

The financial and economic crisis as incentive to improve development management

Ulrich Graute, United Nations, DESA/DPADM, New York

The impact of the financial and economic crisis since 2008 is dramatic, though it differs between countries, groups of societies and branches of economies. At the same time this crisis like others before also offers opportunities for positive change and development. After a short look at the crisis as dealt with at the level of the UN the presentation will focus on challenges and opportunities of the current crisis for governance and development management in the multi-level system of the world. By referring to current activities of the UN Division of Public Administration and Development Management different options for action in response to the crises will be discussed. Special attention will be given to the current leadership training for members of Economic and Social Councils in Africa and activities related to strengthen citizen engagement in monitoring and evaluation of public management.

1 The financial and economic crisis and the response to it by UNDESA¹


The world economy is mired in the most severe financial and economic crisis since the Great Depression, which continues to threaten the ability of many countries to confront issues such as poverty, hunger and disease. As the crisis deepened, the impact on developing countries became rapidly worse, particularly in terms of rising unemployment and a widening external financing gap. A sharp decline in international trade flows, a collapse in commodity prices, a drop in international tourism and a moderation in remittances have contributed to a significant deterioration in the current account balances of many developing countries.

Normative work

The United Nations Department of Economic and Social Affairs (DESA) plays a major convening role in supporting intergovernmental dialogue and co-ordinating courses of action that address the crisis. The Department serves as the Secretariat of the United Nations Conferences on Financing for Development and many of the functional commissions of the Economic and Social Council.

DESA supported the United Nations Conference on the World Financial and Economic Crisis and Its Impact on Development which took place 24-30 June 2009 at the United Nations Headquarters in New York. The Conference saw Member States gather and identify emergency and long-term responses to mitigate the impact of the crisis, especially on vulnerable populations.

¹ <http://www.un.org/en/development/desa/financial-crisis/index.shtml>

- United Nations Conference on the World Financial and Economic Crisis and Its Impact on Development, New York, 24-26 June 2009
- Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development 
- Ad hoc open-ended working group to follow up on the issues contained in the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development

In addition, the various Commissions supported by DESA including the Committee of Experts on Public Administration (CEPA), the Commission for Social Development, the Commission on Sustainable Development, the Commission on the Status of Women and the Statistical Commission have discussed and examined the multifaceted and complex nature of the crisis.

Research

The Department also serves as a think tank within the United Nations in the area of economic and social affairs through its analysis, research and publications. Key economic policies are spelled-out in the flagship publication “World Economic Situation and Prospects” (WESP).

DESA focuses in particular on countries with vulnerable economies, including Africa and Small Island Developing States, and continues to conduct analytical studies on the crisis to support intergovernmental consultations. The Department’s research also addresses women’s control over economic resources and access to financial aid.

Generating high quality estimates of economic performance have become an essential output of DESA throughout the crisis. Additional indicators have been developed to assess the performance of economies and financial markets during this time.

Capacity development

DESA’s capacity development interventions during the crisis have included the provision of supplementary macroeconomic advisory capacity (SMAC) to the Financial Crisis Working Group, as well as direct advice to developed countries. The Department has also assisted countries to understand and deal with the social and sustainable development dimensions of the crisis and helped countries enhance their statistical data gathering in general, and on the financial and social aspects of the crisis in particular. DESA draws on its extensive network of partners to provide capacity development services.

The Department has also focused on the impact of external shocks on poverty and social vulnerability and assisted countries in macroeconomic policy analysis, in particular for the realization of the Millennium Development Goals (MDGs). The availability of MDG indicators and data has provided instruments for monitoring these trends for timely intervention and action.

Furthermore, DESA supports the 2010 Population Census that will be conducted in most countries of the world, as its outcome will provide information on how migration, housing and employment were affected by the crisis.

World Economic Situation and Prospects in 2010²

DESA publishes as monthly briefings the World Economic Situation and Prospects. The related developments in the world over the past four months as analyzed by DESA can be summarized as follows:

² http://www.un.org/esa/policy/publications/dpad_wespmbn.html

February 2010

- The global economy started 2010 on a positive note
- The significant increase in government indebtedness in Greece and other EU countries may threaten global financial stability
- Rain shortfalls in large parts of Africa will form a major threat to food security during 2010
- The devastating earthquake in Haiti presents serious economic challenges, including those of a long-term nature; addressing them will require a sustained international effort and debt forgiveness

March 2010

- The strength of the global recovery, witnessed in the second half of 2009, has been moderating and the recovery has become more uneven
- Global financial markets experienced a notable turbulence in the first two months of 2010, in part as a result of increasing sovereign debt risks in Europe and elsewhere
- Inflation, which edged up in developed countries in late 2009, is down again facilitating continuation of low interest-rate policies

April 2010

- Net export growth and government spending are driving the recovery in the major economies, while China's economy is acting as the engine of the global upturn in 2010
- Most of the unconventional monetary stimulus measures undertaken in 2009 are being phased out in line with improved conditions in credit markets
- Donors pledged \$9.9 billion at the UN international aid conference on Haiti to support post-disaster reconstruction

May 2010

- Economic recovery continues albeit unevenly.
- Euro zone countries and the IMF agreed on a three-year programme worth \$146 billion to support Greece amidst drastic fiscal austerity measures and risks of contagion to other European economies.
- An additional stabilization scheme worth \$930 billion was subsequently made available for the euro zone.

2. Actors, Institutions, Organizations

The annual RSA conference has a focus on actors, institutions and organizations. Certainly, in case of the financial and economic crisis individual and institutional actors play a key role. Nonetheless, it is necessary to analyze if they really matter and, if yes, to what extent they matter. To do this it is useful to look at the main policy priorities and the main actions taken by governmental leaders. While governmental reports on the financial and economic situation usually cover a broad spectrum of subjects and policies, it can be assumed that main political decisions better demonstrate where are the real political priorities.

Policy priorities

Looking at major political agreements in response to the crisis since 2008 the following three landmark examples appear to be representative for the trend in decision making by world leaders:

USA, October 2010:

- Approval of the Emergency Economic Stabilization Act establishing the Troubled Assets Relief Program (TARP)

UN High Level Conference, June 2010:

- Call for Financial Stimulus
- Call for Reform of Financial Institutions

EU Council Summit, May 2010

- Approval of a Rescue plan allowing the European Central Bank (ECB) for the first time to purchase debt from Member States

These and other political decisions at national or international level, demonstrate among others the following:

- A strong commitment to take action to stabilize the existing system (= stimulus programmes).
- A lukewarm commitment to reform financial institutions. The need for such reforms is mentioned in many political statements including the conclusions of international conferences and summits. So far, only few concrete measures have been taken.
- Raising awareness that major measures with (negative) impact on living standards may be necessary. While statements at the beginning of the crisis were focusing on the demand for stimulus programmes to stop negative trends, governments seem to be now increasingly aware that the resources for stimulus packages are limited. Consequently, expenditure policies are undergoing revision at all political levels.
- Unfortunately, there seems to be no (or: not yet a) clear vision and no commitment to far-reaching measures to improve governance. Considering the many unknown factors related to future development a step-by-step approach is prevailing, although its appropriateness is questionable.

It needs to be also underscored that the response to the crisis is focusing on issues related to political leadership and assuring economic progress and social stability. The question how stimulus packages and other high-level decisions practically translate into objective-driven actions seems to be more an unattractive side-issue. To approve a policy and funds by political leaders is one thing but to assure that things are implemented properly are two very different issues. For example, you need not only a stimulus package of a certain amount (e.g. 1 trillion US Dollars) but you need also institutions and persons who are ca-

pable to carry out the related policy under considerable time pressure and often without having all necessary information to assure rational decisions.

In times of emerging crisis there is the need for both, an immediate crisis response and a longer-term conceptualisation of the development beyond the crisis. While many discussions and activities in response to the economic crisis focus on future financial and economic policies it is necessary look at the practical impact on (development) management. How governments approach related challenges, what do they learn from recent crisis situations and what new approaches and instruments were developed by governments to cope with the complexity of challenges and develop management? One of the guiding questions has to be: What kind of management and what managerial skills does it need to assure that economic failure is not worsened by governance failure?

For the longer-term conceptualisation of development beyond the crisis the following has to be considered:

- Many sector and horizontal decisions with high impacts on businesses and society have to be taken by governments within short period while at the same time fundamental insecurities persist regarding future trends, developments and development strategies.
- National Development Strategies (NDS) need to be revised as many other national plans and programmes. Participation is essential for building political alliances for strategies to overcome the crisis.
- Many different stakeholders and often entire populations are affected and their demand and interest have to be considered to find the best possible way out of the crisis. Political unrest would further increase the challenges for governments while in opposite to this the participation of citizens and Civil Society Organizations (CSO) can help to improve accountability and transparency.
- Development managers face the challenge to keep development work going while at the same time a major revision of National Development Strategies, plans and programmes is required. Coping with such challenges is something most managers are not trained for.

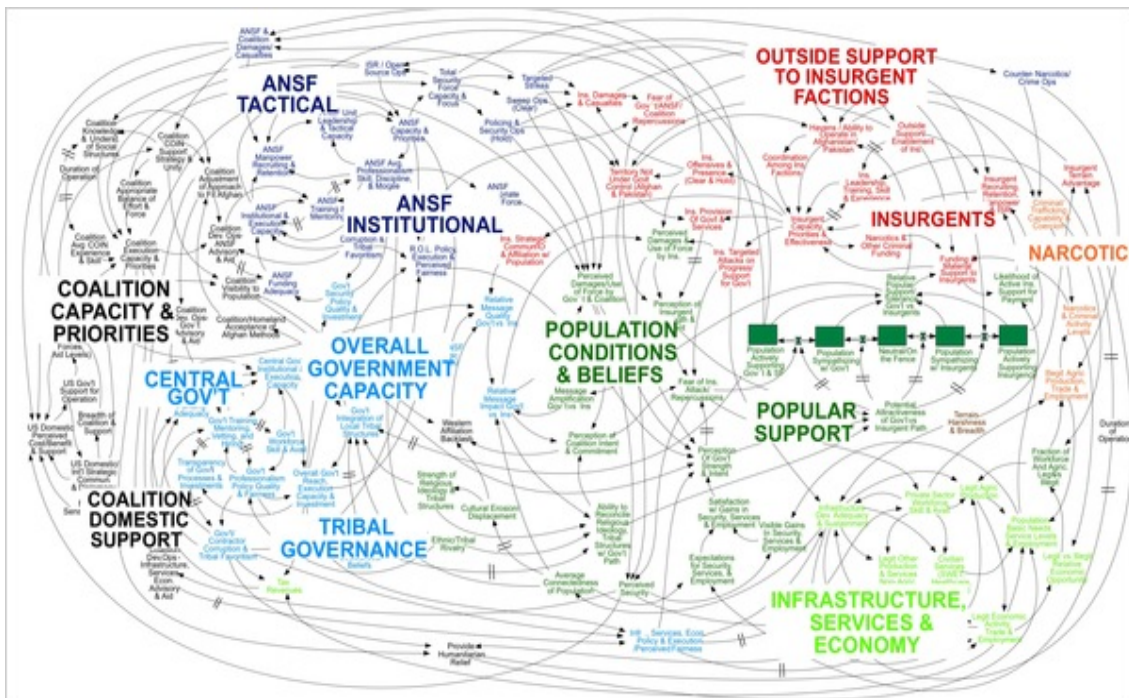
In situations like the global financial and economic crisis in 2008 literally all stakeholders looked to governments for support and problem solving. Therefore, the capacity of governments and governmental institutions to contribute to overcome a given crisis is to be considered as essential. This requires leadership but at the same time the capacity to cope with the complexity of challenges in public administration and management of related development.

Learning how to manage complexity

It is good to reduce complexity of tasks to be handled but it would be dangerous to loose complexity as it exists in reality out of sight. Therefore, it is a constant requirement to develop skill of managers and other decision-makers to cope with complexity in an appropriate way.

For example, General Stanley A. McChrystal, the leader of American and NATO forces in Afghanistan, was shown a PowerPoint slide in Kabul last summer that was meant to

portray the complexity of American military strategy for Afghanistan, but looked more like a bowl of spaghetti. “When we understand that slide, we’ll have won the war,” General McChrystal dryly remarked, one of his advisers recalled, as the room erupted in laughter. The slide has since bounced around the Internet as an example of a military tool that has spun out of control.³ With reference to the subject discussed in this paper the example demonstrates the dilemma many leaders and managers have to face in the world: While they would need full information and a clear overview on a subject to take rational decisions they are often just confronted with a number of interrelated variables, as the powerpoint on Afghanistan demonstrates in a remarkable way. To squeeze the complexity into a one slide powerpoint presentation is apparently no appropriate way to reduce the complexity. As the military has to look for other ways to manage the complexity of the given situation, so many other public managers have to keep searching for appropriate ways to cope with real world challenges.



Source: We Have Met the Enemy and He Is PowerPoint, New York Times, 27 April 2010

Proper analysis can help to reduce complexity and demonstrate ways out of a seemingly complex situation. This latter applies also to the field of finances and economy which are usually referred to as highly complex and, therefore, almost necessarily non-transparent. That this necessity is always given demonstrates the second slide from the New York Times of 14 April 2010. Together with the article it explains that behind the seemingly very complex system of Credit Default Swaps (CDS) is a rather simple approach to cheat investors. Certainly, to keep the impression that the financial world is very complex and, therefore, nothing for non-economists helps to cover the real identity of such kind of “business models”.

³ New York Times, We Have Met the Enemy and He Is PowerPoint, page 1, 27 April 2010.



Source: New York Times, Betting against the own deal, 16 April 2010

The two examples from the New York Times demonstrate that the grade of complexity and our reception of it are related to the information and knowledge available. In addition they depend on the tools available to analyze and interpret provided data. Thus, knowledge and knowledge management become decisive for managers and other decision makers in situations of crisis. As demonstrated in the first chapter of this paper decision makers in the current crisis focus mainly on stimulus packages and discussions about financial institutions. Their focus is not on information, knowledge and skill needed by individual managers to translate policies into economic progress and social security. This gap should be filled and the United Nations Secretariat is working in this direction.

3 UN activities in the field of Public Administration and Development Management

Within DESA the Division for Public Administration and Development Management assists Member States in public service delivery improvement, public institutional building and human resource development, in the service of the internationally agreed development goals, including the Millennium Development Goals (MDGs). Through research, advocacy, training and advisory services, the Division promotes the transformation of

public institutions into ones that are more citizen-oriented, efficient, effective and accountable through transparent, participatory and innovative measures, including the adaptive use of information and communication technology (ICT).

A number of activities are related to the current crisis. Publications analyze either specific aspects like e-government or look a crisis and post-crisis development in a broader sense (see annex of this paper). More directly related to the challenges faced by development managers are DPADM's capacity building projects. Two of them are described in the following sub-chapters.

3.1 Strengthening of the role of National Economic and Social Councils in Africa for inclusive social-economic policy development

Economic and Social Councils (ESC) are becoming, in many countries, a framework for multi-stakeholders decision making and institutional vehicles for civic participation and promoters of “engaged governance”. In view of the increasing importance and effectiveness of participation of people in the formulation, implementation, monitoring and evaluation of public policies and programmes to achieve national and international objectives, intensifying international co-operation, promoting common development and building a harmonious world, ESCs have an important role to play in the success of this process. Resolution E/RES/2005/55 of the United Nations ECOSOC reaffirmed “the need to deepen participatory processes of government to ensure citizen engagement to achieve internationally agreed development goals, including those contained in the Millennium Declaration”.

In varying forms, the **concept of national ESCs** has been in operation for quite some time. Pioneered by the European Countries, the ESCs have been formed in many countries including the developing countries. There are ESC already constituted in more than 90 countries in Europe, Africa, Asia, Latin America and the Caribbean. Their institutional modalities and legal frameworks, as well as their missions, functions, composition, management and financing, exhibit significant diversity, just as the countries they serve. Their objectives, especially during early decades, were to harmonize the relationships between the trade unions and businesses and facilitate sustained economic growth. However, with concerns of equity, environmental sustainability and poverty reduction taking a centre stage in development discourse, and also with demands of greater transparency and equity in public governance becoming more prominent, the scope of the ESCs, as well as their memberships, have since expanded in more recent times. Further, the **incorporation of civil society organizations** into the processes of policy dialoguing has gained credence. At the international level, most ESC (close to 70) are affiliated with the International Association of ESC and Similar Institutions (AICESIS), which has observer status in ECOSOC. In July 2009, DESA and AICESIS signed and exchanged symmetric letters agreeing to cooperate on the construction of a global Knowledge Base on ESC, and on carrying out specific activities envisioned by an ongoing UN Development Account Project focused on ESC (explained below).

Africa has many ESCs, mainly in Francophone Africa, due to historical legacy. These ESCs however lack institutional and financial capacity to be able to play their role fully and efficiently. Even though there is an African's Economic and Social Council Association (UCESA), these ESCs have not many occasions to meet and exchange experience, due to a lack of financial resources. To our knowledge, there has never been a workshop where members of all African ESC met to discuss substantively and exchange experience. Members of UCESA have met occasionally, but not necessarily for capacity building purposes. And, under the auspices of SGMB/DPADM, some international meetings including ESC from different regions have taken place in Vienna (2008) and Paris (December 2009). In the last of these meetings, 30 ESC attended from countries in Europe, Africa and Asia, and participants welcomed the efforts of DESA to foster through the Development Account (as explained below) a far reaching series of activities for capacity building. Participants embraced the idea of proceeding along collective efforts to share knowledge online through adequate Knowledge Bases being constructed by DPADM, and to meet in ways aimed at transferring and assimilating relevant experiences among diverse ESC, preferably from countries with diverse degrees of development.

The UN Development Account Project (ROA 127) is an instrument aiming at a **“Strengthening of the role of National Economic and Social Councils for inclusive social-economic policy development”** in Africa. The project has successfully started in 2009 with ample support from stakeholders and will be an important contribution to DPADM on governance and development management. It is envisioned to include the largest study so far on ESCs in Africa, from which valuable conclusions and policy advice should be extracted in connection with ESCs (composition, selection of members, roles, types of deliberation, matters upon which ESC engage, relationships with the Executive and Legislative branches of Government, etc.). As part of a survey questionnaires have been send to ESC in Africa and the responses are compiled in a first survey report which will be distributed to participants in Ouagadougou In addition, three in-depth studies on the ESC of three African countries have been foreseen in the design of the project. The regional workshop in Ouagadougou, capital of Burkina Faso, which is the subject of this Aide Mémoire, is the single most important activity in this project.

When the project had been designed in early 2009 it was assumed that there were approximately 60 national ESCs in the world and about **15 operational ESCs in Africa**. After the project launch in 2009, one of the first steps was to develop, in collaboration with AICESIS, a new knowledge base on existing councils and their work. DPADM/SGMB compiled a data base and the survey report on African ESC **“Structures et Strategies des Conseils Economiques et Sociaux en Afrique”** (U. Graute / J. Mabire, 2010). Based on new data compiled, there are about 95 councils and similar associations in the world, while the number in Africa raised from 15 to 25 councils and similar organizations in Francophone and in Anglophone Africa (see table 1). The new councils identified are usually newly established institutions. In most African countries, ESC often **lack a sound institutional framework**, and some can be considered fragile since their contributions are not always welcomed by governments. In some countries, ESC have been abolished because of political reasons, or co-opted, thus harming an important ave-

nue for the active participation of civil society and the private sector in development affairs.

Table 1

African Countries with an ESC or Similar Institutions	Least Developed Countries in Africa
1 Algeria	
2 Benin	Benin
3 Burkina Faso	Burkina Faso
4 Burundi	Burundi
5 Cameroon	
6 Central African Republic	Central African Republic
7 Chad	Chad
8 Democratic Rep of Congo	Democratic Rep of Congo
9 Djibouti	Djibouti
10 Gabon	
11 Ghana	
12 Guinea	Guinea
13 Ivory Coast	
14 Kenya	
15 Mali	Mali
16 Mauritania	Mauritania
17 Mauritius	
18 Mozambique	Mozambique
19 Níger	Niger
20 Rwanda	Rwanda
21 Senegal	Senegal
22 South Africa	
23 United Rep. of Tanzania	United Rep. of Tanzania
24 Tunisia	
25 Zambia	Zambia

The demand for cooperation and support for African ESC was reiterated by participants in an earlier **meeting organized by DPADM/SGMB in cooperation with AICESIS and UNESCO in Paris, 17-18 December 2009**, which has been mentioned above. The meeting was attended by around 50 representatives, mostly Presidents and close collaborators, from ESC from about 30 countries in Africa, Asia and Europe. Speakers included, in addition to Presidents from ESC of countries in the three regions, high level officials from UNESCO, AICEISIS, GAID and staff from DPADM/SGMB. The meeting in Paris, beyond its own objectives and outputs, was also helpful for the preparation of the coming

workshop in Ouagadougou, because it allowed DPADM/SGMB to discuss with partners the priorities, ways and challenges of cooperation with a growing number of African councils.

In Paris, it was discussed if the amount of funding of the current DA project would be still enough, considering the growing number of ESC interested in joining in the respective capacity building activities, and the necessity to consider now the needs (including language requirements) of councils in Anglophone countries. At the same time, the opportunities were acknowledged, and it was decided to basically go on with the same project, including more countries in need of capacity building assistance from DESA, although with a just slightly modified project. It was concluded that, under the auspices and leadership of DESA, **in 2010 one regional workshop would be carried out in Ouagadougou, Burkina Faso**. This conclusion is picked up by this Aide Mémoire and it modifies the original project output no. 1, which foresaw two workshops. Having one joint workshop allows a reduction of costs for staff travel and for consultants, and it allows an increase of the budget line for participants travel. This shift of funds between budget lines corresponds with a modification of the workshop approach, for the good.

While the contributions by consultants and representatives of UN and AICESIS are very much appreciated, participants in the Paris meeting also expressed their interest in having enough time for discussion and exchange of experience among council members. This is because the international dialogue between members of different councils is in itself an instrument to strengthen and empower council members: they gain knowledge and share good practices on how to improve the work and the role of their own council, plus they develop peer networks for future consultation which adds to capacity. The conclusion drawn for the regional workshop in Africa is that the entire second day of the workshop will be dedicated to working groups, where the **dialogue of councils members will be the central activity**. One DESA staff member (IRA Ulrich Graute) and one national consultant will facilitate the workshop substantively, yet more council members will be asked to contribute to the discussion.

The **workshop is organized** by the Socio-Economic Governance and Management **Branch (SGMB)**, Division for Public Administration and Development Management (**DPADM**), Department of Economic and Social Affairs (**DESA**) **in collaboration with** the

- **International Association of Economic and Social Councils and Similar Institutions (AICESIS)**,
- **Union of African ESC (UCESA)**,
- **Economic and Social Council (ESC) of Burkina Faso** and it is supported by
- **United Nations Development Programme (UNDP)** in Burkina Faso.

All these institutions have considerable expertise and high-level mandates about the themes under consideration. By joining the organization of this meeting, these institutions bring top quality inputs to the meeting, including speakers and participants.

The proposal to have a three-day regional meeting from 1 – 3 June 2010 on “Enhancing the Role of National Economic and Social Councils for Inclusive Socio-Economic Policy Development” is presented on the background described above. In addition, the idea, programme and organization of the workshop was subject of preparatory meetings of the UN Advisor Ulrich Graute with the ESC and UNDP of Burkina Faso in Ouagadougou, 9-12 February 2010 and of meetings held in New York during the last week of February by the Director and Branch Chief in DPADM and SGMB, respectively, with the Secretary-General of AICESIS, following the cooperation agreed in the letters exchanged by DESA and AICESIS mentioned before.

The main objective of this workshop is to strengthen the capacity of ESCs in Africa to support the participatory process in public policymaking, implementation and monitoring, in order to enhance design and implementation of National Development Strategies and improve service delivery for the achievement of the MDG. In this regard, the workshop particularly aims at: i) allowing the exchange of practices and experiences on how ESCs can contribute to National Development Strategies and the achievement of the MDGs; ii) discussing the findings from the ad-hoc Survey and studies on African ESCs; iii) proposing an in-country training plan for subsequent months.

The meeting will also seek to:

- a. create awareness about the importance of citizens’ engagement and knowledge management as cross-cutting elements in National Development Strategies;
- b. establish a dialogue among ESCs about strategies and actions to promote further citizens’ engagement, particularly to reach the MDGs;
- c. facilitate networking among participants coming from all different ESCs, and UN officials from DESA, to jointly promote further participation of civil society about development policies; and
- d. mobilize the network of ESCs to contribute to the DPADM knowledge base on citizens engagement for development.

The target groups are members of ESC from Africa, including representatives of Civil Society organizations, Trade Unions, Private sector and Government. Participants will be selected from countries that have an ESC. Ideally, each country should attend the workshop by delegations of 3 persons and each delegation should include council members representing the government, private sector, labour organizations and civil society.

Expected accomplishments

- Improved networking and dialogue among ESC in Africa aiming at building a community of practice to strengthen multi-stakeholder decision making and institutional vehicles for civic participation in public governance.
- Improved awareness of strengths, weaknesses, threats and opportunities for ESC in context of Inclusive Socio-Economic Policy Development
- Common understanding of next steps to be taken to strengthen the role of ESC

Expected outputs

- Publication of the proceedings of the workshops, practices and guidelines;
- Database on African ESCs;
- Setting up of a network of African ESCs in Francophone and Anglophone countries;
- Agenda for further advisory missions and training sessions as foreseen in the project document.

3.2 Strengthening of Capacities of Development Management in Asia, the Pacific and in South America in Response to Economic Crises and Similar Development Challenges

The main objective of this newly developed project idea is to contribute to the improvement of development management in response to crises like the financial and economic crisis since 2008.

Since the beginning of the recent economic crisis UN agencies, national authorities, donor organisations and researchers around the world started analysing and discussing its impact and response⁴. Other analyses and discussions started already before the recent crisis or in context to other types of crisis⁵. Often work is done with focus on one specific crisis, one region, sector or policy. Work is done less often with a focus of development management, including the practical work challenges development managers are facing. The project aims at contributing to close this gap.

The project aims to achieve its objectives by a combination of a global dialogue and a community of practice. Activities include analyses, dialogue and capacity building. To structure the work the project will focus on the following four main activities:

1. Global dialogue
2. Policy design and development management
3. Regional analyses and dialogue in the Asian and Pacific Region
4. Regional analyses and dialogue in Latin America and the Caribbean

⁴ See for example: A/RES/63/303: Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development; The Global Economic Crisis and Developing Countries: Impact and Response, Working draft for consultation by Duncan Green, Richard King and May Miller-Dawkins, Oxfam Research Report, Draft January 2010; Asia-wide High-Level Regional Conference and Special Seminar on The Impact of the Global Economic Slowdown on Poverty and Sustainable Development in Asia and the Pacific, Hanoi, Viet Nam, 28-30 September 2009.

⁵ National Development Strategies, Policy Notes, DESA, United Nations, 2008; Confronting the Long Crisis of Globalization - Risk, Resilience and International Order, Alex Evans, Bruce Jones and Davis Steven, Brookings/CIC, 2008; 'Risks' as a justification for, and a challenge to, European territorial co-operation, Ulrich Graute and Stephan Schoeps, European Journal of Spatial Development, 2007.

Activities and actions aim at a better understanding on how to set the right priorities for prompt action without losing the complexity of the challenge out of sight. Related knowledge shall be compiled, disseminated and capacity shall be built in member states to allow governments and CSO to be better respond to future crises situations.

The project aims at contributing to the achievement of the Internationally Agreed Development Goals (IADGs), including the Millennium Development Goals (MDGs) which have been reaffirmed at the 2005 World Summit. Governments pledged more ambitious National Development Strategies, backed by increased international support.

The project also aims at contributing to the application of the ownership principle (Paris Declaration) and its specification of 2008 (Accra Agenda for Action) which requires a stronger involvement of citizens and especially of CSO.

In addition the project is developed in reference to the outcomes of the “Conference on the World Financial and Economic Crisis and Its Impact on Development”, held in New York from 24 to 30 June 2009 which underscored among others the need for prompt and decisive action on

- Strengthening the role of the United Nations development system in responding to the economic crisis and its impact on development,
- Fostering of good governance at all levels.

Expected Accomplishments (EA)

- EA1 Increased knowledge relevant for development management on different and especially on new approaches to better cope with crises through analysis in different regions of the world.
- EA2 Increased awareness among policy-makers and development managers in the world on the knowledge available through an electronic knowledge portal and a community of practice.
- EA 3 Increased capacities of policy-makers and development managers to effectively design and implement equitable and sustainable policies and development strategies by providing advisory services, dialogue and learning tools, including policy notes.

Indicators of achievement (IA)

- IA1.1 Increased number of global, regional and sub-regional studies available;
- IA1.2 Increased awareness and use of new approaches/policies on development management in response to crises;
- IA1.3 Increased participation to an active network of development managers and policy-makers;

- IA2.1 Increased number of policy-makers and programme-managers being aware of the opportunities of new tools and especially of ICT tools;
- IA2.2 Increased traffic to knowledge portal incl. e-learning websites (e.g. visitors, downloads of documentation and other web metrics);
- IA3.1 Increased number of policy-makers and development-managers benefiting from advisory services;
- IA3.2 Increased number of participants/users of workshops, training sessions and learning tools.

Main Activities

The project intends to strengthen development management capacities by a combination of a global dialogue as first main activity (A 1) and a community of practice as further main activities (A 2 – A 4). Via the Global dialogue and its knowledge portal all other activities will be interlinked and can be mutually beneficial.

A 1 Global dialogue

- A 1.1 Establishing a global network of experts in development management to support governments/provide advisory services to improve the design and implementation of development policies and strategies in response to the economic crisis.
- A 1.2 Establishment of a knowledge portal on development management. Its focus will be on materials related to the management of the process to design and implement development strategies.
- A 1.3 Two EGM with international experts to be carried out.

A 2 Policy design and development management

- A 2.1 DPADM in cooperation with partner institutions and agencies will carry out own analytical work on related development management with a specific interest in compiling and evaluation findings of regional analyses.
- A 2.2 Eight advisory missions to provide substantive contribution to EGM and regional workshops of the project.
- A 2.3 Four additional advisory missions on demand to contribute to the improvement of process management in context of NDS.

A 3 Regional analyses and dialogue in the Asian and Pacific Region

- A 3.1 Lessons learnt, new approaches and capacity building in the region. A thematic focus will be the development and use of ICT for e-participation of citizen and SCO in development/revision and monitoring processes of NDS.

A 3.2 Five regional workshops Policy Design and Development Management (one in each Asian and Pacific sub-regions)

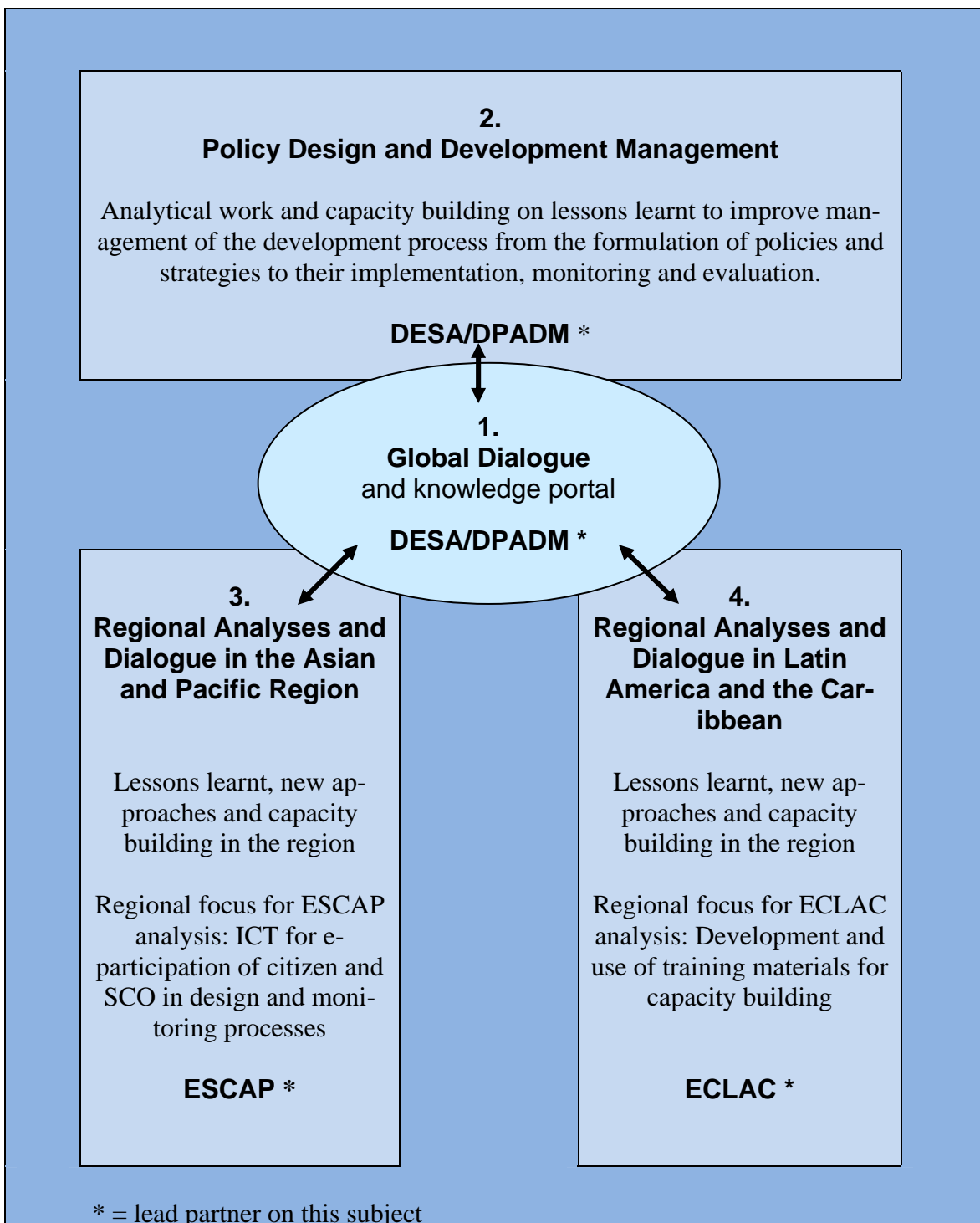
A 4 Regional analyses and dialogue in Latin America and the Caribbean

A 4.1 Lessons learnt, new approaches and capacity building in the region. A thematic focus could be the development and use of training materials for capacity building.

A 4.2 Three regional workshops on Policy Design and Development Management (one in the Caribbean, in Central and South America)

Strengthening of Capacities of Development Management in Response to Economic Crises and Similar Development Challenges

- Project scheme -



Annex: Recent Publications of DESA/DPADM

Leveraging E-government at a Time of Financial and Economic Crisis United Nations E-Government Survey 2010

The 2010 United Nations e-Government Survey: Leveraging e-government at a time of financial and economic crisis was completed in December 2009 and launched in early 2010. The report presented various roles for e-government in addressing the ongoing world financial and economic crisis. The public trust that is gained through transparency can be further enhanced through the free sharing of government data based on open standards. The ability of e-government to handle speed and complexity can also underpin regulatory reform. While technology is no substitute for good policy, it may give citizens the power to question the actions of regulators and bring systemic issues to the fore. Similarly, e-government can add agility to public service delivery to help governments respond to an expanded set of demands even as revenues fall short. Since the last edition of the survey, in 2008, governments have made great strides in development of online services, especially in middle-income countries. The costs associated with telecommunication infrastructure and human capital continue to impede e-government development. However, effective strategies and legal frameworks can compensate significantly, even in least developed countries. Those who are able to harness the potential of expanded broadband access in developed regions and mobile cellular networks in developing countries to advance the UN development agenda have much to gain going forward.

Reconstructing Public Administration after Conflict: Challenges, Practices and Lessons Learned World Public Sector Report 2010

The 2010 World Public Sector Report brings to the fore a very critical issue - how to reconstruct public administration in post-conflict situations so as to enable it to promote peace and development in countries that have been affected by civil war and destruction. It is a question that has remained unresolved for decades and has brought poverty, despair, and death to people in many corners of the world.

The Report shows that no progress can be made in promoting peace, development and protection of human rights unless appropriate governance and public administration institutions are established, leadership and human resources capacities are re-built, citizens are engaged in the process of reconstruction through decentralized participatory mechanisms and basic public services are delivered. In fact, unless newly established governments are able to provide essential public services to the population, including safety, security, health, education, shelter, access to water and sanitation and job opportunities, there will be no durable peace. The report also emphasizes that because post-conflict situations are heterogeneous, there are no “one size fits all” solutions to governance challenges. In each country, public administration reforms should be tailored to local needs.

Finally, the report highlights that contrary to commonly held belief, post-conflict situations not only present challenges, but also offer numerous opportunities to leapfrog stages of development by adopting innovative practices in public administration, particularly through the application of ICTs in government and service delivery.