

8 November 2001

English only

General Assembly
Fifty-sixth session
Agenda item 12
Report of the Economic and Social Council

Economic and Social Council
Resumed substantive session of 2001
Agenda item 13 (k)
Economic and environmental questions:
public administration and development

**Five-year assessment of the progress made in the
implementation of General Assembly resolution
50/225 on public administration and development**

Response of the United Nations system

Unedited version

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I. Introduction

1. Pursuant to General Assembly resolution 53/201 of 15 December 1998, the relevant international organizations and bodies, both within and outside the United Nations system, were invited to provide information on their activities related to the implementation of General Assembly resolution 50/225 of 19 April 1996 on public administration and development and the recommendations adopted by the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting (E/2000/66). Contributions received from the various components of the United Nations system regarding the five-year assessment of the progress made in the implementation of General Assembly resolution 50/225 on public administration and development are summarized below.

II. United Nations programmes and bodies

A. Department of Economic and Social Affairs (DESA)

2. Within the Department of Economic and Social Affairs (DESA) of the United Nations Secretariat, the Division for Public Economics and Public Administration (DPEPA) has served as the focal point for coordinating and implementing a range of activities mandated by General Assembly resolution 50/225 on public administration and development. The main objective has been to support intergovernmental policy deliberations on the role of public administration, public finance and public economics in the development process and to assist interested Governments of developing countries and countries with economies in transition in strengthening their policy-making, institutional and managerial capacities in those areas. Particular attention has been given to exploring the changing role of the State and emerging public administration responses to the challenges posed by globalization. Activities have focused on promoting democratization, decentralization and administrative reform, improving governance systems and institutions, enhancing transparency, accountability and efficiency in the public sector and facilitating human resources development and capacity-building through studies and comparative policy analysis, advisory and training services, technical cooperation projects, as well as dissemination of information and best practices in the field of public administration and development. Detailed information on the relevant activities is available on-line through the United Nations Online Network in Public Administration and Finance (UNPAN), which may be accessed at the following web site address: <http://www.unpan.org/dpepa.asp>.

3. Guidance in the implementation of General Assembly resolution 50/225 is provided by the Group of Experts on the United Nations Programme in Public Administration and Finance. Following the resumed fiftieth session of the General Assembly, three Meetings of Experts were convened in 1997, 1998 and 2000. The Thirteenth Meeting of Experts (New York, 27 May - 4 June 1997) sought to identify the critical new challenges in a rapidly changing environment for public administration worldwide. Under the overall theme "Redesigning the State for socio-economic development and change", experts deliberated on five principal areas of global concern: (a) promoting an enabling environment for sound governance; (b) enhancing the professionalism, ethical values and image of the public service; (c) modernizing State institutions for socio-economic development; (d) creating an enabling environment for private-sector development; and (e) strengthening governmental capacity in the mobilization, management and accountability of financial resources. The Meeting shared the view that, far from representing two adversarial forces, strong markets and strong States were truly complementary and necessary for economic prosperity and social justice. The Meeting also felt that only a strong, proactive State could promote social justice, ensure universal access to quality services, and safeguard the rule of law and respect for human rights, in the terms of Assembly resolution 50/225. A report containing the main conclusions and recommendations of the Meeting, together with the comments and observations of the Secretary-General on those findings (E/1997/86), was submitted to the Economic and Social Council.

4. The Fourteenth Meeting of Experts on the United Nations Programme in Public Administration and Finance (New York, 4-8 May 1998) focused on programmatic aspects of the support activities to stimulate progressive policy deliberations and ensure effective policy implementation in the area of public administration and development. The Meeting addressed the following four themes: (a) the relationship between public administration and the implementation of commitments made at the major United Nations conferences of the 1990s; (b) key issues and emerging trends in governance, public administration, public finance and private sector development; (c) approaches and guidelines for monitoring, measuring and evaluating performance in public sector programmes; and (d) basic data on public administration and finance for policy-making purposes. The Meeting called for an effective response to the challenges that face the governance and administrative systems of all countries. In relation to the developing countries and countries with economies in transition, the Meeting recommended that the United Nations Programme in Public Administration and Finance focus attention on four broad areas: (a) management of change; (b) institution-building and administrative reform; (c) human resources development; and (d) dissemination of information. The main findings and recommendations of the Meeting were summarized in a report of the Secretary-General (E/1998/77).

5. The Fifteenth Meeting of Experts on the United Nations Programme in Public Administration and Finance (New York, 8-12 May 2000) was devoted to the complex theme "Globalization and the State". The Group of Experts deliberated on the effects of globalization on the role and functioning of the State and on the types of public policy responses, whether institutional or managerial, that might be appropriate to maximize the benefits and minimize the negative consequences of globalization. In further consideration of marginalization effects of globalization, the Meeting also addressed the global processes that affect national and global economic governance systems, and called for appropriate changes in national policies, institutions and management practices. Moreover, the Meeting reviewed the major relevant undertakings of the Department of Economic and Social Affairs, namely, the United Nations Online Network in Public Administration and Finance (UNPAN), the report on public sector indicators, country profiles in public administration, the draft charter of the civil service in Africa, and noted the improvements in DESA's relationships with other United Nations funds and programmes, particularly with UNDP, in the area of public administration and development. The main findings and recommendations of the Meeting were submitted to the Economic and Social Council in a report of the Secretary-General (E/2000/66).

Strengthening governance and administrative systems for development

6. Strengthening governance systems and fostering capacity-building in the area of public administration have been increasingly recognized as an essential prerequisite for development. Peace, social and economic progress and wider political participation are predicated on the existence of strong democratic State institutions and sound governance systems. Accordingly, the Department has played its part in organizing and promoting several activities in the areas of institution-building and administrative reform, decentralization and local governance, public service delivery and public expenditure, public-private partnerships, resource mobilization and tax administration. In carrying out these activities, the Department pursued active cooperation with its international and regional partners active in the area of public administration and development.

Institution-building and administrative reform

7. In June 1999, the Department participated in the World Conference on Governance, hosted by the Government of the Philippines and organized by the Eastern Regional Organization for Public Administration (EROPA). The Conference involved the cooperation of several international, regional and national organizations, each of which was responsible for organizing one-half day of the programme, which highlighted key substantive issues in the conceptual area of governance partnerships at the global,

national and local levels. The Department organized five workshops focusing on: (a) the role of world conferences in developing global partnerships; (b) the role of universities in promoting global partnerships; (c) national governance mechanisms that foster partnerships; (d) mobilizing civil society for national partnerships; and (e) building eco-partnerships for local governance. A report of the conference proceedings was published in 2000 (ST/ESA/PAD/SER.E/6).

8. In Africa, the Department, in collaboration with the Economic Commission for Africa (ECA), sponsored a high-level Conference on “Governance in Africa: Consolidating the Institutional Foundations”. The conference, held in March 1998 in Addis Ababa, Ethiopia, touched on a wide range of issues related to the consolidation of the institutional foundations of good governance in Africa. These included the fundamental issues of the nature and objective of good governance; the role of the State; key governance institutions; civil society, as well as related issues of the military, elections, the opposition, women, decentralization and the media. A report of the conference proceedings was published in 1999 (ST/ESA/PAD/SER.E/1).

9. An International Seminar on “Capacity-Building for African Lusophone Countries” was organized by the Department, in collaboration with the Community of Portuguese Language Speaking Countries (CPLP) and the Government of Brazil, in Salvador da Bahia, Brazil, in November 1998. Its objective was to undertake a needs assessment of the African Lusophone countries and identify possible projects to be formulated and supported by the international community. A report of the seminar, entitled “Capacity-Building in Selected Least Developed Countries: the African Lusophone Countries”, was published in 2000 (ST/ESA/PAD/SER.E/11).

10. In Central America and the Caribbean, the Department, with the financial support of the Government of Italy, launched, in June 1998, a Capacity-Building Programme for Strengthening Central American and Caribbean Parliaments and Regional Parliamentary Organizations. The objectives of the programme are: (a) institutional enhancement of parliaments and related bodies, technical strengthening of the electoral processes and reforming the relevant norms and regulations; (b) operational strengthening of parliaments, enhancing the relationship among executive, judicial and legislative branches and developing information technologies and technical capacity for communication; and (c) strengthening the mechanisms for an accountable, transparent and effective legislative budget process. Within the programme, a High-level Capacity-building Workshop was held in Santo Domingo, Dominican Republic, in May 1999. It resulted in the adoption of the Parliamentary Declaration of Santo Domingo, signed by the Presidents of the Parliaments of Central American countries.

11. A Ministerial Consultation and High-Level Workshop on the theme “Capacity-Building for Small Caribbean States in Public Administration and Governance” were held in Rome, Italy, in October 2000. In follow-up, the Department, in cooperation with the Government of Italy, the Caribbean Centre for Development Administration (CARICAD) and the “Italo-Latin American Institute” (IILA), organized a meeting on the theme “Best Practices and Innovative Experiences in Capacity-Building and Development Cooperation”. Ministries of Foreign Affairs, Public Administration and other high-level officials from 13 countries attended the meeting to exchange views on the constraints and the opportunities posed by globalization for their peoples, economies and development. The Department made a presentation on “Capacity-building to respond to the challenges of globalization”.

Decentralization and local governance

12. A regional Conference on the theme “Decentralization: Conditions for Success”, held in Yerevan, Armenia, in April 1999 was hosted by the Armenian Government and jointly organized by the Department and UNDP. It brought together elected representatives and appointed officials from both the local and central administrations of more than 20 countries of Eastern Europe. The main objective of the

Conference was to promote an exchange of views on the progress made by the countries of the region in the implementation of decentralization reforms and to facilitate their transition toward appropriate forms of decentralization by taking stock of lessons learned and sharing of best practices. Four thematic areas were explored: (a) legislative frameworks; (b) financial decentralization; (c) human resources development; and (d) the role of civil society in decentralization. The Conference adopted the Yerevan Declaration calling on the United Nations to continue to encourage and to facilitate the ongoing dialogue on decentralization and reform, as well as promote greater intra-regional exchange of information, using the latest technologies. A report of the conference (ST/ESA/PAD/SER.E/7) was published in 2000.

13. In an effort to foster greater cooperation among local governments in the field of environmental management, the Department organized jointly with the Tokyo Metropolitan Government a World Conference on the theme “International Cooperation of Cities and Citizens for Cultivating an Eco-Society” in Tokyo, Japan, in May 1998. The conference provided an opportunity for all interested parties worldwide to discuss their roles, responsibilities and modalities in fostering mutual cooperation and solidarity in the creation of an eco-system on a global scale, as a follow-up to the 1992 Earth Summit and Agenda 21 adopted at the United Nations Conference on Environment and Development. The report of the Tokyo conference was published in 1999 (ST/TCD/SER.E/57).

14. Pursuant to the United Nations Conference on Small Island Developing States, the Department and the Commonwealth Local Government Forum jointly organized a Symposium on “Local Government and Civil Society in Small States”, held in Malta in March 1999. This event gathered local government practitioners (elected councillors and mayors), central government officials and representatives of the private and other non-governmental sectors from small States in the Caribbean, the Indian Ocean, the Mediterranean and the Pacific. Its objective was to review the current practices of social service delivery and to explore ways to develop partnerships between local government and non-governmental sectors in that area. The report of the symposium was issued in 2000 (ST/ESA/PAD/SER.E/12). In follow-up, a Capacity-Building Programme for the Caribbean Small-Island States was co-sponsored by DESA, the Government of Italy and CARICAD, and was carried out in collaboration with the Government of Trinidad and Tobago in 2000-2001.

15. As part of a programme on South-South cooperation, the Department and the Luis Eduardo Magalhaes Foundation jointly organized a Ministerial Consultation held in Bahia, Brazil, from 30 August to 4 September 1999. Officials from Cuba, El Salvador, Morocco, the Philippines and Trinidad and Tobago composed an exploratory mission to learn about the innovative measures used by the Bahia State Government to modernize its administrative structure and improve services to its citizens. In follow-up, the Bahia International Centre of Innovation and Exchange in Public Administration was established to: (a) develop new modalities in public administration and the provision of public services; (b) promote capacity-building and training of officials responsible for these functions; (c) facilitate the sharing of knowledge, techniques and experiences in the context of South-South cooperation; (d) prepare an inventory of pilot experiences in developing countries; (e) prepare training packages on innovations in public administration; (f) create an on-line network through the Internet with ongoing inputs from subregional, local/national and interregional institutions; (g) mobilize high-level expertise to organize international workshops, seminars and training activities; and (h) disseminate the results of the work of the Centre. A Handbook on Public Service Delivery was produced in February 2000.

16. A Global Forum on “Local Governance and Social Services for All”, held in May 2000 in Stockholm, Sweden, was a joint initiative of DESA and UNDP, with the support of the Swedish Government and various organizations. The Forum focused on how to provide social services for all generations and stakeholders, especially through local governance, as well on the role to be played by each stakeholder. The Department made a presentation on “Institutional and human capacity development of key actors at all levels: case studies of Tunisia, Senegal, Mali and Cambodia”.

Economic governance, resource mobilization and tax administration

17. Within its policy analysis activities, the Department convened a series of ad hoc expert group meetings to address key issues in the field of economic governance, resource mobilization and public financial management. The findings and outcomes of those meeting were reported in recent publications on the following themes: “Effecting Transparency and Accountability in Government Financial Management” (ST/ESA/PAD/SER.E/14), “Privatization and Regulation in Developing Countries and Countries with Economies in Transition” (ST/ESA/PAD/SER.E/19); “Trends and Issues in the Analysis of Public Expenditures and their Implications for National and International Development Strategies” (ST/ESA/PAD/W.3); “Guidelines for Improving Tax Administration in Developing Countries: Improving the Efficiency and Effectiveness of Tax Administration and Strengthening Domestic Financial Resource Mobilization” (ST/TCD/SER.E/29); and “Strategies for Improving Resource Mobilization in Developing Countries and Countries with Economies in Transition” (ST/ESA/PAD/SER.E/30).

18. The Department also provided substantive support to three meetings of the Ad Hoc Group of Experts on International Cooperation in Tax Matters, held in 1997, 1999 and 2001. At its eighth, ninth and tenth meetings, the Group of Experts focused on revising and updating the United Nations Model Double Taxation Convention between Developed and Developing Countries (ST/ESA/PAD/SER.E/21) and the draft Manual for the Negotiation of Bilateral Tax Treaties between Developed and Developing Countries (ST/SG/AC.8/2001/CRP.9), as well as the issues of transfer pricing, new financial instruments, taxation of electronic commerce and mutual assistance in tax collection. Reports of the Ad Hoc Group of Experts on International Cooperation in Tax Matters on the work of its meetings are submitted to the Economic and Social Council.

19. With a view to assist Governments in enhancing efficiency, transparency and accountability of public financial institutions, the Department undertook a number of activities in the field of tax administration reform in developing countries and government auditing. Upgrading tax administrators’ technical skills and developing methods for combating tax evasion was at the centre of the first Interregional Training Workshop in International Taxation, held in Amsterdam, the Netherlands, in March 1999. The second Interregional Workshop in International Taxation (Beijing, China, April 2001) focused on fundamentals of international taxation and the negotiation of bilateral tax treaties between developed and developing countries, tax treatment of new financial instruments and globalization of capital markets, as well as taxation of e-commerce.

20. In addition, DESA and UNCTAD jointly organized the G-15 Bilateral Negotiation Rounds of Double Taxation Treaties, held in Colombo, Sri Lanka, in December 1999. The main objective was to provide technical assistance to G-15 countries in the implementation of the initiative undertaken at the VII Summit of the Heads of State and Government of the Group of Fifteen, which took place in Kuala Lumpur, Malaysia, in November 1997.

Enhancing professionalism, performance and ethics in the public service

21. In response to the growing demand, the Department has undertaken several activities related to capacity-building and human resources development for strengthening professionalism, transparency, accountability and ethics in the public sector, combating corruption, managing diversity and enhancing the image of the public service. These issues were the subject of a series of conferences, seminars, studies and training activities organized by the Department and its partners for civil servants, policy makers and high-level officials in developing countries and countries with economies in transition.

Capacity-building and human resources development

22. In Africa, the Department and the African Training and Research Centre in Administration for Development (CAFRAD) jointly organized the Second and Third Biennial Pan-African Conferences of Ministers of the Civil Service. The Second Conference on the theme “African Public Service: New Challenges, Professionalism and Ethics” took place in December 1998 in Rabat, Morocco. Its objective was to explore the changing role and image of the public service in Africa, to reinforce professionalism and to affirm ethical values, standards and management tools to enhance integrity and combat corruption. The Conference adopted the Rabat Declaration, which emphasized the need to strengthen professionalism and promote ethics in government. A proposal for a charter for the public service in Africa was outlined in the Declaration. A report of the conference “La fonction publique africaine: nouveaux défis, professionnalisme et éthique” (ST/ESA/PAD/SER.E/20) was published in English and French in 2000.

23. The Third Biennial Pan-African Conference of Ministers of the Civil Service, held in Windhoek, Namibia, from 5 to 6 February 2001, resulted in the adoption of the Windhoek Declaration and the Charter for the Public Service in Africa (see A/56/63-E/2001/21, annexes I and II). The adoption of the Charter marked the beginning of a campaign by African Governments to restore prestige and dignity of the public service, reinforce integrity in public life, and raise the levels of performance and competence in government at large. In follow-up, several donors have expressed interest in supporting the initiative and an appropriate mechanism for its monitoring and implementation.

24. The Department took part in a Conference on Ethics in the Public and Private Sectors, sponsored by the International Institute for Public Ethics (IIPE) and held in Ottawa, Canada, in September 2000. As a joint input to the conference, the Department and the Organization for Economic Cooperation and Development (OECD) Public Management Service (PUMA) organized a workshop on enhancing ethics in the public service, in order to compare the findings of parallel studies conducted by OECD among its member countries and by the Department in countries of Sub-Saharan Africa. The UNDP-funded comparative study, entitled “Public Service Ethics in Africa” (ST/ESA/PAD/SER.E/23), served as the source of information for the presentation made by the Department.

25. The Department also organized a training workshop on “Human Resources Management and Challenges of the Third Millennium” for both English- and French-speaking African Countries. The workshop, held in Tangiers, Morocco, in October 2000, concentrated on four major trends/challenges: (a) globalization and regionalization; (b) new information and communication technology; (c) private sector development, partnership and participation; and (d) population, urbanization, poverty and environment.

26. In addition, the Department organized a Capacity-Building Programme for Diplomats from Arab Countries of the Mediterranean Basin. The programme, sponsored by the Italian Trust Fund, took place in the Italian Diplomatic Institute in Rome and in the International Training Centre in Turin in March 2001. It was attended by 28 diplomats, four from each of the following seven countries: Algeria, Egypt, Jordan, Lebanon, Morocco, Syria, and Tunisia. Its main goal was to provide middle-level diplomats with the necessary knowledge and skills to ensure their successful participation in international negotiations, especially on issues related to globalization.

27. In May-June 2001, a seminar on the theme “Restructuring and Modernization of the Civil Service: Merit System and Motivation” was held in Cotonou, Benin. High-level officials from Francophone and Lusophone African countries participated in the seminar, which focused on four sub-themes: (a) restructuring and modernization; (b) merit system; (c) performance evaluation; and (d) motivation and compensation. The Department’s presentation was on “Diversity Management in the Civil Service”.

28. In Latin America, the Department organized a colloquium on “Promoting Ethics in the Public Service”, held in Brasilia, Brazil, in December 1997, for about 300 high-level federal and state public servants. The purpose of the event was to discuss pertinent issues and make suggestions to the Brazilian Council of State Reform for launching a national ethics initiative in the public service. A report of the conference (ST/ESA/PAD/SER.E/8) was published in 2000.

29. In the case of Eastern European countries, the Department, in cooperation with UNDP, organized a regional conference on the theme “Public Service in Transition: Enhancing its Role, Professionalism, Ethical Values and Standards”, which took place in Thessaloniki, Greece, in November 1997. The conference provided a forum for officials from 23 countries of the region to discuss approaches to strengthen the professional core, performance and integrity of the civil service. In view of the need for closer regional cooperation, the Government of Greece offered to establish a facility based on the concept of an on-line network of institutions for capacity-building in governance, public administration and finance. As a result, the Thessaloniki Centre was set up in 2000. An integral part of the United Nations Online Network in Public Administration and Finance (UNPAN), the Centre is known as the United Nations Centre for Public Service Professionalism and Human Resource Development. Its first e-conference for training in public service professionalism was conducted in May 2001.

Combating corruption and managing diversity

30. As part of a strategy to fight corruption in the public sector, the Department sponsored the 12th, 13th, and 14th Interregional Seminars on Government Auditing, which took place, respectively, in October 1996, March 1998, and March 2000 in Vienna, Austria. The seminars focused on the role of Supreme Audit Institutions in fighting corruption and mismanagement in government, in managing public works, and in auditing public health expenditures. The outcomes of the three seminars were published, respectively, in 1996 (ST/TCD/SER.E/58), 1998 (ST/TCD/SER.E/65) and 2000 (ST/ESA/PAD/SER.E/22).

31. In relation to Africa, the Department organized, in collaboration with the Global Coalition for Africa, the US Agency for International Development (USAID) and UNDP, a regional workshop on the theme “Fighting Corruption in Africa: Lessons Learned”. The workshop was held at the 9th IACC Conference in Durban, South Africa, in 1999. It focused on issues unique to the continent and promoted the exchange of best practices, lessons learned, as well as models to strengthen accountability, transparency and integrity in governance. It also addressed the need to promote networking structures to enhance the sharing of information.

32. An Ad Hoc Expert Group Meeting on Managing Diversity in the Civil Service, convened in New York in May 2001, addressed a number of key issues related to diversity management in the civil service, regional differentials of diversity and selected themes, such as gender issues and disability in the civil service. Thirty senior civil servants, scholars and practitioners from all the regions attended the meeting. The participants developed recommendations towards effective diversity management policies in the civil service. For related documents, see http://www.unpan.org/conf_diversityy01.asp.

Building technological adequacy and access to information

33. New information and communication technology (ICT) is radically changing the way government and society function. This poses great challenges to all governments, but also provides unique opportunities to many countries to leap-frog into a future of better governance and more participatory society. In response, the Department has promoted a number of training programmes, advisory services and information networks to assist interested governments in their efforts to manage efficiently and effectively ICT innovations in the area of public administration and development.

United Nations Online Network in Public Administration and Finance (UNPAN)

34. The United Nations Online Network in Public Administration and Finance (UNPAN) was created with a long-term objective to build the capacity of regional and national institutions in public administration and finance to access, process and disseminate relevant information by means of up-to-date ICT. Funded by the United Nations Development Account, UNPAN is intended as an important part of South-South cooperation in the area of public administration and development. Its immediate objective is to establish an on-line network linking the relevant regional and national institutions for information exchange, experience sharing and on-the-job training in the fields of public administration and finance.

35. In the course of building this on-line network, the Department has provided regional institutions in public administration from developing countries with capacity-building assistance packages including: the needed ICT facilities (hardware and software); e-information management training programmes; human resources support; assistance on improving ICT connectivity; and help-desk service in e-information management. The regional institutions which have thus far benefited from UNPAN's training programmes include: the African Civil Services Observatory (OFPA); the African Training and Research Centre in Administration for Development (CAFRAD); the African Institute for Economic Development and Planning (IDEP); the Arab Administration Development Organization (ARADO); the Caribbean Centre for Development Administration (CARICAD); the Eastern Regional Organization for Public Administration (EROPA); the Latin American Centre for Development Administration (CLAD); and the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee). UNPAN's website address, <http://www.unpan.org>, has been open to the general public since March 2001.

36. UNPAN serves as a unique portal for public administration and finance in the world today. It provides five on-line services/products: (a) information services; (b) training services; (c) technical advisory services; (d) conference services for exchanges and dialogue among stakeholders; and (e) worldwide directory services in public administration. It focuses on such issues as public economic policy, governance and institution-building, civil service and public sector reform, management innovation and development of public finance. Since its launching, UNPAN has been accessed by thousands of interested users from throughout the world. It is envisaged that UNPAN will continue to improve its services, respond to the emerging challenges confronting developing countries and transition economies, and make itself a useful tool for the promotion of capacity-building and South-South cooperation in the field of public sector policy and management. Ultimately, it will work to become an effective digital bridge for the development of all countries.

Information technology in government

37. The key challenges facing governments in the design and implementation of e-government strategies to meet the expectations and demands of their citizens for more accessible, transparent and accountable government were highlighted at the "Third Global Forum on Fostering Democracy and Development through e-Government", held in Naples, Italy, from 15 to 17 March 2001. The Forum was organized by the Government of Italy, with the support of DESA and OECD. Representatives of 122 countries, multilateral agencies, the business community and non-governmental organizations came together to explore the potentials of ICT for government in both developed and developing countries. More than 900 international experts and practitioners contributed to a wide-ranging debate, which centred on the following six themes: (a) governance issues in the on-line era; (b) ICT impact on the organization of government; (c) implementing e-government; (d) services to citizens; (e) services to business; and (f) the digital divide and international cooperation. The Forum's findings and conclusions set a challenging agenda for future work (see A/56/86-E/2001/79, annex). Within the Forum, the Department played a leading role in the organization and conduct of a High-level Training Seminar on e-Government.

38. Assisting developing countries and countries with economies in transition in improving their national capacities for tapping the potential of ICT and integrating into the global knowledge-based economy was the objective of two conferences, International Symposium on Network Economy and Economic Governance (Beijing, China, 19-20 April 2001), and International Symposium on Government and E-Commerce Development (Ningbo, China, 24-26 April 2001), organized by the Chinese Government with the support of DESA and UNCTAD. Attended by more than 300 participants from 36 countries around the world, the first symposium addressed current trends of the global network economy, its challenges and opportunities for development, and appropriate national and global economic governance frameworks. At the second symposium, government officials from over 30 countries of five continents, chief executive officers of transnational corporations and representatives of international organizations gathered to explore the potential of ICT to foster development through the Internet and e-commerce. Both conferences contributed to improving and expanding the knowledge and skills of policy makers and practitioners to address adequately the impact of the network economy and to make use of ICT opportunities to promote economic and social development. For related documents, see A/56/211-E/2001/103, annex and http://www.unpan.org/conf_beijingnb01.asp.

39. The Department also participated in organizing two high-level fora on “City Informatization in the Asia-Pacific Region”, held in Shanghai, China, respectively, in June 2000 and in May 2001. The main objective of the second forum was to provide a platform for mayors and policy makers of the cities in the Asia-Pacific region to exchange their visions, strategic plans and practical experiences related to the development of the information industry and the application of modern information technology. The forum was composed of three main parts: a Mayors’ round table, a Technical Conference and a large-scale International ICT Exhibition. For documents, see http://www.unpan.org/conf_shanghai01.asp.

40. The importance of ICT as an essential tool for decision-making in planning and urban management for sustainable development was emphasized at the 7th International Seminar on Geographic Information Systems Applications in Planning and Sustainable Development, held in Cairo, Egypt, from 13 to 15 February 2001. The Department co-sponsored the seminar with the Organization of Islamic Capitals and Cities (OICC), the International Society for Photogrammetry and Remote Sensing (ISPRS), the Environmental Systems Research Institute (ESRI) and the Egyptian authorities. Its main goal was to support and promote the process of decision-making in the Islamic Municipalities, the transfer of knowledge and advanced technology and capacity-building and institutional development through distance learning and training, as well as international cooperation.

Technical cooperation

41. The Department has carried out several technical cooperation initiatives related to public administration and development. The most important ones have been in the fields of governance, ethics in the public sector, the administration and cost of elections, as well as conflict management and capacity-building. Relevant information is available at: http://www.unpan.org/technical_highlights.asp.

42. One of the obstacles to an efficient management of the public sector in developing countries is the lack of adequate information and consistency among government initiatives and programmes in the field of governance reforms. Coordination and planning is crucial to ensure that programmes and reforms in public administration are implemented efficiently. To support capacity-building in this area, the Department, in collaboration with UNDP, sponsored the Africa Governance Inventory (AGI), which is a compilation of data on governance projects in Africa. Its objective is to assist African Governments and their development partners to improve the coordination and programming of their current initiatives in governance through the systematic collection and analysis of information related to programme and project activities. This project aims not only at collecting information, but also at promoting capacity-building in data collection and management for the national governments in the participating countries.

The project presently targets 36 African countries selected among the participants of the UNDP Africa Governance Forum exercise. It assists governments in establishing project focal points, which compile and report on electronic databases governance initiatives supported by internal and external funds. A comprehensive regional database for the dissemination of the information gathered through the national databases will be offered through the project's web site.

43. Within its activities to promote ethics in the public service, the Department, in cooperation with UNDP, developed a project on the Public Service Ethics in Africa, which was launched in 1999. Its purpose is to assist African Governments to introduce or upgrade policies and programmes to improve the management of ethics and conduct in their public services. It is also intended to foster a greater awareness of the need to enhance ethics, accountability and transparency in the public service as an essential part of administrative reforms. The first volume of the final report of the project compares the state of public service ethics policies in ten countries: Cameroon, Gabon, Ghana, Kenya, Madagascar, Namibia, Nigeria, Senegal, South Africa, and Uganda. It was published in 2001 (ST/ESA/PAD/SER.E/23).

44. As part of the Department's parliamentary services, the Administration and Cost of Elections (ACE) project was launched to provide policy makers, election professionals and administrators in developing countries and countries with economies in transition with complete and systematic information on designing electoral systems, procedures and all aspects of the administration of elections. Information is made available through the Internet ACE web site (<http://ace.at.org>) and a CD-ROM.

45. In the area of conflict management, the Department, in collaboration with UNDP, developed a Conflict Management Capacity-Building project, which seeks to assist Governments and their civil society partners in sub-Saharan Africa to strengthen their governance capacities to respond to conflict and crisis situations, to work effectively in conflictual environments, and to apply conflict resolution tools, techniques and planning mechanisms. To do this, the project held two expert consultations (Addis Ababa, Ethiopia, September 2000 and Kampala, Uganda, February 2001) with African conflict resolution practitioners to develop training material in four areas: (a) conflict analysis and early response development; (b) skills development for conflict transformation; (c) conflict sensitive approaches to development; and (d) national capacity-building in conflict management. Four training modules have been developed and are being tested around the continent.

46. The Department also developed a Capacity-Building for Conflict Analysis and Management project in Central and Eastern Europe, which was initiated in 2000. The project is aimed at creating and strengthening conflict analysis and resolution capacities within government and civil society in Romania, as well as the South-Eastern Europe region. With the support of UNDP, a Conflict Resolution Studies Centre in Budapest, Hungary, was established to prepare analytical reports on potential conflict situations in the region and to establish a web site for exchange of information by policy makers.

47. For the implementation of a project on promoting gender equality in Africa, initiated by the Department in July 2000, a regional meeting of representatives from women's national machineries in Africa and selected national machineries from other regions was hosted by ECA in April 2001 in Addis Ababa, Ethiopia. The meeting discussed a needs assessment report in relation to problems and constraints facing national machineries in Africa. In follow-up, training activities on strategic planning, budgeting and leadership will be implemented in ten pilot African countries, and data collection on gender will also be strengthened.

48. In view of the environmental problems caused by urban development, transportation and manufacturing, a project entitled "Asia-Africa Cooperation on Eco-Partnership" was carried out in 1999-2000. The project provided technical assistance to a number of metropolitan cities in Africa and Asia in

combating the degradation of the environment and training in urban environmental planning for the Mayors and Governors of the selected cities.

B. Office of the United Nations High Commissioner for Human Rights

49. In paragraph 8 of its resolution 50/225 on public administration and development, the General Assembly reaffirmed the central theme of the Vienna Declaration and Programme of Action adopted at the 1993 World Conference on Human Rights, namely, the “interdependent and mutually reinforcing relationship between democracy, development and respect for human rights”. During the past five years, important strides have been made by Member States and the relevant United Nations bodies to give operational effect to that theme, including in the area of public administration for development. For its part, OHCHR has worked to promote international human rights standards (including the right to development) as a basis for effective public administration for development, by acting as a catalyst within the United Nations system to advance rights-based approaches to development and governance, and by providing assistance to States seeking to strengthen national public administration systems through advisory services and technical cooperation.

The normative basis

50. The wealth of United Nations human rights standards and norms, as embodied in relevant core instruments, directly concern the area of public administration and development. The International Covenant on Civil and Political Rights, for example, obliges its 148 States Parties to “respect and to ensure ... the rights recognized” in the Covenant and to “take the necessary steps ... to give effect to the rights ...” including by ensuring an effective remedy for violations, and by providing for determination of claims by competent judicial, administrative or legislative authorities, and to enforce such remedies when granted (see ICCPR, Article 2). Similarly, in ratifying the International Covenant on Economic, Social and Cultural Rights, 143 States have undertaken to “take steps ... with a view to achieving progressively the full realization of the rights recognized ... by all appropriate means ...” (see ICESCR, Article 2). Effective public administration systems are essential to meet those obligations.

51. The Declaration on the Right to Development sets forth important objectives for public administration in the development process. It mandates States to “formulate appropriate national development policies that aim at the constant improvement of the well-being of the entire population and of all individuals, on the basis of their active, free and meaningful participation in development and in the fair distribution of the benefits resulting therefrom (*Article 2 (3)*). States are expected to “undertake, at the national level, all necessary measures for the realization of the right to development” and to “ensure, *inter alia*, equality of opportunity for all in their access to basic resources, education, health services, food, housing, employment and the fair distribution of income.” Effective measures are to be undertaken to ensure that women have an active role in the development process, and “appropriate economic and social reforms” should be carried out with a view to eradicating all social injustices (*Article 8 (1)*). In sum, the Declaration requires States to take steps to “ensure the full exercise and progressive enhancement of the right to development, including the formulation, adoption and implementation of policy, legislative and other measures at the national and international levels” (*Article 10*).

52. Thus, promoting and protecting human rights, ensuring good governance, and advancing democracy, development and the rule of law are both important functions of national public administration and international legal obligations. Moreover, United Nations human rights standards, universally agreed and codified in global treaties and declarations, help to define the normative content and operational requirements of such concepts as democracy, the rule of law and good governance.

Good governance

53. Good governance is an important case in point. From a human rights perspective, governance is the process by which public institutions conduct public affairs, manage public resources and guarantee the realization of human rights. Good governance accomplishes those functions in a manner essentially free of abuse and corruption, and with regard for the rule of law. In its resolution 2000/64 of 26 April 2000, the Commission on Human Rights identified the key attributes of good governance, such as transparency, responsibility, accountability, participation, and responsiveness to the needs of the people. The resolution also linked good governance to an enabling environment conducive to the enjoyment of human rights and promoting growth and sustainable human development. In underscoring the importance of development cooperation for securing good governance in countries in need of external support, the resolution recognized the value of partnership approaches to development cooperation, and the inappropriateness of prescriptive approaches to development assistance. By linking good governance to sustainable human development, and emphasizing the principles of accountability, participation and the enjoyment of human rights, the resolution stands as an implicit endorsement of the rights-based approach to development. The Commission also requested the High Commissioner for Human Rights to invite States to provide practical examples of activities that have been effective in promoting good governance, including through development cooperation, for inclusion in a compilation of indicative ideas and practices.

Technical assistance

54. Since its inception in 1955, the United Nations programme of technical cooperation in the field of human rights, administered by OHCHR, has been directed to the domestic implementation of international human rights standards in the areas of civil and political rights as well as economic, social and cultural rights. It has focused on national courts, police, prisons, parliaments, legislation and human rights commissions and non-governmental organizations. In the 1990s, it witnessed an important growth in the number of activities: from 37 activities in 1989 to 483 activities in 1997. Major boosting factors were the establishment of a special voluntary fund in 1987 (bringing more resources), the end of the cold war in 1990 (enhancing the political will) and the 1993 Vienna Declaration (which emphasized the importance of technical cooperation in the field of human rights). The trend of programme growth continues today, with steady demand for new projects from Member States each year. In 2000, sixty-one projects were active in countries across Africa, Asia, Latin America, the Middle East and Eastern Europe.

Integrating human rights in development

55. As mandated by the General Assembly, OHCHR is the United Nations system-wide focal point for human rights, democracy and the rule of law. Today, the Office principally serves as a catalyst encouraging all United Nations agencies and programmes to adopt rights-based approaches and a conduit channelling the outputs of United Nations human rights mechanisms and experts to the system's operational agencies. By virtue of General Assembly resolution 48/141 of 20 December 1993, the High Commissioner for Human Rights is charged with important responsibilities, which include, *inter alia*, "the promotion and protection of the realization of the right to development and enhancing support from relevant bodies of the United Nations system for that purpose".

56. Under the reform programme launched in 1997, OHCHR has also been charged with facilitating the mainstreaming of human rights in United Nations development programming. The Office advocates a rights-based approach to development as a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. Essentially, a rights-based approach integrates the norms, standards, and principles of the international human rights system into the plans, policies and processes of development. The norms and standards are those contained in the wealth of international treaties and declarations. The

principles include: participation; accountability; non-discrimination and attention to vulnerability; empowerment; and express linkage to international human rights instruments. All of those norms, standards and principles are crucial for effective and rights-based public administration for development.

C. United Nations Office for Drug Control and Crime Prevention

57. Within the United Nations Office for Drug Control and Crime Prevention (ODCCP), the Centre for International Crime Prevention (CICP) has been the focal point for organizing and implementing a number of activities aimed at preventing and fighting corruption and bribery. Pursuant to General Assembly resolution 54/128 of 17 December 1999 on action against corruption, the Centre prepared a revised manual on practical measures against corruption, entitled “United Nations Manual on Anti-Corruption Policy”. The revised manual draws on the recommendations of the Expert Group Meeting on Corruption and its Financial Channels, held in Paris, France, from 30 March to 1 April 1999. It contains new chapters on public education and awareness-raising, anti-corruption legislation, repatriation of illegal assets and monitoring and evaluation.

58. Pursuant to General Assembly resolution 55/188 of 20 December 2000, entitled “Preventing and combating corrupt practices and illegal transfer of funds and repatriation of such funds to countries of origin”, an Expert Group Meeting on Illegal Transfer of Funds and Repatriation of Assets was convened in Vienna, Austria, in March 2001. In its resolution 55/61 of 4 December 2000, the General Assembly decided to begin the elaboration of an international legal instrument against corruption and requested the Secretary-General to convene an intergovernmental open-ended expert group to prepare draft terms of reference for the negotiation of such an instrument. The expert group meeting was held in Vienna, Austria, from 30 July to 3 August 2001.

59. In March 1999, the Centre, in cooperation with the United Nations Interregional Crime and Research Institute, launched a Global Programme against Corruption. The programme is intended to assist developing countries and countries with economies in transition in their efforts to combat corruption. Assistance focuses on the introduction of mechanisms to monitor public sector tendering and commercial transactions for the promotion of anti-corruption measures. The programme consists of an integrated package involving assessment, technical cooperation, evaluation and the formulation of international strategies and instruments to combat corruption. Attention will be also given to institution-building, prevention, awareness-raising and education, law enforcement, legislation, judicial integrity and repatriation of illegal assets. A global study on corruption trends is being initiated to analyse and forecast types, levels, costs and causes of corruption around the globe, identify effective policies and best practices used in the fight against corruption and assess public awareness. It will be carried out in close cooperation with relevant institutions and will be linked to other efforts in the field of crime prevention. The web page of the programme (www.ODCCP.org/corruption.html) is being continuously updated. At present, technical assistance projects are implemented in seven countries: Benin, Colombia, Hungary, Lebanon, Nigeria, Romania and South Africa.

D. United Nations Centre for Human Settlements (Habitat)

60. UNCHS (Habitat) has played the lead role within United Nations activities related to a broad area of good urban governance. Since the second United Nations Conference on Human Settlements (Habitat II), held in June 1996, a consensus has emerged regarding the importance of good urban governance, both for local and national sustainable development strategies. The combined forces of urbanization, democratic decentralization and globalization have put cities at the forefront of sustainable development. A wide body of evidence has confirmed that the difference between inclusive, successful cities and cities characterized by social exclusion and decline is the quality of urban governance. Public administration

and management is a key component of good urban governance. Since 1996, Habitat has developed and implemented a number of activities aimed at improving public administration in cities.

61. In 1999, Habitat launched the Global Campaign on Urban Governance with the objective of contributing to the eradication of urban poverty through improved urban governance. The campaign operationalizes a rights-based approach to local development based on the following principles of good urban governance: sustainability, subsidiarity, equity, efficiency, transparency and accountability, civic engagement and security. For each of these principles, the campaign promotes a range of measures that may be taken by local authorities and their partners to improve the quality of urban governance. These principles and measures are linked to a range of advocacy and capacity-building activities, including an index of good urban governance, a good urban governance toolkit, legislative reform, policy documents such as the role of women in urban governance and direct capacity-building in cities. In collaboration with Transparency International, the campaign is developing a specific toolkit to promote transparency and accountability at the local level.

62. Participatory urban planning is at the heart of good urban governance. It is an important mechanism to ensure that the interests of all citizens, including the urban poor, are reflected in development policies and programmes. A recent Habitat publication, "Participatory Urban Governance," emphasizes six areas in public administration that can contribute to more participatory urban governance: the development of integrated service delivery packages; empowering front-line staff who directly interact with the public in service delivery; financial reform that focuses on outcomes of public sector investments; instituting a comprehensive human resource development system; implementing a performance assessment system; introducing a comprehensive monitoring and evaluation policy and system; and developing formal policies to support participatory planning. Habitat has also produced indicators to measure participatory urban decision-making and tools to support participatory urban governance.

63. In 1999, UNCHS (Habitat) and the World Bank established the Cities Alliance as an international partnership to reduce urban poverty. The Alliance is promoting a new approach to strategic planning in cities—the City Development Strategy (CDS). The CDS is a plan for equitable growth through participatory urban governance. Institutional reform is identified as a key lever for scaling-up the impact of successful initiatives.

64. Habitat has developed a thirteen-module programme to build the capacity of local authorities entitled "Local Leadership and Management." The programme aims to improve effectiveness and efficiency of local government management, enhance and maintain the quality of services provided to citizens, improve the capabilities of elected local government officials and other local leaders and strengthen national and local capacity-building institutions. The modules have been used to support numerous training-of-trainer programmes at the local, national and regional levels in Africa, the Arab States, Asia-Pacific, Latin America and the Caribbean and in Eastern Europe.

65. Good local governance and effective public administration are important elements in facilitating the transition to co-existence, social integration and public participation in war-torn societies. For example, Habitat has been supporting the United Nations Interim Administration Mission in Kosovo (UNMIK) Department for Local Administration in building local capacity within municipal government structures. Habitat has responded to priorities identified in local action plans to provide specialized in-service training in areas such as municipal procedures and accounting systems, revenue collection systems, land-use plans and the regulation of utility providers.

66. Effective public policy depends heavily on the quality of information available at the local level. Habitat has developed a global network of regional, national and local urban observatories to build local

capacity for the participatory development, collection and monitoring of urban indicators. The observatories promote transparent and accountable local governance and more effective policy-making. To date, urban observatories have been established in some 50 countries and cities around the world.

67. Habitat promotes the documentation and exchange of best practices through its Best Practices database (see <http://www.bestpractices.org>). To date, some 113 good and best practices in public administration and management have been identified from around the world. In 1999, the database's mandate was expanded to include examples of good policies and action plans.

E. United Nations Conference on Trade and Development (UNCTAD)

68. The Plan of Action adopted by the Tenth United Nations Conference on Trade and Development (UNCTAD X), held in February 2000, in its evaluation of the developmental impact of globalization, alludes to democracy, the rule of law, and transparent and accountable governance and administration as indispensable foundations for the realization of people-centred sustainable development (TD/386, para. 7). It also recognizes the importance of trade-supporting services such as trade facilitation, transport, customs, banking and insurance, human resources development and business information as a necessary condition to increase the capacity of enterprises in developing countries and countries with economies in transition to compete in both domestic and international markets (TD/386, para. 90).

69. UNCTAD X highlighted the critical importance of a modern and efficient customs administration, in order to enhance the participation of countries in international trade and enable them to collect duties, which represent a sizeable part of government revenue in developing countries, to fight against traffic in illegal products and to gather trade statistics, which are vital for policy-making. In this context, UNCTAD continues to implement its Automated System for Customs Data (ASYCUDA), which addresses the issue of customs modernization and reform, using information technologies to simplify customs procedures and improve the transparency of customs administration. It handles manifests and customs declarations, accounting, transit and suspense procedures, and generates timely and reliable trade data for analytical and statistical purposes. Used by over 80 countries, ASYCUDA has become the *de facto* international standard for customs modernization, and is available to developing countries and countries with economies in transition at a fraction of the cost of alternative systems.

70. UNCTAD's transport logistics information system, the Advance Cargo Information System (ACIS), tracks transport equipment and cargo, based on a high-powered software developed by UNCTAD, using computer and telecom equipment installed within user transport operators. It provides transport operators and ancillaries with reliable and immediate data on transport operations giving the whereabouts of goods and transport equipment, thus increasing the transparency of the transport sector and enabling management to identify problems and find solutions. ACIS produces regular statistics and performance indicators which, at the operational level, enable management to remedy deficiencies and, at the national and subregional levels, provide data for macroeconomic planning.

71. UNCTAD's training programmes, TrainForTrade and TRAINMAR, aim at capacity-building in the fields of international trade, maritime transport and related services, with a particular emphasis on the least developed countries. Efforts have been made to reinforce the distance learning component of the TrainForTrade programme. Training is also provided in the area of e-commerce to enhance the knowledge of government officials and entrepreneurs in developing countries on the economic, technical and legal aspects of e-commerce development and to achieve greater participation by them in international trade. In a number of developing countries, new e-commerce policies have been designed and implemented and practical instruments have been developed.

72. UNCTAD's work on enterprise development is designed to support small and medium-sized enterprises through research, intergovernmental discussions and consensus-building, as well as institution and capacity-building. Discussions of enterprise development strategies have focused on the necessity for public-private sector dialogue and policy coherence, and appropriate support measures such as business development services provided through the Empretec programme. UNCTAD also assists developing countries to improve their business and investment climate through the provision of reliable, transparent and comparable financial information at the enterprise level.

73. UNCTAD services the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting. The Working Group reviews current trends and emerging issues in international accounting and auditing with a view to harmonizing national accounting standards, and provides support to developing countries in strengthening their accounting professions. The Working Group have also contributed to UNCTAD's work on standard-setting in accounting and reporting at the national and regional levels and on improving the availability and comparability of information disclosed by transnational corporations.

74. During the past 20 years, some 60 developing countries and countries with economies in transition have benefited from the services provided by UNCTAD's computerized Debt Management and Financial Analysis System (DMFAS). Its objectives are to help countries in developing appropriate administrative, institutional and legal structures for effective debt management; to provide direct assistance to debt offices with its products and services, including capacity-building; to maintain and improve state-of-the-art debt analysis and management systems; and to serve as a focal point for exchange of experiences with debt management. In addition to advisory services, including needs assessment, assistance is provided in the installation and maintenance of software designed to meet the operational, statistical and analytical needs of debt managers, as well as in their training.

75. UNCTAD's work programme on international investment agreements (IIAs) embraces capacity-building seminars, regional symposia, training courses, dialogues between negotiators and groups of civil society and the preparation of a series of analytical papers on IIA-related issues. Training courses for government officials are also designed to address the issues of foreign direct investment (FDI) and investment promotion. The work programme forms the core of a comprehensive technical assistance programme to assist developing countries in building the capacity to participate effectively in the discussions and/or negotiations on international investment agreements and in the generation and attraction of investment with positive development impact. At the request of Governments, UNCTAD also carries out Investment Policy Reviews (IPRs), with the aim of familiarizing Governments and the international private sector with an individual country's investment environment and policies, within stated national development objectives. The review culminates in the presentation of the findings and recommendations to the Commission on Investment, Technology and Related Financial Issues as well as follow-up technical assistance.

76. UNCTAD's Commercial Diplomacy Programme encompasses two interlinked and mutually supportive areas of activity: commercial training for trade negotiators from developing countries and countries with economies in transition and diplomatic support to national research and training institutions on international trade issues, so as to enhance their own capacity. The development perspective is the overarching theme of both training and support to national institutions. The Programme emphasizes the regional, subregional or national specific needs; the activities rely therefore on regular contacts and intense coordination with regional and subregional institutions and with the authorities of the beneficiary countries. The Programme has been developing various activities, such as: regional and subregional meetings to identify the main existing institutions (governmental, academic, private sector "think tanks", etc.), their research and training needs, and the "capacity-building" actions that could be initiated. Training courses and seminars on international trade issues for policy makers, government

officials, trainers, businessmen and parliamentarians at the national or the regional level are based on the Programme's training materials, including simulations of trade negotiations.

77. UNCTAD's project on dispute settlement provides for the development of a training programme on dispute settlement in international trade, investment and intellectual property for officials, including lawyers and trade negotiators from ministries of trade; academics; legal practitioners, including lawyers representing trade associations, corporations and law firms; and business people in developing countries and, in particular, the least developed countries. The training will be of a hands-on nature, and will combine long-distance learning and classroom instruction. The objective of the project is, by working with local institutions, to build a permanent capacity within developing countries in the field of dispute settlement in the areas of international trade, investment and intellectual property.

78. The Global Programme on Globalization, Liberalization and Sustainable Human Development, jointly launched by UNCTAD and UNDP in September 1998, aims to enhance the ability of low-income countries to manage their integration into the global economy, in such a manner as to exploit the opportunities offered by globalization for achieving sustainable growth, generating employment and eradicating poverty, while minimizing the risk of economic and social dislocation and marginalization. The Programme, targets its activities at the global and national levels. The global-level activities are designed to strengthen developing countries' capabilities to participate effectively in multilateral discussions and negotiations in the field of trade and investment, and to promote a better understanding of the links between globalization and sustainable human development. The country-level activities are aimed at helping developing countries equip themselves with policy and institutional tools, and ensuring that policies for global integration and promoting sustainable human development are mutually reinforcing.

79. UNCTAD acted as the focal point within the United Nations system for the organization of the Third United Nations Conference on the Least Developed Countries (LDC III), held in Brussels, Belgium, from 14 to 20 May 2001. The Conference resulted in the adoption of the Brussels Declaration (A/CONF.191/12) and the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (A/CONF.191/11). The Declaration states, *inter alia*, that "Good governance at the national and international level; the rule of law; respect for all internationally recognized human rights, including the right to development; promotion of democracy; security through preventive diplomacy and the peaceful resolution of armed conflicts; gender equality; investment in health, education and social infrastructure; strengthening of productive capacities and institution building are all essential in order to realize the vast and untapped human and economic potential in LDCs." (para. 2). The Programme of Action articulates policies and measures to be taken by LDCs and their development partners to promote sustained economic growth and sustainable development of LDCs and their beneficial integration into the world economy. Within A Framework for Partnership, actions by LDCs and their development partners are grouped under seven commitments, including Commitment 2: Good governance at the national and international levels and Commitment 3: Building human and institutional capacities.

F. United Nations Development Programme (UNDP)

80. Public administration and development continues to be a significant component of UNDP's democratic governance programme. UNDP support is mainly related to the following aspects of public administration and development: (a) strengthening capacity of the public sector through training and technical support, particularly in the area of information and communication technology (ICT); (b) deconcentrating and decentralizing service delivery to ensure more efficiency; (c) supporting mechanisms and processes for transparency and accountability; and (d) building partnerships between the public, private and civil society sectors to ensure greater participation. Support for initiatives in these areas often

takes the form of policy advice and advocacy, technical assistance and training for capacity development and knowledge management.

81. At the global level, one of the key areas of focus is public expenditure accountability and financial management. Under the Programme for Accountability and Transparency (PACT), UNDP has taken the lead in developing policies, assessment tools and methodologies, researching priority issues and documenting good practices based on country experiences. A Memorandum of Understanding with Transparency International has been signed and UNDP is providing support to the Partnership Fund for Transparency.

82. In the area of civil service reform, several case studies have been completed and disseminated. In addition, under the Africa Regional Project for Governance Capacity Assessments, UNDP is helping African nationals in 15 African countries identify, prioritize and address governance issues.

83. A third area is support to decentralization and local governance primarily through the Decentralized Governance Programme (DGP) and Local Initiatives Facility for Urban Environment (LIFE) programme to promote a participatory approach to improving living conditions of the poor and promoting local governance. Under these initiatives, UNDP provides support for piloting and researching new approaches and methodologies, policy articulation, cross-fertilization of best practices and the development of partnerships with organizations working on governance issues at the global level.

84. In Africa, several initiatives are aimed at enhancing transparency and accountability. In Burundi, UNDP spearheaded a rapid scan assessment of the financial management, oversight and governance mechanisms in May 2000. As part of this mission, a brief awareness-raising and training session was conducted for the Government, members of parliament, civil society organizations (CSOs), private sector and media. The results of the assessment laid the groundwork for an action plan that will draw support and attempt to coordinate various donor organizations' efforts to fight corruption and improve governance in Burundi. In Nigeria, UNDP helped to lay the groundwork to bring together donors and partners to support the new Anti-Corruption Commission and to develop an anti-corruption action plan.

85. UNDP is currently supporting the preparation of a Good Governance Framework Document for the Government of Liberia. The development of the Framework involves a broad-based participatory process involving dialogue, technical assessments, top-level review and approval. Strategic assessments of the National Legislature, the Judiciary and seven institutions in the Executive Branch of Government were completed, and strategic plans were prepared.

86. In Malawi, UNDP is helping to develop a comprehensive strategic framework for public sector reform. As part of this process, a concept paper for revising the public service has already been approved by the Government. UNDP has also worked with a number of countries in Africa to support decentralization and local governance (both urban and rural) processes that give greater control to local populations to meet demands for governance, service delivery and social investment. In Ethiopia, for example, UNDP has helped to train 3,400 people in management and administration at district and sub-district levels.

87. In Asia and the Pacific, a recent analysis of UNDP's governance initiatives for the region revealed that improved efficiency, accountability and transparency in the public sector continues to be an important area of support, with accountability and transparency being treated as a cross-cutting issue. For example, in decentralization, efforts increasingly involved transparency, anti-corruption strategies, the rule of law, judicial reform, financial accountability and fiscal autonomy. In promoting an efficient and accountable public sector, initiatives include facilitating a professional and transparent civil service system that improves economic management, support to ensuring transparent financial systems and

assistance to national programmes that combat corruption and enhance integrity in both public and private sectors. These trends are further reflected in the PARAGON Regional Governance Programme for Asia and the Pacific, where rights and development, public and private accountability, and decentralization and local empowerment are the three major priority areas of focus.

88. In Bangladesh, UNDP is supporting the Country Financial Accountability Assessment (CFAA) exercise. The CFAA aims to improve financial accountability, within the overall context of existing efforts to improve governance in the country. The main objective is to establish the basis for formulating a nationally-owned financial management reform programme with a comprehensive set of modules that could lead into project preparation and implementation.

89. UNDP, the World Bank and the Asian Development Bank formed the Partnership for Governance Reform in Indonesia, which aims to extend and dramatically deepen the nature of cooperation between the international donor community and Indonesia in support of the governance reform agenda. The sectoral priorities under this partnership include: judicial reform, civil service reform, electoral systems and management, legislative empowerment, civil society/media strengthening, and corporate governance.

90. A policy paper entitled “Towards Better Governance in Lao People’s Democratic Republic” was prepared by the UNDP-funded Public Administration Reform project in the country and submitted to the Government. This document takes into account a number of issues, including legitimacy and political accountability, the rule of law, public management, optimized service delivery, participatory society and improved aid management and accountability.

91. Under the Governance and Public Sector Management Reform Programme in East Timor, UNDP is currently discussing with the Inspector General the development of a full-fledged accountability and transparency component. Early targets include the set-up of the national audit institution. The recently developed national strategy for the Border Services Initiative also heavily integrates the prevention and control of corruption and building the culture of accountability in the customs administration.

92. In Bhutan, UNDP’s Information Network for Good Governance project supports the Planning Commission of Bhutan in data and information collection, sharing and dissemination to the public and promotes access to the information by the people, which is expected to contribute to enhanced transparency, accountability and decentralization.

93. In Central and Eastern Europe and the CIS, UNDP is supporting the development and implementation of legislation on public administration reform in selected programme countries as models for democratic, market-oriented and decentralized development with the participation of local governments and CSOs. Functional Reviews with the intention of helping the programme country government to enhance efficiency, accountability and effectiveness of the civil service were completed in Slovakia, Kyrgyzstan and Lithuania. There is an increased demand for similar support from other countries in the region as well. The Round Table for Central Asia was also successfully organized, leading to commitment from the governments of the region for public sector reform. UNDP is also leveraging ICT to improve democratic governance in multiple ways in the region. In Estonia for example, a UNDP Internet programme has translated into a wide range of on-line government services. The goal is to eventually make the entire legislative process transparent and give people an opportunity to comment publicly on draft laws. In addition, UNDP is documenting successful experiences in public administration in the region and publishing and disseminating such experiences on an annual basis.

94. In Latin America and the Caribbean the focus is on improved efficiency and equity in the delivery of public services through state modernization. Technical assistance in this context has been provided to the Presidencies of Chile, Paraguay and the Dominican Republic, three ministries of foreign affairs and

the Supreme Court of Paraguay. In Bolivia, UNDP assistance to the contingency plan of the Customs Service reform concluded successfully, allowing the Customs Service to obtain assistance from other cooperation agencies. In Brazil, UNDP has helped to improve efficiency, accountability and transparency in tax collection and budget execution in 22 of 27 states. Twenty States' Finance Secretariats were provided with reorganized career structures while staff were trained in tax administration and the use of ICT. Taxpayers were also provided access to on-line tax information. In Guatemala, UNDP is promoting efficiency and equity in the delivery of services by helping to design and implement a decentralized governmental financial system.

95. In the Arab States, UNDP's initiatives are mainly aimed at increasing the efficiency of the public sector through capacity development, primarily through training and the review of processes. For instance in Bahrain, surveys of the utility of public service training were undertaken in 15 Ministries. As part of this process, local resource persons were trained in the methodology of evaluation of training. In addition, several workshops were conducted on evaluation methodology for line ministries. In Saudi Arabia, the automation system in the Ministry of Foreign Affairs has been upgraded and with the support of UNDP, the Government has conducted an assessment of the work operations of the Ministry. In the United Arab Emirates, UNDP is helping to develop the capacity of federal and local governments through the introduction of Management Information Systems. A study by ESCWA has been prepared with a view to establishing a network linking all offices of the Ministry of Planning.

III. United Nations regional commissions

A. Economic Commission for Africa (ECA)

96. The adoption of General Assembly resolution 50/225 coincided with the launching of an institutional renewal process in the Economic Commission for Africa (ECA) in 1996. Like the resolution, ECA regards transparent and accountable governance in all sectors of society as a *sine qua non* for Africa's growth and development. The ECA strategy document, entitled "Serving Africa Better: Strategic Directions for the Economic Commission for Africa" (May 1996), identified development management as an area in need of sustained attention. As elaborated in the document, strengthening development management entails mounting a three-pronged attack on barriers to Africa's development. In a sharp departure from the previous state-biased policies, the first component of the ECA strategy acknowledges the role of the private sector as the engine of growth, and places emphasis on measures geared towards unleashing the abundant reserve of productive energy in the sector. The second component underscores the need for a capable and politically accountable State – a State that supports private sector development, provides essential and citizen-oriented services, and abides by the rule of law as well as the principles of democratic governance. The third component gives high priority to the role of civil society in governance and development.

97. Accordingly, the Development Management Division of ECA was established, in 1997, to undertake activities focused on three clusters: (a) governance and public sector management; (b) the role of civil society in spearheading popular participation in governance and development; and (c) the private sector and entrepreneurial development.

98. ECA's activities in the area of governance and public sector management have addressed the main issues raised in resolution 50/225. Proceeding from the underlying premise that good governance is central to the realization of the Africa region's peace, security, and development objectives, ECA organized and serviced policy-oriented, intergovernmental discussions and expert group meeting on critical governance themes. Among the issues discussed at the meetings were ethics and accountability in the public service, comparative civil service reform strategies, strategies for enhancing the capacities and effectiveness of African civil society organizations (CSOs), and the role of CSOs in conflict resolution

and peace-building. The main findings and recommendations of the meetings were disseminated in ECA recurrent and non-recurrent publications on selected topics. The target audience includes policy makers and parliamentarians, community and civic leaders, senior government officials, and the United Nations country coordinators' offices.

99. Preparations for the launching of a major governance project in Africa have reached an advanced stage. Under the project, ECA, in collaboration with partner institutions, will monitor progress towards good governance in Member States by administering instruments aimed at eliciting responses to key governance questions. Ten countries will be covered in the first phase of the project, with the remaining countries coming on board over the next two to three years.

100. A feature of ECA's performance within the reporting period is the mounting of joint activities with its partners within and outside the United Nations system. For instance, besides ECA's close involvement in the launching and implementation of DESA-led projects (such as UNPAN, African Public Service Ethics and the African Public Service Charter projects), both DESA and ECA worked together in the organization of a high-level conference on governance in Africa. Similarly, ECA and the Global Coalition for Africa collaborated on the organization of a conference on "The Role of the African Military in Political Transition, Economic Development and Resource Management". The African Governance Forum series provided yet another partnership-building opportunity for ECA, this time with UNDP. Bringing together high-level government officials from different African countries, representatives of civil society and other partner institutions, the Forum provided a platform for exchange of views and experiences on contemporary governance issues, e.g., constitutional and judicial reform, human rights, public administration, local government and decentralization, ethics, accountability and transparency.

101. The United Nations regular programme of technical cooperation in public administration and finance provided yet another tool for the accomplishment of the objectives of resolution 50/225. In addition to acceding to demand-driven requests from Member States and subregional economic groupings in the area of public sector management and privatization, ECA, through its regular advisory and training services, played a pivotal role in CAFRAD's recent turnaround. Specifically, both institutions collaborated on the preparation of a plan of action aimed at accelerating CAFRAD's rebound and ensuring the long-term sustainability of the institution's revitalization measures. CAFRAD and ECA further pooled resources to organize a series of high-level regional and subregional workshops on the theme "Consolidating the Gains of Decentralization Reform in Africa". ECA has also teamed up on a regular basis with DESA and CAFRAD in providing secretariat and backstopping services to the Pan-African Conference of Ministers of the Public Service.

102. ECA has been largely instrumental in the establishment and successful progress of the Africa Centre for Civil Society. The Centre brings to a focus, and frequently reviews, the activities of several CSOs operating in different parts of the continent. Under the auspices of the Centre, studies have been carried out, and technical publications produced, focusing on the role and impact of civil society in the area of governance and development. The Centre provides a platform for the civil society community to assess the emerging challenges and to agree on common strategies. The Centre has also organized a series of national and regional workshops focusing on issues of capacity-building, conflict resolution, and state-society interface in governance and development.

103. The efforts of the past five years have yielded dividends, although the implementation of governance reforms has been hampered by miscellaneous threats to peace and security in a number of countries. Among the gains accruing from the momentous political and constitutional transformation taking place in Africa are the increasing acceptance of pluralist and genuinely competitive electoral formula, the conduct of free and largely fair elections, the accommodation of the private sector and civil society in an expanding political "space", the launching of comprehensive civil service reform

programmes, and the decentralization of power from the centre to the periphery. At the same time, ethnic conflicts (including conflicts over resources) continue to pose serious challenges in several countries.

104. Considering the monumental challenges facing the continent in the area of public administration and development, and the resource constraints within which the Member States and the partner institutions (including ECA) have to operate, much remains to be done to achieve the objectives set out in resolution 50/225. In specific terms, resources need to be earmarked to plan and implement activities aimed at developing “customer” standards in different service delivery areas, fostering “customer-service” orientation among the service delivery agents, and applying innovative management processes which, besides addressing the dominant concern for productivity, enhance employee motivation. The challenge of diversity management is still a virgin territory, despite the sense of urgency introduced by the recruitment of persons from different backgrounds into the public service and the increasing complexity of inter-personal and inter-group relationships. Regardless of the proven contribution of ICT to governance and public sector reform worldwide, Africa appears to lag terribly behind in this area, too. Facing up to all these challenges requires the active support of the international community.

B. Economic Commission for Europe (ECE)

105. The work programme of the Economic Commission for Europe (ECE) does not explicitly target the area of public administration and development, public administration being understood to cover what is often termed as the civil service. Nevertheless, its main programme objective, which is “to strengthen the economic relations of the Member States”, implies some involvement in broader issues of institution-building, including public administration. As a result, many of the Commission’s activities have the potential to influence – directly or indirectly – governance, institutional design and other related development issues. In general, ECE contributes indirectly to the improvement of public administration among its members through the collection of economic and social data, studies and policy analysis, negotiation of norms and guidelines, as well as the promotion of dialogue and exchange of information. All of these functions are performed in the context of capacity-building, human resources development, the exchange of experience and the provision of certain advisory services.

106. To a lesser extent, ECE attempts to provide technical assistance to promote effective implementation of the above-noted negotiated norms and standards. These programmes support national efforts in enhancing the effectiveness of public administration and are predominantly conducted in the countries with economies in transition. Considering the evolving needs of transition economies, flexible forms of technical cooperation include areas such as improving the capacity to implement legally binding instruments, finding appropriate solutions to transboundary problems, and promoting regional cooperation through trade and investment flows. While public administration and development concerns may not always be explicitly part of these activities, successful implementation of many ECE-led initiatives depends critically on sound, efficient and well-equipped institutional capabilities.

107. To accomplish its overall mandate, ECE has several interdependent and complementary sub-programmes with each contributing in a specific – but mainly indirect – way to the strengthening of national public sector capacities. The effects of ECE’s work and initiatives are widespread and only occasionally touch directly upon the theme of public administration and development. However, insofar as they can be discerned, public administration issues in ECE’s work are largely concentrated in the fields of policy development and public-private interaction in the areas of economic research, statistics, international trade, the environment, transport and sustainable energy.

108. In the area of economic analysis, ECE carries out research on economic development and problems in Europe and North America, with special emphasis on the countries with economies in transition. The ECE’s economic research has always provided alternative views and has stressed the

diversity of experiences and the importance of the specific political, economic and social circumstances of each country. The results, published for the most part in the *Economic Survey of Europe*, are used by economic advisers and ministers, as well as central banks, and serve as a basis for policy debates in which decision makers participate. As such, this research contributes to policy development and, in a modest way, to creating favourable enabling conditions for sustained economic growth. From time to time, the ECE's economic analysis of the transition process explicitly focuses on structural changes and institutional problems with public administration being stressed as one of the important elements in the overall institutional framework.

109. For example, in May 2001, ECE organized a seminar on the theme "Creating a Supportive Environment for Business Enterprise and Economic Growth: Institutional Reform and Governance", which was attended by senior economists, government officials, business people and academics. This seminar focused on the basic responsibilities of the State in creating and sustaining the institutional framework of a market economy. The seminar also addressed the importance of a competent, honest, transparent and effectual public administration and the role of public governance in promoting economic stability. The participants in the ECE seminars frequently stress the benefits – to all involved – of exchanging experiences and views in order to promote a better understanding of the various roles and functions of government and public administration.

110. Statistics, another traditional area of the ECE's work, provides a basis for policy development across many disciplines and facilitates decision-making. One of the main tasks is to help improve the collection and reliability of statistical data in the countries with economies in transition. More accurate and reliable databases improve the quality of economic analysis while, at the same time, providing methodological know-how and thus contributing to improvements in the quality of public administration. In general, the statistical activities of ECE are undertaken in order to achieve a more effective use of national economic and social data for policy needs and to assist countries with economies in transition. This assistance is provided through workshops, regional and advisory services, as well as data sharing and joint data collection. Overall, these activities aim to improve national statistics, their international comparability and to promote close coordination of statistical activities in order to achieve greater uniformity in concepts and definitions. Capacity-building, promotion of transfer and access to as well as utilization of best practices highlight the public administration aspects of ECE's statistical efforts.

111. In the field of international trade facilitation, ECE, among many other initiatives, develops instruments to reduce and automate procedures and paperwork. The Centre for Facilitation of Procedures and Practices for Administration, Commerce and Transport develops and maintains the international standard for electronic data interchange between public administrations and private companies. Public administration issues, in the context of trade, are also addressed through the coordination and harmonization of standardization policies affecting international trade, including those related to technical regulations, conformity assessment and quality assurance. The exchanges of experience and the dissemination of information about best practices in international trade focus on public administration related issues such as cross-border trade and transit operations. For example, the most recent workshop on trade facilitation focused on identifying and analysing the regulatory barriers to trade as well as new customs initiatives such as the creation of a "single window" for governments.

112. ECE is also active in promoting public-private partnerships (PPP). It recently organized a "Forum on PPPs for Infrastructure Development". The Forum discussed guidelines for PPPs in infrastructure development and launched a programme to promote the development of PPPs in South-Eastern Europe. This programme was launched under the auspices of the Investment Compact of the Stability Pact for South-Eastern Europe and is committed to improving regulatory and legal instruments as well as building capacity at both local and national levels. In addition, a Public-Private Partnership Alliance was created. The Alliance is open to governments, companies and international organizations and aims at providing a

framework for cooperation between the public and private sectors as well as creating a network of government agencies and private-sector partners throughout Europe and the CIS countries.

113. Finally, many of the ECE's environmental, transport and sustainable energy activities also strive to strengthen institutional capacity in member countries, in part, through regional advisory services and the sharing of experience in many diverse areas. These areas range from air pollution, aquatic ecosystems, and industrial accidents to the transport of dangerous goods, road safety, and environmentally friendly technologies related to the production and use of energy. Institution-building is also assisted by promoting public access to environmental information and increasing public participation in environmental decision-making. Across all three disciplines, a set of international agreements and conventions has been developed over the years under the auspices of ECE. The accession of ECE members, in particular those with economies in transition, to these legal instruments is actively sought. At the same time, substantial effort is being made to improve the capabilities of national governments to implement these agreements and conventions.

C. Economic Commission for Latin America and the Caribbean (ECLAC)

114. The Economic Commission for Latin America and the Caribbean (ECLAC) conducts several technical assistance and training activities with and for Governments of member countries in the various subject areas dealt with by each of the Commission's divisions. These activities take the form of courses, workshops, seminars, conferences and the provision of direct technical assistance by experts of the Commission. In this context, ECLAC activities contribute to the national efforts of the countries in the region to strengthen their policy-making, institutional and managerial capacities in relation to public administration and development.

115. In the area of gender equity, ECLAC has played a prominent role in conducting technical assistance activities at various levels of government aimed at mainstreaming the gender perspective in public policy packages designed to strengthen government capacity for the design and implementation of gender-aware policies, plans and programmes. It has also been active in encouraging legal and institutional reforms that will provide greater protection for women.

116. Using a methodology developed by ECLAC, the analysis of the economic, social and environmental impacts of natural disasters occurring in the countries of the region is an area of activity of great importance for the region. These studies, which are undertaken at Governments' request, provide specific data to national and local authorities that can be used as a basis for designing strategies for dealing with the costs of such disasters.

117. Technical assistance has been furnished to the Secretariat Pro Tempore of the Permanent Mechanism for Consultation and Policy Coordination (Rio Group). Moreover, training workshops have been held in conjunction with technical assistance relating to trade policy and multilateral commitments undertaken within the framework of the World Trade Organization. Support has also been provided to FTAA negotiators. Studies and training programmes concerning transport costs and their impact on international trade have been conducted. Furthermore, backstopping is provided to Governments of the region in connection with follow-up to commitments they have undertaken at the major United Nations conferences and summits of the 1990s.

118. ECLAC provides monthly GDP, balance-of-payments and inflation projections, strengthening of public-sector capacity for the compilation of statistics and the analysis of trends in these variables. The design, execution and analysis of population and housing censuses have permitted a number of countries in the region to achieve a significant improvement in the quality of census information and of the analyses based on those data.

119. In the area of financial management, ECLAC has been active in providing technical backstopping to Governments of Member States in connection with the analysis and discussion of key issues regarding financing for development in preparation for the International Conference on Financing for Development to be held in Monterrey, Mexico, in March 2002.

120. As regards the public and private sector interaction, the design of export promotion systems has made it possible for the public sector, and particularly the countries' ministries of foreign trade of the region, to provide specialized advisory services to private projects having export potential. Along these same lines, an investment project promotion bank and a private investment project portfolio have been designed.

121. In the area of social development, ECLAC has provided advisory services for the improvement of household surveys on equity, poverty, employment, population and demographic trends, as well as migration. Access to this information is a vital element in policy analysis and subsequent decision-making in Latin American and Caribbean countries.

122. A Regional Bilingual Literacy Project dealing with issues relating to production, the environment and community health as a basis for the development of a local intervention methodology has been undertaken. ECLAC has also provided technical backstopping for health-care reforms, and has prepared as well as evaluated social development projects.

123. The issue of environmental management is being addressed in accordance with the mandates of the United Nations conferences and summits and has been assigned a high priority by many Latin American and Caribbean countries. Courses on the provision and regulation of infrastructure services, transport policies, and transport project development and evaluation have also been promoted.

124. The management of social programmes, with special emphasis on cost-benefit analysis, is a very important subject area, especially in light of the existing fiscal adjustment issues and, thus, the impending need to increase the efficiency of public expenditure, in this case, in the social sector. Courses on transparency in public policy management, the management of local and regional development, and decentralization have been conducted, as well as courses on strategic management for local development.

D. Economic and Social Commission for Asia and the Pacific (ESCAP)

125. The Economic and Social Commission for Asia and the Pacific (ESCAP) does not have a formal programme on public administration and development. However, technical assistance provided by ESCAP focuses almost exclusively on (a) enhancing governmental capacity for economic and social policy-making through exchange of experiences on good practices; (b) increasing the skills of public administration officials; and (c) strengthening governmental institutions. Varied forms of technical assistance are used, including analytical research and studies, seminars, workshops, training programmes and advisory services. Some illustrative examples of ESCAP's relevant activities are provided below.

Economic policies

126. A project on "Governance Re-invented: the Progress, Constraints, and Remaining Agenda in Bank and Corporate Restructuring in East and South-East Asia" is under implementation. The project will provide policy makers and administrators, business executives and entrepreneurs with an opportunity to exchange experiences on the process of bank and corporate restructuring, a subject of vital concern within the ESCAP region and beyond. The knowledge and awareness so derived and absorbed would contribute to the better design and more effective implementation of policy and institutional frameworks and approaches for the promotion and enhancement of good governance in the banking sector. A high-level

regional seminar on financial and corporate sectors restructuring in East and South-East Asia was held in Seoul, the Republic of Korea in May 2001.

127. Advisory services and training were provided to the economies in transition in the areas related to public administration and development. For example, advisory services were provided to the Government of Uzbekistan in 2000 to create an effective mechanism of state property trust management; to attract foreign direct investment during the process of privatization; to provide post-privatization support for enterprises; and to develop corporate management methods for large enterprises in the country. A national seminar on “Financing Economic Development” was held in Tajikistan in October 2000 with a view to strengthening public administration in mobilizing domestic and external resources for development. A subregional seminar on macroeconomic policy analysis and modelling in the economies of Central Asia was held in Tashkent, Uzbekistan in June 2001 with a view to assist Central Asian economies in strengthening national capacities to develop macroeconomic models for policy analysis.

128. An “ESCAP/Bank of Thailand Study Visit on Options for Exchange Rate Policy in the Least Developed Countries” was organized in Bangkok in November 1999. Staff members of the Bank of Thailand made presentations on overall macroeconomic policies, monetary policies, data collection for the construction of macroeconomic indicators, as well as financial sector supervision and prudential regulation. Monetary authorities in least developed countries could benefit from Thailand’s recent experiences by recognizing possible shortcomings in their macroeconomic policies.

129. A “Seminar on Development Planning in a Market Economy” was organized in collaboration with the Ministry of Planning of Cambodia in January 2001. The seminar was designed to assist the Government of Cambodia in its preparation to the Second Socio-economic Plan 2001-2004, which incorporates a comprehensive strategy for poverty reduction. The seminar focused on the major development planning policy issues that countries moving from a centrally planned economy to a market economy must face. It also provided a platform for the exchange of successful experiences in the planning process, with particular reference to poverty alleviation programmes, industrial growth strategies, as well as plan monitoring and implementation. Invited resource persons shared with the participants their experiences on the formulation and implementation of developmental plans. The presentations focused on the integration of poverty alleviation into social sector development in Bangladesh and Thailand and the experiences of industrial planning and export-led growth in the Republic of Korea, as well as monitoring of development plans in Malaysia. The round-table discussion that followed these presentations recognized the urgent need for Cambodian officials to receive technical assistance on practical modalities to review and monitor plans. In this connection, the Government of Malaysia has agreed to host four senior officials from the Ministry of Planning later in 2001.

130. To enhance the capacity of policy makers in the region, an exchange-of-experiences programme in the area of integrating environmental considerations into economic policy-making processes has been implemented since 1996. Following the recommendations of expert group meetings held in South Asia, East and South-East Asia, as well as the Pacific Islands in 1997 and 1998, ESCAP has developed a user-friendly web page-based programme containing a collection of good practices from the region. This project includes modules and workshops that aim at disseminating the programme, as well as updating the collection of good practices. In this context, a subregional workshop for South Asia and a national workshop in Sri Lanka were held in Colombo in June 2000. A subregional workshop for East and South-East Asia and a national workshop were held in Manila in March 2001.

Social development

131. ESCAP accords high priority to informing policy makers at different levels in national administration on social development issues. Emphasis is placed on developing and implementing social

policy in such areas as social effects of globalization, poverty alleviation, reduction of vulnerabilities, social protection, social risk management, access to social opportunities, including education, health and housing, economic consequences of HIV/AIDS, drug abuse prevention, and the family.

132. A project on “Assistance in the Development of Social Development Management Information Systems” was implemented by ESCAP during 1999-2000. The project was aimed at enhancing the institutional capacity of government agencies in social policy-making, implementation and evaluation. National studies and workshops were conducted in three countries: the Islamic Republic of Iran, Maldives and the Philippines. ESCAP convened a regional seminar on strengthening social development management information systems in Bangkok in May 2000. Government officials from more than 10 countries in the region identified the needs and measures for providing relevant social data and developing an integrated system to monitor social conditions in their respective countries.

133. Pursuant to the Agenda for Action for the Asian and Pacific Decade of Disabled Persons, ESCAP has been strengthening its activities, in partnership with the public and private sectors and civil society, to support full participation and equality of persons with disabilities in all spheres of the development process. ESCAP held a regional forum on “Meeting the Targets for the Asian and Pacific Decade of Disabled Persons and Equalization of Opportunities for Persons with Disabilities in the ESCAP region” in November 1999. The forum brought together over 200 government and NGO representatives to review critical issues concerning equal opportunities for persons with disabilities in the light of the experience already gained on the 73 targets that had been formulated in 1995 for action in the Decade. Based on the review, the forum proposed 107 strengthened targets for action by 2002, when an evaluation of the Decade will be conducted.

134. In 2000, ESCAP trained eighteen people with disabilities as trainers for the promotion of non-handicapping environments. In their fieldwork, they conducted five training workshops for public administration personnel on the promotion of non-handicapping environments and accessible public transportation. Building on this experience, ESCAP plans to organize, in 2002, a regional training workshop for public administration personnel on disability as a development issue with a view to sensitize officials responsible for national policy development and programme planning in the various ministries and agencies, on disability matters.

135. As part of ESCAP’s work on capacity-building for national institutions and personnel, the Human Resources Development (HRD) Section has developed the ESCAP HRD Course for Poverty Alleviation. It was launched at the regional level in 1999 with the aim to promote HRD services, including education and skills development, employment and health for the poor. National and regional courses are being offered in response to the requests from national institutions in the region. Eleven modules related to social development and poverty alleviation have been developed. The first 3 modules, which comprise the Core Curriculum, are designed for senior-level policy makers, while the remaining 8 modules, focusing on poverty alleviation techniques, are targeted at programme/project managers. ESCAP intends to work closely with the public administration training institutions in the member countries with a view to mainstreaming the Course into their regular training curriculum.

136. Technical cooperation activities were implemented to assist countries in reducing rural poverty through increased productivity, employment and income generation. The project on “Promotion of Organic Agriculture for Rural Employment and Income Generation” is being implemented to strengthen the capacity of government agencies and civil society organizations in the formulation of development policies and programmes for rural poverty alleviation. The Asia-Pacific Organic Farming and Green Food Information Network (OFGF.NET) was launched by the “Asia-Pacific Symposium to Establish a Network on Green Food and Sustainable Agriculture”, which was held in Kunming, China in November

2000. The network can organize technical advisory services, provide training, study tours, research studies as well as documentation, information and staff exchange among its members.

Local government

137. ESCAP created the Network of Local Government Training and Research Institutes in Asia and the Pacific (LOGOTRI) in March 1999. LOGOTRI now has 25 institutes from 13 ESCAP member countries. Since November 1999, LOGOTRI has organized training workshops on (a) innovative training methodologies, (b) strategic planning, (c) municipal finance, (d) total quality management of local government training and research institutes, and (e) application of ISO 9000 standards in local governments and other public sector institutions. It has also sponsored exchange and study visits among its members. The Network is self-financed and its activities have been evaluated regularly. The Network is unique in that it provides its members with the opportunity to increase their capabilities in training local government officials. Also, it has offered a valuable platform for the introduction of new learning technologies, including Internet-based workshops, and standards such as the ISO 9000.

138. ESCAP is implementing a project on the Advancement of Women in Urban Local Government that culminated in the “Asia-Pacific Summit of Women Mayors and Councillors”, held in June 2001 in Phisanulok, Thailand. The substantive input to the Summit was based on the “Reports on the State of Women in Urban Local Government”, prepared by experts from 13 participating countries who had met in June 2000 in Nakorn Nayok, Thailand. The meeting discussed and finalized the “Draft Guidelines for the Preparation of the Reports on the State of Women in Urban Local Government”. The Reports constitute the first effort ever to document and analyse issues of women’s participation and representation in urban local government in the Asia Pacific region. The Reports include: (a) an in-depth qualitative analysis; (b) relevant gender statistics; (c) steps undertaken by governments, NGOs, political parties, civic society and the media to increase the role of women in urban local government and to gender sensitize urban local government; (d) further steps needed to promote the role of women in urban local government; (e) profiles of successful elected and appointed women in urban local government, emphasizing the factors that contributed to their success, as well as, hindrances and difficulties they faced; and (f) a “who-is-who” database of individuals and organizations working on the promotion of women in urban local government. Phase II of the project will focus on in-country activities to promote the participation and representation of women in local government in five participating countries.

Population and statistics

139. ESCAP has provided technical assistance to enhance the skills of government officials in the analysis of data from the population and housing census and reproductive health surveys. Such advisory missions were carried out in five countries: Cambodia, the Lao People’s Democratic Republic, Mongolia, Myanmar and Viet Nam. A training workshop on “Reproductive Health Indicators and Database Development in Reproductive Health Indicators” was held in November 2000 in Seoul, Republic of Korea. Some 20 government officials from nine countries in the region participated in the workshop.

140. ESCAP and China Population Information and Research Centre (CPIRC) jointly organized a Training Workshop on Information Technology for Population Information Professionals, which took place in September 2000 in Nanjing, China. The trainees were government officials from 12 member countries of the Asia and the Pacific Population Information Network (POPIN). The training workshop was aimed at upgrading the knowledge and skills of population information professionals of the region in providing high-quality information services and promoting wider dissemination of population information through the use of information technologies.

141. The statistical capacity-building activities of ESCAP through technical meetings, advisory services and training workshops are all intended to enhance the skills and knowledge of public officials involved in the development process. The development of strong, competent and independent national statistical services contributes to the transparency and accountability of governance and administration in the public sector.

Environment

142. The Ministerial Conference on Environment and Development in Asia and the Pacific 2000, held in Kitakyushu, Japan, adopted the Regional Action Programme for Environmentally Sound and Sustainable Development, 2001-2005, and the Kitakyushu Initiative for a Clean Environment to address urban environmental issues. The Conference served to define the priorities of regional action, with special focus on poverty eradication and strategic environmental management, to be taken in cooperation with the Asian Development Bank, UNEP and the World Bank.

143. A project was initiated for promoting environmental cooperation among the North-East Asian countries, in particular for capacity-building for the reduction of pollutant emission from coal-fired power plants, and for environmental monitoring. Subregional centres are being established at the Korea Institute for Environmental Research -- an environmental data centre, and at the Korea Electric Power Research Institute -- a centre for training in clean coal technology.

144. At the regional level, a four-year project on "Capacity-Building in Strategic Planning and Management of Natural Resources in Asia and the Pacific", funded by the Development Account, was launched in 2000. A regional workshop was held in May 2001 to discuss comprehensive draft guidelines on strategic planning and management of energy and water resources, as well as environmental protection. These guidelines will be used to impart training to assist in building or enhancing the capacity of selected countries and subregions. National workshops will be organized to encourage participating countries to apply the guidelines to their national planning.

145. The Ministerial Conferences on Space Applications for Sustainable Development in Asia and the Pacific, 1995 and 1999, launched the Regional Space Applications Programme for Sustainable Development (RESAP) and its second phase respectively, with the objective to promote, through regional cooperation, applications of space technology for sustainable development and improved quality of life. Group training activities were organized for decision makers on best practices, as well as for technical personnel on operational methodologies. These activities include, *inter alia*, technology transfer, pilot projects, workshops, formal training courses and information sharing designed to improve national capacity in public administration relating to space technology applications. Typical administrative practices in this category include improved monitoring of flood and drought hazards, integrated land and water resources management, integrated coastal zone management, disaggregated poverty mapping and environment monitoring, crop-growth monitoring, greater efficiency in rural communications for health and education services, awareness on standardization of spatial information infrastructure, and upgrading skills in natural resources assessment and management.

146. Assistance was rendered in the formulation of a strategy on flood mitigation and management for the Mekong Delta, which had been devastated in 2000 by an unprecedented flood. ESCAP conducted a training workshop on flood management for the Mekong Delta in March 2001. The workshop brought together some 70 senior officials from the central Government and from the eight flood-prone provinces of the Mekong Delta. Resource persons were also invited from the countries immediately upstream of Viet Nam to exchange information and to promote cooperation in the formulation of a regional strategy for flood management.

International trade

147. Under the project on the forum for the comprehensive development of Indo-China, workshops in Cambodia, Lao People's Democratic Republic and Viet Nam were organized on investment promotion and implementation. The workshops aimed at triggering discussions between central and local government authorities and investors. They highlighted the need for timely and transparent policy-making and implementation in this field, in particular with regard to investment implementation procedures.

148. Under the project on accession to WTO by economies in transition, activities include the preparation of eight country studies (for Central Asian and Caucasian economies) and a subregional workshop on this issue. The objective is to prepare countries for active participation in the accession process and in WTO proceedings, which would include the need for open and transparent decision-making in all areas of economic development.

149. ESCAP has collaborated with UNCTAD in developing a pilot training programme to assist ESCAP members to increase their capacity in trade and investment promotion by supporting and encouraging the sharing of resources and expertise between trade-related training institutes in Asia. Based on the concept of technical cooperation among developing countries, TCDC, the pilot training programme has targeted training facilities restrained by scarcity of resources from least developed countries and countries with economies in transition. It has focused on increasing their national capacity for trade promotion by enhancing linkages with centres of excellence in the region for the sharing of resources and expertise.

150. ESCAP's project activities include: capacity and needs assessments in trade promotion at training centres; a pilot training programme in the areas of trade policy and trade promotion; and technical assistance at training centres in LDCs and economies in transition for the implementation of the pilot training programme aimed at enhancing capacity through human resources development. Three national training workshops on export promotion were held in the Lao People's Democratic Republic, Nepal and Viet Nam in 2001.

Transport and infrastructure

151. To strengthen governmental capacity for policy development in transport and infrastructure sectors, technical assistance activities covered many relevant areas. These are: land transport facilitation, management and financing of road maintenance, environmental impact assessment guidelines for road projects, road safety, marketing railway products, development of national shipping policies, safe navigation, inland waterway transport policy and planning, transport of dangerous goods, infrastructure pricing, regulatory regimes in provision of infrastructure facilities and services, HIV/AIDS and the transport sector, tourism planning and promotion, tripartite forum of shipowners, shippers and seaports, private sector participation in infrastructure development, participatory planning of urban transport and participatory planning of rural infrastructure.

152. A number of subregional and national seminars on the implications of accession to seven international land transport facilitation conventions were organized. These included: (a) a World Bank/ESCAP regional technical workshop on South Asia regional transport and transit facilitation, held in Bangkok in April 1999; and (b) national seminars: for Myanmar and Thailand (Bangkok, April 1998); Lao People's Democratic Republic and Viet Nam (September 1998); Bangladesh and India (New Delhi, May 1999); Cambodia (May 1999); and China (Beijing, July 1999).

153. Development of a regional approach to management and financing of sustainable road maintenance and initiation of a regional cooperation mechanism are being undertaken jointly with the

World Bank, AsDB and bilateral donors. ESCAP is also actively participating in the Global Road Safety Partnership (GRSP) launched by the World Bank in February 1999 within the framework of the Bank's Business Partner Development Programme. In recognition of ESCAP's role in road safety in Asia and the Pacific, the World Bank and AsDB consider ESCAP as the nodal agency for regional awareness creation, know-how transfer and coordination of road safety. ESCAP is currently assisting in the process of establishing safety partnerships at the subregional and national levels.

154. A regional seminar on transport pricing and charge for promoting sustainable development was convened in New Delhi, India in December 2000 to exchange experiences and consider draft guidelines. The draft guidelines are being finalized for dissemination.

155. A review of regulatory regimes in the transport sector in the Asia-Pacific region has been carried out. The review includes: (a) desk study on regulatory issues and practices; (b) country papers from the participating countries; and (c) missions to two countries in the region. A draft publication on regulatory regimes was prepared and submitted for consideration by an ad hoc expert group meeting on regulatory issues in the transport sector, held in September 2001 in Bangkok.

156. As part of the pilot project on participatory planning of rural infrastructure in the Lao People's Democratic Republic, ESCAP implemented a needs-based, participatory planning process for rural transport and communications in two pilot areas of the country. The process enhanced the capacity of the provincial and district officials to plan and implement improvements in rural transport and communications, and provided training to supervisory technical staff. The results of the work were shared with cluster countries at the regional seminar on participatory planning of rural development (New Delhi, 5-8 May 1998), as well as with the central and provincial government officials in the Lao People's Democratic Republic. Subsequently, an action plan was finalized for application of the process in other provinces. Guidelines were developed and published as "ESCAP-UNDP Guidelines for Participatory Planning of Rural Infrastructure" (E/ESCAP/2029, 1999).

E. Economic and Social Commission for Western Asia (ESCWA)

157. The Economic and Social Commission for Western Asia (ESCWA) introduced in its 2000-2001 biennium work programme an analytical activity on "Good governance: enhancing macro-management in the ESCWA region". This study analysed the inter-relationship between governance and macro-management in the region. It employed a number of political, economic and administrative indicators to examine governance issues, as well as the capacity and willingness of the Member States to promote good governance. Aggregate measures of quantitative, qualitative and normative indicators were used in the analysis. If political structures and forms of government are taken as a proxy for a strategic vision for sustainable development, then ESCWA countries appear to have been left behind compared with the progress made by other developing countries, particularly in implementing a participatory form of governance. A number of ESCWA member countries have made progress in terms of good governance, for example Bahrain, Jordan, Lebanon, Oman and Qatar. They are currently enjoying a lower regulatory burden, greater adherence to the rule of law, greater transparency, and higher government effectiveness.

158. Despite the progress made in parts of the region, the majority of member countries still suffer from weaknesses in their economic policy and institutional frameworks. In particular, the public sector continues to be significantly larger than the private sector, and its share in GDP greater than the average for other developing countries. The economic, political, and social factors affecting growth and development are inextricably linked and complex; it may not therefore be possible to arrive at a direct causal link between governance and economic growth. An assessment of the pattern of economic growth in ESCWA member countries, however, would indicate that lack of progress in political, economic and administrative governance might have affected the long-term efforts of the region to achieve sustainable

development. ESCWA will continue to focus on public sector management and governance issues and organize an expert group meeting, which will provide policy recommendations for consideration by member countries.

159. ESCWA is in the process of setting up a regional UNPAN node for Western Asia, and is preparing a programme for capacity-building and human resources development in countries of the region, in cooperation with the Arab Administrative Development Organization (ARADO), the second regional node for the Arab countries. All activities and documentation are being prepared and circulated in Arabic and English.

160. ESCWA is jointly organizing with the “Lebanese Centre for Information Technology in Legal Domains”, and the “Lebanese Society for Development of Legal Informatics” a regional meeting on “processing of legal information in the 21st century”. ESCWA will also participate in the ARADO annual conference on “Developing Public Administration in Arab Countries” in November 2001.

161. In 2000-2001, ESCWA organized a number of meetings on the role of information technology in public administration. These include: (a) a meeting on “Information Technology and Development Priorities” (May 2000), within which a special session was devoted to ICT applications to enhance governance and public administration transactions; (b) a meeting on “Technological Capacity-Building Initiatives for the 21st Century” (November 2000), at which special consideration was given to e-government capabilities and public administration reforms; and (c) a meeting on “Trade Facilitation and Electronic Commerce” (November 2000), which included a special session on “Electronic Evidence and Legal Recognition of Electronic Documents and Signature”. Participants in all the aforementioned meetings were from the public and private sectors and from government agencies concerned.

162. A six-volume study on “Facilitation of International Freight Transport Procedures in the Region”, leading to specific recommendations on legislative reforms, and on the replacement of paper documentation and communication with electronic transactions has been produced. ESCWA has also developed an “Integrated Transport System in the Arab Mashreq (ITSAM)”, including a regional network and associated information system. Studies and project proposals, prepared at the request of the Palestinian National Authorities, on the rehabilitation of the Ministry of Agriculture and affiliated institutions and NGOs have also been undertaken.

163. ESCWA has three regional advisers working in areas related to enhancing governance and public administration reforms. The advisers, along with other ESCWA staff, have undertaken various advisory services to Member States, at the request of ministries of public reforms and planning, as well as other related government agencies. Advisory services were provided on the following issues: enhancing governance and public administration (Syria, Lebanon, Yemen); ICT in public administration reforms (Syria, Lebanon); decision support information systems for the Ministry of Planning (Syria); implications of computerization of customs transaction (Syria, Lebanon); e-commerce and legislative issues (Bahrain, Lebanon, Tunisia, United Arab Emirates, Qatar); computerization of public administration (Syria, Oman, Yemen); project for the creation of an internet portal for Islamic capitals and cities (Kuwait); developing telecommunication infrastructure (Jordan, Lebanon, United Arab Emirates, Yemen).

IV. Specialized agencies

A. International Labour Organization (ILO)

164. In accordance with Article 10 of the ILO Constitution, the functions of the International Labour Office shall include, *inter alia*, according to Governments, at their request, all appropriate assistance

within its power in connection with the framing of laws and regulations on the basis of the decisions of the ILO General Conference and the improvement of administrative practices and systems of inspection.

165. Following the ILO's recent restructuring, the functions of support for labour law and administration are the responsibility of the newly established Government and Labour Law and Administration Department (GLLAD). The creation of GLLAD is an important innovation. In parallel with the Employers' Activities Branch and the Workers' Activities Branch, the Department provides a unique concentration of services to build the capacity of labour ministries and other relevant government agencies for their participation in and facilitation of social dialogue, which is vital to development. This includes the traditional functions of support for labour law and administration, but it also covers all of the support needs of labour ministries and related branches of government to influence economic and social policy. Special attention is paid to the challenges facing the reform of civil service laws and the dialogue between the Government as employer and public servants and their representatives. The Department also launched an inter-sectoral programme for strengthening the overall management and structure of labour administration, including labour inspection and employment services.

166. ILO support in the field of public administration takes the form of the following services: (a) assessments and technical assistance for strengthening institutional organization and management; (b) research and dissemination of information on comparative labour administration systems and examples of "good practices"; (c) publication of a primer highlighting the means of strengthening the influence of labour administrations, such as advising on how to share strategic information, and on social dialogue; and (d) publication of guidelines on how to revise statutes to take account of modern civil service trends and fundamental rights at work, specifically linked to good governance issues.

167. As the administrative arm of Governments for the implementation of labour policy, modern labour administration systems have to cope with many rapid changes that are taking place in the world of work. This task is particularly difficult in countries that are undergoing structural adjustment or are in the process of transition to a market economy. The objective of ILO activities in this respect is to strengthen the capacity of labour administrations to design and implement effective policies for the protection of workers and the efficient functioning of labour markets. The activities undertaken include the provision of direct technical advisory services to Ministries of Labour, training activities for managerial and skilled staff, and evaluation missions followed up by action plans and cooperation activities.

168. To attain the overall objective of modern, efficient administrations, a global approach was adopted in ILO activities relating to labour administration, with particular emphasis on improving the effectiveness of labour inspection and employment services. The methodological tool used in this respect is audits of labour administrations. The recommendations resulting from these audits cover a number of aspects of the operation of labour administration systems. These include: the need for regular consultation with the social partners; specific ways to improve the organization of human and material resources of each labour administration; the provision of better information to officials working outside the capital city; the establishment of better coordination between ministries (especially the ministries concerned with social development and training); and the design and implementation of a realistic employment policy. The audits also identify areas in which the ILO itself is able to provide direct assistance to strengthen the labour administrations concertizing its field structure for example.

169. Evaluation missions on a country's labour administration system as a whole, or on its certain aspects (e.g., labour inspection, employment services), are in high demand. For instance, such evaluations have been carried out in Panama (1996); Benin, Burkina Faso, Guinea and Romania (1997); Dubai, Ethiopia, Kenya, Republic of Korea, Senegal and Thailand (1998-1999); and Bolivia (2000).

170. Given the fact that the Labour Administration Convention, 1978 (No. 150) is the framework for ILO's future activities in this field, a major campaign to promote the Convention has been undertaken. Some ten ministries of French-speaking African countries have adopted a joint declaration in favour of the application and possible ratification of the Convention. A similar declaration was adopted in 2000 by eight Central American countries.

171. Another direct service is the implementation of technical cooperation projects. They provide support in the organization and operation of Ministries of Labour, and technical advice and other specific services to employers' and workers' organizations. For example, new specialized departments have been established within the Ministries of Labour of several Eastern and Central European countries to deal with policy issues and labour legislation. The assistance provided to the Baltic States and Slovakia (1996-1997) produced encouraging results. In the area of responsible public administration and good governance, the technical cooperation programme on "Strengthening and Modernizing the Labour Administration in Albania" (1999) improved the administration's internal coherence and its external service provision.

172. The project "Reorganization of Public Employment Services under Economic Structural Adjustment in English-speaking Africa" covered 23 countries and aimed to improve public employment services in the region. Its third phase began in 1996 and addressed the most serious obstacles to institutional development by focusing on providing advisory services to policy and decision makers, and training at the national level geared to the national developmental context. The countries selected for more intensive assistance through 1999 included Egypt, Ethiopia, Kenya, Uganda and Zimbabwe.

173. Since 1997, the eight countries targeted by the project "Modernizing Labour Administrations in Central America" (MATAC)—Belize, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua and Panama—have received support in reorganizing the ministries responsible for labour administration, improving their management and training the management staff and officials. The objective of this five-year project is to contribute to the development and democratization of the region by exploring how the labour administrations can be reorganized so as to respond in a modern, efficient manner to the social demands of workers and employers. Several national and regional seminars, as well as specific technical training courses have been organized, and an electronic labour exchange for all the countries is currently being established. With the participation of the social partners, two countries amended the laws governing their ministries. They also adopted new public service statutes and new administrative career regulations.

174. These activities have been supported by an active research programme for the collection, analysis and dissemination of information and the production of reference materials and analytical tools. For example, ATLAS, a regularly updated global information system on labour administrations, provides ILO Member States, labour administrators and experts with direct access to current analytical data (descriptions, charts, statistics) on the different labour administration organs in the world and on different types of organization and functioning of the labour administration system throughout the world.

175. Conscious of the cross-cutting issue of gender equality in good governance and aware of the fact that public administrations were often ill-equipped to respond to this issue, ILO's research centred, in the mid-1990s, on how to strengthen their capacity in the area of gender equality. The guide "Labour Administration: A Powerful Agent of a Policy of Gender Equality in Employment and Occupation" (1999) gives practical recommendations based on examples of good practices in this area.

176. In the late 1990s, ILO's research on the experiences of advanced labour inspection systems in around 25 industrialized and developing countries in the adoption and application of prevention strategies led to a major comparative study. The publication has been used to promote the preventive role of the

labour inspectorate and is a basic reference text for technical meetings and in advisory and technical cooperation activities. A revised manual on labour inspection was produced in 1999. The text itself presents a clear and concise idea of the essentials of labour inspection and its role in protecting workers. Another publication on “Labour Administration as a Key Partner in Development: New Organizational and Working Priority” (Les nouvelles administrations du travail: des acteurs du développement) was issued in 2000. It analyses recent innovations in the face of globalization and the use of new technology, and shows how labour administrations can make a useful contribution to development.

177. The Public Employment Service (PES), a specialized labour administration service, recognized as one of the vital institutions of the modern State, has also been examined in “The Public Employment Service in a Changing Labour Market” (2001). The book analyses the PES main functions and how it is organized and managed. It also contains many examples of innovations and good practices.

178. In 2001, ILO produced a “Comparative Study of Contents of Recent Civil Service Statutes”. This research aims at supplying ILO constituents—policy-makers within government, lawyers and technicians within ministries, representatives of public servants and civil servants themselves—with an overview of current trends in civil service statutes and regulations. The study provides a user-friendly guide as a reference tool when public administrations are called upon to look at legislative amendments, full revisions or additions to the legal framework under which civil servants are employed. Starting with a review of the general legal status and contractual situation of public servants, the study covers, in separate chapters, key themes such as recruitment/appointment, remuneration, other terms and conditions of employment, training, disciplinary procedures, termination at the initiative of the employer, anti-discrimination and industrial relations provisions. It concludes with an analysis of the major legislative challenges facing the public service and with proposals on how legislative frameworks can be improved.

B. United Nations Educational, Scientific and Cultural Organization (UNESCO)

179. Although UNESCO does not carry out any activities directly related to public administration, the Organization’s actions for development put strong emphasis on democratic governance, which is also highlighted in General Assembly resolution 50/225 on public administration and development. Within the next Medium-Term Strategy (2002-2007), the Management of Social Transformations (MOST) programme will concentrate particularly on, *inter alia*, the promotion of democratic governance.

180. UNESCO’s activities also focus on the appropriation and exercise of human rights as a guiding principle of development. UNESCO’s rights-based approach to development is two-pronged, reflecting both economic and social rights (people’s right to freedom from want) and civil and political rights (people’s right to freedom and participation). By mainstreaming human rights into its activities, UNESCO is indirectly contributing to the implementation by its Member States of paragraph 8 of resolution 50/225, which reaffirms that Governments in all countries should promote and protect all human rights and fundamental freedoms, including the right to development.

181. Since its creation, UNESCO has promoted human rights education following the assumption that human rights can be protected and promoted when they are known. The Organization is persuaded that there is an inseparable link between human rights, democracy and development. UNESCO’s Chairs in Human Rights, Democracy, Peace and Tolerance (49 chairs in 43 countries) are working to ensure education in these respective fields and public awareness of major threats and challenges to human rights.

182. Within the context of the United Nations Decade for Human Rights Education, UNESCO works closely with Member States and its various partners, including national commissions, UNESCO clubs, associated schools and human rights research and training institutes, in reinforcing human rights education as an essential precondition for ensuring the observance of human rights for all.

183. Through its programmes in education, natural sciences, social and human sciences, culture and communication, UNESCO implements interdisciplinary, integrated activities for social development and poverty eradication. In this context, UNESCO focuses on indigenous capacity-building and human resources development, through education at all levels and throughout life. It also puts emphasis on democratic and participatory governance, the incorporation of cultural factors in development strategies, environmental protection and harnessing science and technology for development. In response to the relevant decisions of UNESCO's governing bodies, the next Medium-Term Strategy (2002-2007) proposes poverty eradication as a cross-cutting theme for the whole Organization.

184. In sum, UNESCO will focus on the following priority areas: (a) policy formulation and implementation, including influencing the formulation of country-owned integrated pro-poor national policies, with the involvement of all stakeholders, and building the capacity of governments to design democratic participatory processes at national and local levels involving the poor; (b) advocacy and information, placing emphasis on the issue that freedom from poverty is a human right and a government responsibility; (c) policy-oriented research, which should contribute to the analysis of extreme poverty and monitor progress towards its eradication; (d) capacity-building, so as to assist the government and State institutions to prepare frameworks that respond to the requirements of the United Nations system and the international financial institutions in the context of debt relief; and (e) innovative field projects, the outcomes of which are to be translated into policies.

C. World Bank

185. Good governance and effective public sector institutions are increasingly recognized as critical for development effectiveness and poverty reduction. For the World Bank, a focus on governance and institutional reform has meant working more than ever to help countries develop the processes, capacity, and incentives to design and implement good policies themselves. The World Bank contributes to improved governance in borrowing countries by helping to: (a) improve capacity and incentives in the civil service; (b) strengthen public expenditure management and accountability; (c) develop legal, regulatory and accounting frameworks for private sector development; (d) strengthen judicial systems; (e) strengthen tax policy and administration; and (f) provide training to parliamentarians and journalists. It also encourages community-based participation through social funds and decentralization.

A strategy for governance and public sector reform

186. To enhance the World Bank's capacity to provide assistance to its clients in the above areas, "Reforming Public Institutions and Strengthening Governance: A World Bank Strategy" was published in November 2000. This strategy involves some key directions for the future: (a) broadening the World Bank's approach to emphasize "bottom up" empowerment, transparency and competition in service delivery, in addition to "top-down" reforms within government; (b) more participatory, comprehensive and integrative analytical work; and (c) longer-term approaches in World Bank lending to allow time for institutional reform. The strategy recognizes that changing the internal rules of government is not enough. To be effective, the Bank must work with its partners to understand and address the broad range of incentives and pressures—both inside and outside of government—that affect public sector performance. Because the World Bank views corruption as a symptom and cause of dysfunction in public sector institutions, its anti-corruption efforts are integral to this broad strategy for reforming public institutions and strengthening governance.

The lending portfolio

187. The World Bank's governance and public sector reform work has increased dramatically in the last few years. This is reflected in its portfolio, where lending in support of public sector governance and

institutional reform is becoming increasingly significant. Whereas in 1980 only 0.6 percent of World Bank lending went to projects supporting core public sector reform, by fiscal year 2000 the share had risen to 15.9 percent of total lending, or \$2.4 billion. The bulk of this amount (\$2.1 billion) was for adjustment lending in support of public sector management reform.

188. While in the early 1990s most public sector work consisted of public enterprise reform and broader financial management issues, today the portfolio is much more diversified, covering all aspects of the public sector, such as legal and judicial reform, local government reform, civil service reform and tax administration reform. Recent trends show that the number of public sector components in the World Bank's lending portfolio between fiscal years 1997 and 2000 has grown significantly in all areas except public enterprise reform.

Public expenditure management and accountability

189. Within the broad array of governance issues, public expenditure management has emerged as a high priority area, for both development and fiduciary reasons, particularly in light of the Heavily Indebted Poor Countries (HIPC) debt initiative and the trend towards programmatic lending. Not only is efficient and effective public spending critical to poverty reduction, but strong public expenditure management systems in client countries also help ensure that development assistance is utilized as intended. The demand for good public expenditure and financial management systems has prompted the development of a programme on public expenditure management and accountability. Pooled resources are being considered as a means of enhancing coordination within the World Bank, as well as between the World Bank and its partners (e.g., the European Union, the IMF and selected bilateral donors and NGOs). They are also necessary to devise an integrated approach to analysing and helping improve the quality of expenditure management in poor countries.

190. The HIPC initiative is one area in which public expenditure accountability figures as a central issue. To review the capacity of HIPCs to track HIPC assistance, a joint World Bank-IMF public expenditure team undertook preliminary assessments of the quality of central government expenditure management systems in 25 HIPCs. The study identified a strong need to upgrade public expenditure management systems in most HIPCs. It emphasized that both capacity and institutional incentives need to be strengthened in order to promote effective use of assistance and to sustain gains in capacity. This work will be an integral part of the Poverty Reduction Strategy Paper process.

Knowledge development and dissemination and partnerships

191. Developing and disseminating knowledge and analytic tools is central to the World Bank's efforts to enhance the work on governance and public sector reform. The fiscal year 2001 has seen a concerted effort towards the development of "second generation" governance indicators, which go beyond broadly indicating the quality of governance, to providing more insight on a government's performance, processes and institutional arrangements, so that practical reform options can be identified. This work is being conducted in partnership with OECD and other organizations. Business surveys conducted by the World Bank have usefully illustrated the distinction between state capture and administrative corruption. The Prague 2000 report, "Anti-Corruption in Transition: A Contribution to the Policy Debate," used such data to highlight the differences in patterns of corruption across 20 countries with economies in transition and provide a framework for tailoring individual anti-corruption strategies in different country contexts.

192. Eight external web sites on key thematic areas in governance and public sector reform have been launched and are accessible at: www.worldbank.org/publicsector. These web sites link extensively to the web sites of the World Bank's partner organizations. The Administrative and Civil Service Reform web site, for example, is supported by a unique collaboration between some of the leading organizations in

civil service strategy and management, including CAPAM, International Institute of Administrative Sciences, OECD Programme on Public Management, and SIGMA. The most recent of these eight thematic web sites explores the potential of e-government for improving public service delivery and the accountability, transparency and responsiveness of government.

193. As emphasized in the public sector strategy, the World Bank is increasingly reaching out to its partners in the development community to avail of the different skills and comparative advantages that different donors bring to developing countries. UNDP is one of the World Bank's key partners in the area of governance. The Bank is increasingly working with UNDP, both at the country level and the international level, to collaborate on the design of work programmes and the sharing of learning and experience, in order to make the most of scarce resources and avoid unnecessary duplication of effort. Countries where there is already substantial collaboration between the World Bank and UNDP include, among others, Bangladesh, Bolivia, Ghana, Indonesia, Morocco and Viet Nam.

194. Detailed information regarding the aforementioned activities is available on the World Bank's external web sites on governance and public sector reform at: www.worldbank.org/publicsector and www.worldbank.org/wbi/governance. The Public Sector Strategy can be downloaded from the web site <http://www1.worldbank.org/~publicsector/strategy.htm>, and the World Bank's public sector portfolio data for fiscal years 1997-1999 can be found at <http://www1.worldbank.org/publicsector/trends.htm>.

D. International Monetary Fund (IMF)

195. The International Monetary Fund (IMF) has increasingly recognized the importance of good governance for macroeconomic stability and sustained non-inflationary growth, the promotion of which form part of the IMF's mandate. The IMF activities in this area focus on: (a) the development and dissemination of standards and codes of fiscal transparency; (b) specific advice and capacity-building aimed at improving management of public resources; (c) tracking of poverty-reducing public spending in Heavily Indebted Poor Countries (HIPC)s; and (d) research on the macroeconomic effects of corruption.

Fiscal transparency

196. In April 1998, the IMF adopted the Code of Good Practices on Fiscal Transparency. The objective of the code is to strengthen transparency and accountability of government actions, thereby, leading to a better-informed public debate about the design and outcomes of fiscal policy and helping promote sound fiscal policy and public resource management. The IMF has encouraged its members to implement the code. In January 1999, the IMF initiated a pilot programme for preparation and use of summary assessments of members' implementation and observance of internationally recognized standards and codes in those areas of direct concern to the IMF and where it had relevant expertise, inclusive of fiscal transparency. These summary assessments were subsequently referred to as Reports on the Observance of Standards and Codes (ROSCs). As of 4 December 2000, 18 members had produced the ROSC modules in the area of fiscal transparency.

Public resource management

197. In Article IV consultation discussions and in-programme design and review, members are alerted to the potential benefits of reforms which could contribute to improvements in public resource management. In some cases, the IMF has urged country authorities to address specific instances of poor resource management (e.g., in Cambodia and Kenya). Measures to improve transparency and accountability for public resources are included in many IMF-supported programmes. Technical assistance is provided to a number of countries in the areas of public expenditure management and tax administration, with a view to strengthen their capacity for public resource management.

Tracking of poverty-reducing spending in HIPC

198. In the context of the enhanced Heavily Indebted Poor Country (HIPC) Initiative, countries are requested to develop adequate public expenditure management systems in order to track all poverty-reducing public spending. A key feature of the Initiative is the strengthening of the link between debt relief and poverty reduction. In this regard, governments' budgets are expected to become more pro-poor over time. To review the capacity of HIPCs to track all poverty-reducing public spending under the Initiative, a joint World Bank-IMF Public Expenditure Working Group was established in June 2000. In February 2001, the Boards of the IMF and World Bank discussed the paper "Tracking of Poverty-Reducing Public Spending in Heavily Indebted Poor Countries," which summarizes the preliminary findings to date of the Working Group. It also suggests a way forward to strengthen the public expenditure management capacity of HIPCs in both the short and medium-terms.

Research on the macroeconomic effects of corruption

199. Empirical research at the IMF has highlighted the impact of corruption on economic growth, public finances, poverty, income inequality, provision of social services, as well as the causes of corruption and anti-corruption strategies. Eleven empirical studies in this area have been published by the IMF since the mid-1990s.

E. International Telecommunication Union (ITU)

200. The telecommunications sector has undergone spectacular changes in the last decade affecting both developed and developing countries. The privatization of operators and the introduction of competition led to the creation of new public entities, such as regulatory agencies, and activities in ministries shifted from network operations and regulation to policy-making. As a consequence, ITU started receiving requests from its members for assistance in the area of monitoring the reform process, the creation of regulatory agencies, and the reinforcement of struggling regulatory agencies.

201. In addition to providing direct assistance to these growing needs, with very limited resources, ITU has started to develop a more comprehensive and systematic approach to meet these needs in the most efficient manner. This includes: (a) annual publications on "Trends in Telecommunication Reform", highlighting individual country experiences; (b) in-depth case studies of different models in an effort to develop best practice guidelines; and (c) CD-ROMs containing the latest data on the reform situation in each ITU Member State. ITU also organizes regional seminars and workshops to raise awareness and allow countries to share experiences.

202. In November 2000, ITU convened, for the first time, an international meeting of regulators. The Development Symposium for Regulators succeeded in launching a global dialogue for regulators and agreed on a four-point action plan: (a) identify focal points in each regulatory body responsible for coordinating the exchange of regulatory experiences with other regulators; (b) enhance the ITU web site to facilitate the exchange of regulatory policies and experiences; (c) establish a regulators' hotline to provide rapid responses to urgent regulatory issues; and (d) hold annual global regulatory meetings. For more information, visit the Telecommunication Regulatory web site at: <http://www.itu.int/treg>.

F. World Intellectual Property Organization (WIPO)

203. All countries require a well-developed and healthy intellectual property system for economic and social well-being. Intellectual property protection encourages the use and further development of local inventive and artistic talents and assets. It nurtures and safeguards local intellectual property assets such as traditional knowledge and folklore; and attracts investment, providing a stable environment in which

investors, both local and foreign, can be confident that their intellectual property rights will be respected. In addition, an intellectual property infrastructure allows participation in the exchange of commercially valuable information at the international level, including quick and easy access to information on new technology, such as the international patent applications and abstracts available under the Patent Cooperation Treaty (PCT).

WIPO Worldwide Academy

204. WIPO believes that human capital in developing countries is key to realizing the full benefits of their national intellectual property systems. The WIPO Worldwide Academy helps to develop human resources, setting up modern and tailor-made training programmes for policy advisers, development managers and other target groups. These programmes include new training and teaching techniques; a Distance Learning Center using Internet facilities; client-specific learning modules and materials; and use of modern public-access media to disseminate knowledge of intellectual property.

205. To help countries obtain these benefits, WIPO carries out a wide range of activities for, and with, developing and certain other countries. For this purpose, it is modernizing and expanding national intellectual property offices, as well as assisting members of the World Trade Organization (WTO) to bring their intellectual property legislation and administration in line with the provisions of the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS). In 1999, over 14,000 men and women from some 125 developing countries benefited from the 200 courses, seminars and other meetings held under WIPO's cooperation for development programme.

WIPO's relations with the World Trade Organization

206. The TRIPS Agreement came into force on 1 January 1995, and brought with it a new era in the protection and enforcement of intellectual property rights, enhancing the value of WIPO's work programme. Provisions in the TRIPS Agreement concerning copyright and related rights, patents, trademarks, geographical indications, industrial designs, and layout-designs of integrated circuits, directly complement international treaties and conventions which the secretariat of WIPO and its predecessor have serviced, in some cases, for more than 100 years.

207. On 1 January 1996, an Agreement between WIPO and WTO entered into force. It provides for cooperation concerning the implementation of the TRIPS Agreement, such as notification of laws and regulations and legal-technical assistance and technical cooperation in favour of developing countries.

208. In July 1998 a joint WIPO/WTO initiative was launched to help developing countries meet their TRIPS obligations in the year 2000. Assistance has continued to be provided to many developing countries whose deadlines are beyond the year 2000, and also to those least developed countries that need to meet their TRIPS obligations by 2006. The activities are designed to provide advice and expertise in the revision of national legislation, as well as comprehensive education and training programmes at the national and regional levels with a view to enhancing officials' capacity to deal with intellectual property, and its enforcement. These activities are also aimed at promoting the value of intellectual property and providing information to developing countries on how to create their own economic assets through better use of the intellectual property system. Extensive computerization assistance is provided to help developing countries acquire the necessary information technology resources (both in human and material terms) to streamline administrative procedures for managing and administering their own intellectual property resources, and to participate in WIPO's global information network. In addition, financial assistance is provided to facilitate participation of developing countries in WIPO's activities and meetings, especially those concerned with the progressive development of new international norms and practices.

WIPONET

209. WIPONET is a global digital information network enabling the integration of intellectual property information resources, processes and systems of the worldwide intellectual property community, particularly the intellectual property offices of WIPO Member States. WIPONET is a significant first step in enhancing communication between WIPO and the intellectual property community. It is also a means by which the intellectual property community can pursue a series of new initiatives based on the advances of information technology. Recent developments in technology have provided not only a new global communication infrastructure, but also the possibility of communicating and exchanging written and oral information.

210. WIPONET will provide services to over 330 intellectual property offices in 177 countries and will be largely based on existing worldwide communication infrastructures. It will offer the intellectual property community new possibilities of implementing a number of services associated with the efficient use of information technology, such as: secure e-mail and list servers; Web-hosting and file transfer services; discussion groups on intellectual property-related topics; virus scanning and the provision of updated virus signatures; and user administration, training and help-desk support. WIPONET will also provide a portal for other WIPO-provided systems, such as the Intellectual Property Digital Libraries (IPDLs) and, eventually, on-line filing under the PCT.

G. United Nations Industrial Development Organization (UNIDO)

211. UNIDO is not directly engaged in the area of public administration, which is not part of UNIDO's mandate. However, UNIDO addresses the issue of governance in industrial development through promoting, *inter alia*, capacity-building in the manufacturing industry, which appears to be the main driving force of sustainable development.

212. Since 1998, UNIDO has undergone a substantial and comprehensive transformation. Together with operational, administrative and structural changes, a new integrated programme approach has been developed. In 43 programme countries, UNIDO seeks to address issues concerning industrial policies and strategies focusing on poverty alleviation through industrial development and to promote capabilities necessary for a successful integration of developing countries and economies with economies in transition into the global economy. These programmes give particular attention to: (a) developing a coherent, system-wide industrial strategy; (b) improving industrial governance and supporting institutional infrastructure; (c) strengthening micro, small and medium-sized enterprises; (d) upgrading technological capacity, skills and access to modern technology; (e) export and trade facilitation; and (f) energy efficiency and cleaner production.
