



2011 United Nations and Africa Public Service Forum

United Nations and Africa Public Service Day
United Nations Public Service Awards Ceremony
Africa Public Service Day Exhibition and Awards

THE DAR ES SALAAM COMMUNIQUÉ ON
“TRANSFORMATIVE LEADERSHIP IN PUBLIC ADMINISTRATION AND
INNOVATION IN GOVERNANCE: CREATING A BETTER LIFE FOR ALL.”

Dar es Salaam, United Republic of Tanzania
20 – 23 June, 2011

PREAMBLE:

1. The 2011 United Nations and Africa Public Service Forum on “Transformative Leadership in Public Administration and Innovation in Governance: Creating a Better Life for All” was held in Dar es Salaam, United Republic of Tanzania from 20 to 23 June 2011. It was organized jointly by the United Nations Department of Economic and Social Affairs (UNDESA), Division for Public Administration and Development Management (DPADM) and the African Union Commission (AUC), and Government of the United Republic of Tanzania. The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and United Nations Office on Drugs and Crime (UNODC) joined UNDESA/DPADM in organizing and facilitating the forum, which brought together ministers, senior government officials at the national and local levels, experts, academics and international organizations to exchange good practices, innovations, and strategies to improve governance and public administration towards accelerating the achievement of the millennium development goals. During the forum, illustrious speakers presented from their expertise and knowledge during four parallel capacity development

workshops, on: 1) Leading with Integrity and Inventiveness in Public Governance; 2) Engaging Citizens and Civil Society Organizations to Promote Effectiveness, Accountability and Transparency in Reconstruction Recovery Strategies after Natural Disasters; 3) African e-Leadership; and 4) Leading Innovations in Gender-Responsive Service Delivery. Their mutual engagement over two days facilitated the formulation of a set of concrete recommendations on how to create a better life for all through building the capacity of public administration in the respective functional and thematic areas.

2. The participants of this forum convey their gratitude to the Department of Economic and Social Affairs of the United Nations, to the African Union Commission, to the Government of the United Republic of Tanzania, and to the United Nations Development Programme (UNDP) Country Office in Tanzania, for the successful preparation of this event. Furthermore, forum participants appreciate the opportunity of involvement in the rewarding interchange of their diverse perceptions and experiences.
3. Cognizant of the fact that due to a rising set of domestic and international challenges originating from multiple causes, including economic and financial crises, conflict and social unrest, environmental issues as well as natural disasters, the role of effective, capable and responsive government has never been more important than it is today, for the well-being and prosperity of our societies.
4. Cognizant of the importance of peer to peer learning in building shared social and organizational values, and shared understanding among governance actors, public service professionals and aspirants of what strategies, practices and tools United Nations and African Union Member States can adopt to make public service delivery more efficient, equitable, transparent, participatory, and citizen-centric and towards promoting more economically, socially and environmentally sustainable development.
5. Recognizing that it is imperative that both governments and civil society are clearly aware of and adequately prepared to speedily respond, guided by sound principles of public administration, to the administrative, political, natural, and socioeconomic, risks after natural disasters.
6. Recognizing the importance of e-leadership and institutional capacity building for e-government development and the need for an active dialogue amongst the e-leaders and Chief Information Officers within and outside Africa, to successfully implement e-government agendas undertaking in close cooperation with international development partners.
7. Recognizing the need to institutionalize gender-responsive service delivery, and promote the exchange of good practices concerning the inclusion of women and their needs in governance and public administration in order to contribute to social and economic development.
8. Recognizing the vital importance of the United Nations Public Service Awards and the Africa Public Service Day Awards along with other international, regional and national public governance reform strategies, towards the replication and transfer of good and innovative practices among the United Nations and African Union Member States, acknowledging, with appreciation, the positive outcomes of these since 2003.

RECOMMENDATIONS:

9. The participants of the 2011 United Nations and Africa Public Service Forum on “Transformative Leadership in Public Administration and Innovation in Governance: Creating a Better Life for All” draw attention to this communiqué with the following recommendations:
- a) Governments are encouraged to commit themselves firmly to good governance with deliberate focus on the formulation and implementation of pro-poor policies to foster equitable societies where all individuals have equal opportunity. Being mindful of the negative effect of corruption on achieving this important objective, governments must strive for stronger regulatory frameworks in the the fight against corruption in public institutions and develop and implement effective anti-corruption measures that also hold accountable those involved in corruption. Fundamentally, an important component is a common and shared vision for national development with the genuine and full engagement / participation of all stakeholders.
 - b) For transformative leadership in the public sector to develop there is need for governments to formulate deliberate plans for building leadership capacity and in this regard, to develop comprehensive programmes focused on institutional and human capacity building, thus ensuring more successful implementation of policy decisions, through effective and innovative public services, and efficient public service institutions. It is recognized that transformative leadership cannot be developed as one man/woman affair; it can only be developed when citizens are engaged in decision-making and service delivery. Stakeholders should, therefore, participate fully in the design and implementation and evaluation of the service delivery.
 - c) Governments are reminded that they can take advantage of ICT tools in fostering results-based governance. Sharing of best practices through forums, exchange visits, teleconference and networking, recognitions and awards for good performance is imperative for consistent service delivery and should be firmly focused on embracing innovative use of ICT as serving an important role in making citizens knowledgeable about critical areas, such as disaster readiness, and enhancing transparency and public accountability through information collection and dissemination, and as a feedback mechanism, before, during, and after disasters.
 - d) Citizen demand-based approaches to natural disaster relief and recovery are important for the effective engagement of affected communities and to ensure accountability, especially to poor and marginalized people in both developing and developed countries. Governments, United Nations agencies and Non-Governmental organizations should, therefore, encourage and support local, national, and regional civil society organizations that engage vulnerable citizens (children, elderly, women, individuals with access and functional needs) in natural disaster preparedness, response, and recovery activities. They can have a measurable impact in an overall disaster mitigation strategy. Governments are also encouraged to mitigate disasters by ensuring that laws, rules and regulations and standards are effectively implemented and enforced, and to make emergency plans available to the public to promote public participation in citizen-led initiatives to improve community preparedness, response capacity, and recovery.
 - e) The role of e-leadership remains the crucial factor in e-government development in Africa. The e-leaders and Chief Information Officers (CIOs) have recognized the need to establish a regional network of CIOs in Africa. UNDESA/DPADM in close cooperation with the United Nations Economic commission for Africa (UNECA) and the African Union (AUC) will facilitate and coordinate the establishment of this network. Governments in Africa must acknowledged that the progression of ICT in public administration holds great potential for improving the performance of the public sector and the need to develop a Chief Information Officer (CIO) network, which will encompass all the Member States. UNDESA/DPADM is committed to strengthening its

partnership with the Economic Commission for Africa and the African Union Commission to facilitate and coordinate this network in support of African countries.

- f) Recognizing the critical need to strengthen e-government capacity world-wide UNDESA/DPADM has developed a number of products to support the Member States to implement their respective e-government strategies and policies, most importantly the UN e-Government Survey United Nations Public Administration Country Studies (UNPACS). UNDESA/DPADM will fully utilize these products along with its capacity building and advisory services to the benefit of e-government development in African countries and will support their efforts in implementing e-government strategies and policies and in establishing institutional frameworks for successful e-government development in the region.
- g) Governments are encouraged to design and administer public services, informed by analyses using sex-disaggregated data, collected by statistical offices and relevant government ministries at the national and local levels. National and local planning and budgeting processes should also include a gender perspective in policy development and resource allocation for service delivery and gender sensitive performance indicators are critical for tracking performance especially when undertaking gender responsive budgeting to measure and monitor allocations on priority services to women.
- h) As governments establish new partnerships for public service provision with non-traditional sectors (private and non-governmental organizations), roles and responsibilities of all stakeholders have to be redefined. In this regard, states are reminded of their obligation to develop minimum standards for gender responsive service delivery and establish accountability frameworks that take into account constraints and access of users with diverse needs, including marginalized populations.
- i) Engagement of women and non-governmental organizations in the delivery and oversight of services is critical for ensuring better accountability for service delivery. Governments are, therefore, urged to establish systems and mechanisms that enable women and non-governmental organizations to interact with service providers, improve delivery methods, provide feedback about service quality, and monitor and review performance on gender responsive service delivery.
- j) Reaffirming the principle of gender parity that has been adopted by the African Union Commission, governments should ensure that reform of public administrations includes full consideration of temporary special measures to increase the proportion of women in decision-making and at the frontline of service delivery. Such measures include quotas and fast-tracking promotion schemes, making work place conditions more gender responsive (childcare, transportation, sexual harassment policies), and recruiting locally to use existing knowledge and resources on women's needs and priorities.