



**United
Nations**

Department of
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Capacity Development for Public sector Performance Improvement: Success Stories and Examples

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Key Messages in the Presentation

1: Many Governments are still implementing reform programs for improving public sector performance. Yet, in adopting the 2030 Agenda, Member States set “out a supremely ambitious and transformational vision” for the world. Developing capacities in public sector institutions should be aimed at transforming public sector performance; not just improving it. This necessitates transformational leadership capacities at all levels of public governance.

2: Of all the capacity development required for transforming public sector performance, the most critical is inculcating the values and principles of the 2030 Agenda in public sector governance and in society: And the most needed value is equity. The effectiveness of any other capacities (policies, strategies, legal provisions, knowledge, skills, systems, structures, resources, facilities, partnerships, technologies etc) depends on the extent to which these values and principles are adhered to in public sector governance.

Transformation vs Reform in Performance Improvement: Changing Performance improvement paradigms

- Rule based
- Hierarchical in nature and practice
- Inflexible
- PIE

From traditional public administration bureaucracies (needing autocratic leadership)

Through Public Management Internal reforms (Needing Transactional Leadership)

- Efficiency
- Effectiveness
- Economy
- PIE

- Integration,
- collaboration,
- partnerships
- Citizen centred
- public value focused
- Openness
- Creativity & innovation
- Empowering & Learning
- Embracing diversity
- base on values (social equity, inclusion, accountability,
- PIE etc)

To Bureaucracies based on outcomes and values (needs transformational leadership)

- **The world should not be stuck in the paradigm of public sector reform for performance improvement.**
- **The 2030 Agenda is “the bold and transformative steps which are urgently needed to shift the world to sustainable and resilient path”.**
- **Implementing SDG 16 must be approached from the side of “transforming” rather than just “developing” public sector institutions.**
- **Implementing the 2030 vision transformation needs to be the driving force not just reform**

Values-based Public Sector Governance Capacity Development

The deepest transformation for public sector performance ought to be the inculcation of values and principles embedded in the 2030 Agenda in public sector governance. Developing capacities for public sector transformation and performance ought to prioritize inculcating these values in in public sector governance

The values and Principles of the 2030 Agenda: Should Guide Transformational Leadership

The notion of transformation

Integration

Leaving no one behind

Collaboration & Partnerships

Effectiveness

Inclusion

Accountability

Social protection & Social security

Resilience

Equity & Equality

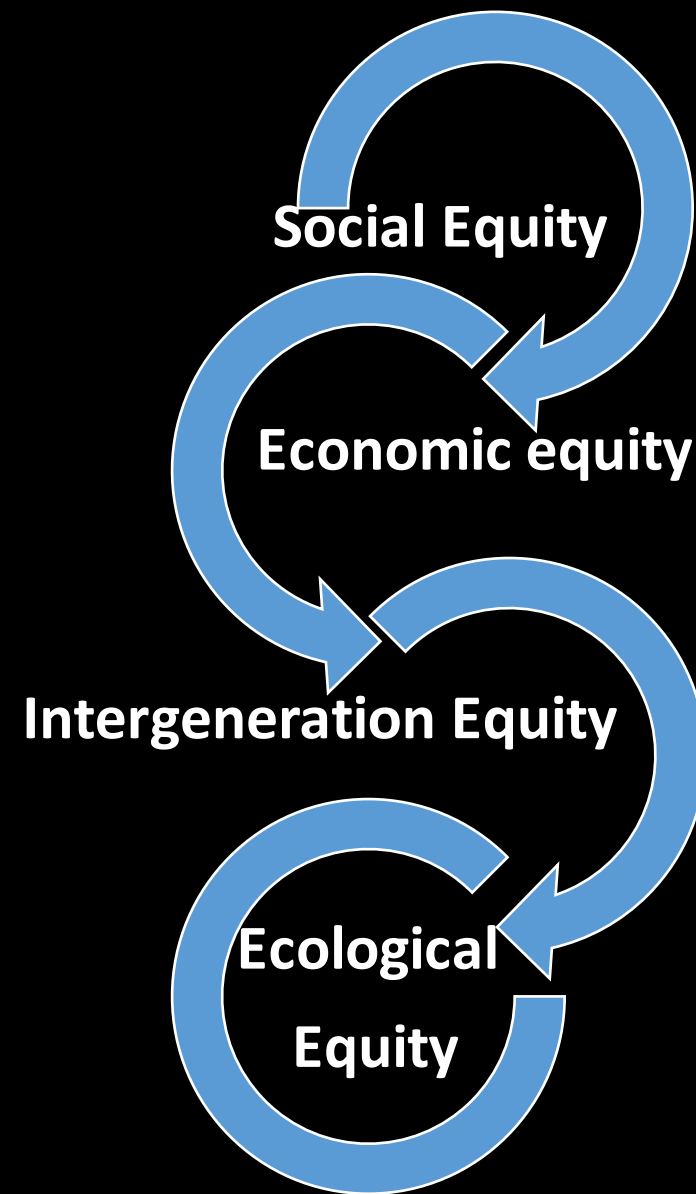
Peace, Safety & Security

Future orientation & preparedness

Respect for Diversity

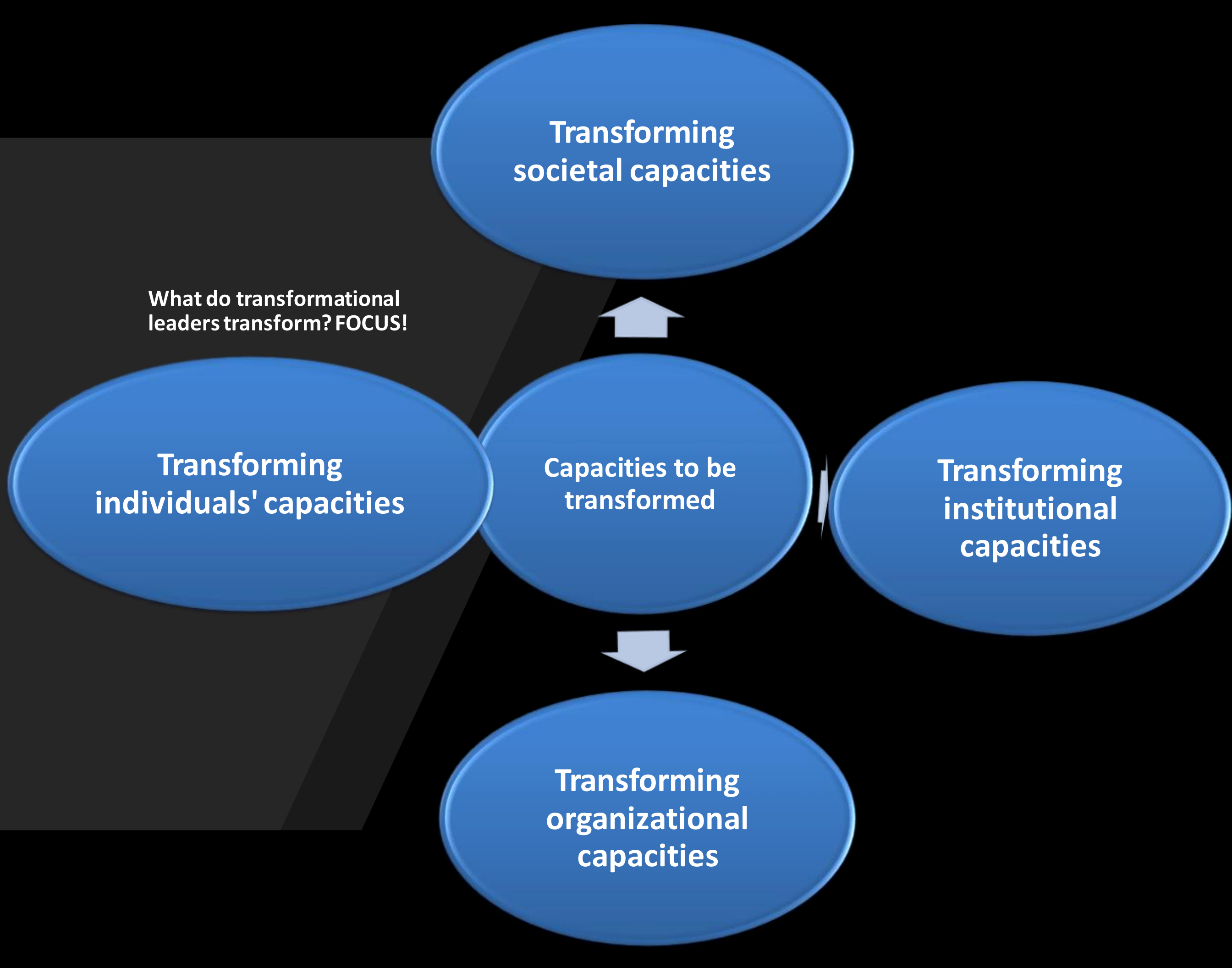
These values and principles are at the core of a leadership that can implement the 2030 Agenda and achieve SDGs.

Equity in its four dimensions is a key Value/Principle to be embraced in transformational leadership in Africa

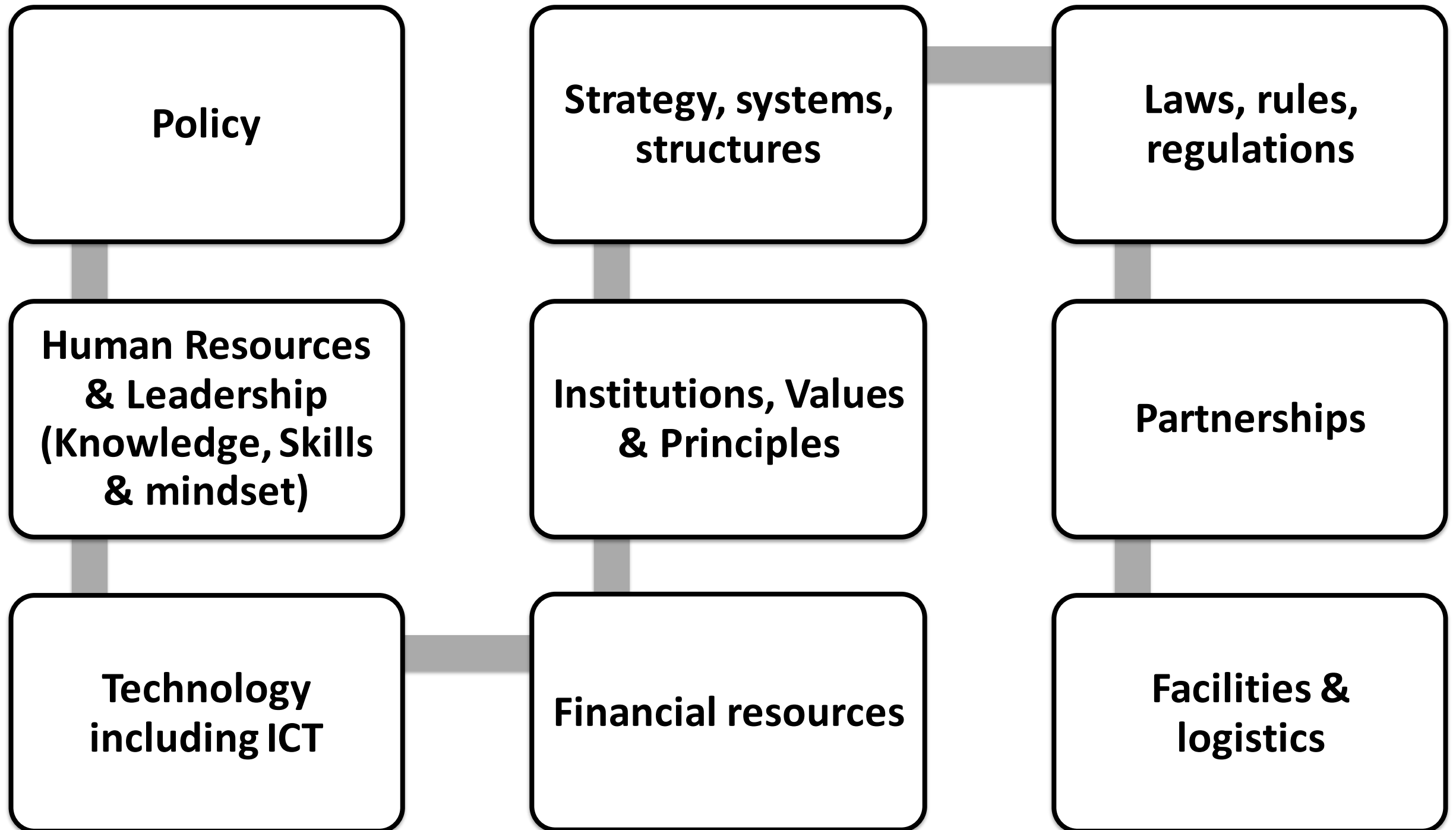


Ten Priority Transformational Leadership Focus Areas (FARs)

- L**everage Community potential for transformation and sustained development
- E**ngage all actors and secure their support, commitment, energies, resources and action
- A**lign development plans with national, regional, and global development goals
- D**evelop competences at community, political, managerial, administrative and technical levels
- E**nsure mobilisation and frugal utilisation of both internal and external financial resources
- R**ely on local capabilities to ensure creativity and innovation, resilience and sustainability
- S**tate achievements and shortfalls honestly using the two to sustain and improve performance
- H**arness an ideology/mentality that puts people at the centre of all policies, plans and actions
- I**nstil Values & Principles of Good Governance including professionalism, accountability, etc
- P**ursue a collective vision for the future generations built on the achievements of today.



Correcting the Perennial Capacity Development Mistake: Framework for Comprehensive Capacity Development



Success stories & Examples

1: Rwanda and improvement of delivery of Health services

“Every context shall be different, but a clear vision; appropriate governance (policy and regulatory frameworks) and an emphasis on developing local capacity have proven to be paramount. It is also important for policy-makers to actively engage with a diverse set of stakeholders in order to maximise the benefits of adopting drone technology to transform their healthcare systems and improve their citizens’ lives”.

- **A clear vision**
- **Appropriate Governance (policy and regulatory framework)**
- **Developing local capacities**
- **Engaging with Stakeholders**
- **Drone technology**

- **Transform healthcare systems**
- **Improve citizens lives**

2: Example of adapting to climate change: Kenya National Drought Management Authority's Hunger Safety Net Program (HSNP).

The HSNP has implemented a scalable cash transfer mechanism to quickly respond to drought and other similar disasters in the four counties of Turkana, Marsabit, Mandera and Wajir in Kenya. This is a good example of a public service adapting to climate change to avoid disastrous effects on the population. Note the capacities that were developed.

- **Institutional framework**
- **Structure**
- **Provision of finances**
- **Harnessing modern technology (Satellite)**
- **Data and information on Climate shifts (vegetation)**
- **Partnership with banks**
- **Collaboration with local level leaders and citizens**

- **Effective solutions to peoples' problems (Hunger)**
- **Addressing climate change disasters (famine)**