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Draft outcome document on the priority theme
IMPROVING PUBLIC SECTOR EFFECTIVENESS

Prepared by the Bureau

1. The Commission emphasizes the crucial role of the public sector in, *inter alia*, providing equitable, adequate and accessible social services to all. In this regard, the Governments have the primary and ultimate responsibility for providing social services in order to enhance social development and social justice. To strengthen the crucial role, the Governments should constantly strive to improve the public sector, taking into account the level of economic and social development of each country.
2. The Commission reiterates that sound social development policies should be the framework for the improvement of the effectiveness of the public sector. This requires long-term planning, well formulated priorities and policy consistency. Those policies should be formulated and implemented primarily by Governments and should be supported by the international community, including the financial institutions when formulating their policies and programs.
3. The Commission acknowledges that improvement of public sector could be achieved through dialogue, partnership and co-operation at all levels. This may include exchanges of experience and methods of efficient delivery of public services, elaboration of guidelines and capacity building. The UN system, international financial institutions and World Trade Organisation should play important role in assisting Governments, in particular in developing countries and countries with economies in transition, in this endeavor.
4. The Commission is the forum for constant exchange of views and assessment of all efforts to improve public sector effectiveness in seeking optimal ways of equitable delivery of social services in order to enhance social cohesion and accelerate social development.
5. The Commission recommends that when making decisions about allocation of public resources, the social development goals should be considered by all stakeholders, the costs of public social services should always be placed in the context of other Government expenditures and be evaluated not solely on the basis of their impact on public finances but also on the impact on social development.
6. The Commission encourages Governments to consider alternative approaches to the delivery of social services, *inter alia* decentralization, subsidiarity, privatization, public-private partnerships or, where appropriate, the introduction of competitive, market-based structures. However, the Commission stresses that Governments should be mindful that any reform of public service delivery should aim at achieving good governance, rule of law, and sound financial management while simultaneously striving to improve the quality of life for all citizens, ensure their equal access to public services and guarantee their rights.

7. The Commission emphasizes the fundamental role of social dialogue and open participation in the formulation, implementation and evaluation of social development policies including the social services, to increase rationalization, effectiveness and flexibility of such services and the sense of ownership among all stakeholders. Such a dialogue and democratization should be encouraged among the governmental entities and external stakeholders, including NGOs and civil society, as well as within the entities providing the social services themselves.
8. The Commission underscores that in the assessment of the effectiveness, the principles of transparency, accountability, integrity and efficiency should be applied; in monitoring and evaluation of the delivery and impact of publicly funded social services, the equitable access to and quality of such services as well as their attainment of initial objectives, should be taken into account.