the information contained in the many outstanding submissions in a number of ways. Case studies could be compiled to share the practices widely with public administration professionals and national counterparts. These could be written by the implementing organization, Secretariat staff, and an external evaluator to fully uncover how the practice/innovation arose to meet a need, the challenges, solutions, impacts, and the potential for replicability. The information in the nomination forms would be a useful resource to academics and others seeking to highlight and further disseminate good practices. The United Nations could further enhance dissemination by inviting relevant award winners to participate in expert group meetings, training workshops and regional or subregional information-sharing activities. Finally, it should seek a number of additional ways to enhance the publicity and visibility of the winning practices as well as the awards themselves. This can be done through greater attention to public relations, substantive publications, using electronic media, working with regional and national counterparts, and capitalizing on and sharing with other organizations that have relevant expertise.

29. In summary, even in its first few years of existence, the United Nations Public Service Awards have been invaluable in enhancing the self-esteem of public servants, educating and enlightening critics, bringing deserved attention to outstanding public administration practices, and restoring trust in government. There is great potential for the Public Service Awards to do much more to enhance the professionalism and prestige of public administration world wide. Dedicated attention and greater financial resources are required to fulfil the potential inherent in this unique, global awards process.

30. The United Nations Public Service Awards are an innovative and effective means for recognizing outstanding achievements of public administrations and encouraging their replication. Therefore, the process of soliciting nominations, evaluating submissions, selecting and rewarding winners, and disseminating information should be streamlined and strengthened, including more localized evaluation and verification of awards with international, national and civil society participation.

31. The innovations and successful practices recognized by the awards should be disseminated and promulgated in more systematic and coherent ways. They should be integrated in the normative and technical cooperation activities of the Division for Public Administration and Development Management/DESA; highlighted and promoted in United Nations documentation, on Internet venues, through national media, and

via professional networks and counterpart award processes; and funding should be sought to obtain the resources to strengthen the visibility, outreach and replication of the innovative practices.

32. In recognition of the different obstacles and challenges to public administration in developed and developing countries, it should be considered whether to adapt or expand the criteria and/or categories to recognize the special difficulties faced by public administration in LDCs, crisis or post-conflict countries, or those countries with special development challenges. This would take into account public administrations that work in the midst of natural disasters and complex emergencies to maintain impartial and committed public service, that take personal and professional risks, and demonstrate fortitude and resilience in order to persevere for peace and justice in the face of extraordinary circumstances.

D. Review of the activities of the United Nations Programme in Public Administration Finance and Development

33. The Committee commended the presentation made by the Secretariat of the United Nations Programme in Public Administration, Finance and Development reflecting the specific activities conducted by the Department of Economic and Social Affairs of the United Nations Secretariat. It applauded the work and progress that have been achieved in the past year.

34. The Committee expressed its appreciation to ECOSOC for the review of the Report of the 3rd session of CEPA and for the adoption of resolution E/2005/L.8/Rev.1 and to the United Nations General Assembly, which reviewed at its 59th session the Report of the Secretary-General on “Public Administration and Development” (A/59/3460) and adopted Resolution A/RES/59/55.

35. The Committee supported the programme of work presented by the Secretariat of the United Nations Programme on Public Administration, Finance and Development, which proposed to promote efficient, accountable, participatory and transparent public administration for the attainment of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences.

36. The Committee noted with appreciation the presentation of the Secretariat of the United Nations Programme on Public Administration, Finance and Development which described the implementation of the Programme Mission by the following functional and administrative groups on: Governance and Public Administration; Socio-economic Governance

and Management; Knowledge Management and E-government; and Public Administration Networking.

37. The Committee supported the integrated approach presented by the Secretariat of the United Nations Programme on Public Administration, Finance and Development which interlinks analytical and substantive work with technical cooperation and information-sharing and networking. However, it also felt that more interdisciplinary modalities should be pursued, since most public administration issues are interrelated.

38. The Committee approved the long-term thematic directions and the proposed activities for 2006-2007 as described in the proposed budget document presented by the Secretariat.

39. The Committee welcomed the forthcoming celebration of the 10th Anniversary of the General Assembly Resumed Session on Public Administration and Development and approved the suggestions initiated by the Secretariat: (a) to organize a special celebration of Public Service Day; (b) to hold a special United Nations Public Service Awards; (c) to support a publication on the 60-year history of Public Administration in the United Nations; and (d) to take an active role in the organization of the 7th Global Forum on Reinventing Government to be held at the United Nations in 2006. In this respect, the Committee provided concrete suggestions on the overall substantive theme for the 7th Global Forum.

40. The Committee took note with appreciation of the accomplishments of the United Nations Online Network in Public Administration and Finance (UNPAN). Recognizing the vital role that UNPAN plays as a central part of a global network of public administration organizations, the Committee strongly recommended the continuation and strengthening of the UNPAN initiative.

41. The Committee welcomed the presentation on the findings of the World Public Sector Report on “Unlocking the Human Potential for Public Sector Performance”. It also suggested possible topics for the next report.

42. The Committee decided that it would continue to provide overall guidance and oversight to UNPAN, but not involve itself in management decisions which should be left to the partners of the network.

43. The Committee highlighted that governance should be looked at in a holistic manner from a bottom-up perspective, and encourages organs of the United Nations to increase cooperation between themselves to provide an integrated approach to public administration challenges, especially in countries emerging from conflicts, as a means to develop people’s trust in

public administration. The Committee also advocated the preparation of a paper on concepts to address critical problems confronting countries.

44. The Committee welcomed the initiative of the Secretariat of the United Nations Programme on Public Administration, Finance and Development to develop a publication on the 60-year history of public administration in the United Nations and agreed that it would be a useful tool for experts and students. The Committee recommended that historical data should be contextualized in line with contemporary criteria.

45. The Members of the Committee agreed that they would contribute individually to a publication on the topics discussed during its initial four sessions with a preface written by the Chairperson, and commented that this document would remain as an historical trace of work of the current Committee.

E. Presentations

46. In addition to the above agenda items, presentations were also made on the following:

(a) The Economic and Social Councils as a Mechanism for Participatory Decision-making in the Economic & Social Areas by Mr. Bertrand Duruflé, Executive Secretary, International Association of Economic and Social Councils & Similar Institutions (AICESIS);

(b) 2005 Africa Governance Survey by Ms. Jennifer Kargbo, Officer in Charge, Development Policy & Management Division (DPMD), Economic Commission for Africa (ECA);

(c) Governance Index by Mr. Daniel Kaufman, Director Global Governance and Latin America Capacity-Building and Learning, World Bank Institute (WBI);

(d) E-government Readiness Index by Ms. Seema Hafeez, Economic Affairs Officer, Knowledge Management Branch, DPADM;

(e) International Conference on Engaging Communities by Mr. Michael Hogan, Deputy Director-General, Department of Communities, Queensland State Government, Australia;

(f) World Public Sector Report by Mr. John-Mary Kauzya, Chief, Governance and Public Administration Branch, DPADM;

(g) 6th Global Forum on Reinventing Government by Mr. Shabbir Cheema, Principal Adviser, DPADM;

(h) Preparatory activities for the Commemoration of the 10th Anniversary of the Resumed 50th session of the Assembly on Public Administration and Development by Mr. Guido Bertucci, Director, DPADM, UNDESA; and

(i) Standards of Excellence in Public Administration Training by Professor Allan Rosenbaum, International Association of Schools and Institutes of Administration (IASIA).

Annex

List of documents

<i>Document symbol</i>	<i>Agenda item</i>	<i>Title or description</i>
E/C.16/2005/1	2	Adoption of the agenda and organization of work
E/C.16/2005/2	3	Revitalizing public administration: strategic directions for the future
E/C.16/2005/3	4	Searching for a bottom-up approach and methodologies for developing foundations and principles of sound public administration
E/C.16/2005/5	5	Promoting and rewarding innovation and excellence for revitalizing public administration & service delivery: the United Nations Public Service Awards
