The review concludes that whilst the correct level of focus is a requirement for doing so. The case studies also highlight that these functions are the key mechanisms through which countries own the wider process of peace and statebuilding, and can be a key to linking the political process of bringing former warring factions and former combatants into the political system. The review is focused on ‘core’ or ‘basic’ public administration functions, as opposed to service delivery. The importance of re-directing the UN’s work on post-conflict public administration, in collaboration with recipient countries, is simply not doing enough to support core government functions in the aftermath of conflict. There are also serious problems with funding in the early days after conflict as support to the public administration. There are also serious problems with funding in the early days after conflict as support to the public administration.

The second major finding is that the current approach to re-directing public administration functions in the aftermath of conflict is insufficient. There is, for example, currently no agreed definition of public administration functions in the aftermath of conflict.

The UN Lessons Learned review rectifies this gap and captures the experience of the UN System in post-conflict settings.

Five countries were visited by the team (Burundi, Guinea-Bissau, Kosovo, Liberia, and Timor-Leste), although this number is restricted for security reasons, and there were additional visits by the UN ISG. However, the summary of this work is informed by the academic research into governance and institution-building.

The analysis confirms that there are significant gaps in focus between the UN’s mandates and the fundamental requirements of public administration assistance. The academic community has highlighted the need for a comprehensive review of UN support to post-conflict governance and institution-building. There is a need to focus on the critical role of public administration functions in the immediate aftermath of conflict, and to be more focused and incremental.

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The review has two main findings

The first finding is that the UN, along with the wider international community, has not succeeded in supporting core public administration functions. This is largely due to a lack of focus on public administration at the UN-wide level, and capacity for supporting core public sector management. The approach has often been too focused on ‘downstream’ functions and UN capacity in particular has been weak. The review found that the UN, along with other large development agencies, has often deployed public administration personnel in a way that did not respond to the priorities of the countries concerned. This has often led to ad hoc, uncoordinated, and, in some cases, even self-appointed arrangements. The review notes that while the UN has supported a number of essential public administration functions, these have not always been sustained. This has been due to the lack of capacity of the UN and its partners to sustain these arrangements. The review found that the UN has often failed to sustain the support it has provided to public administration, either because of the failure of donor countries to continue funding, or because of the failure of the UN to develop the capacity and partnerships needed to sustain these arrangements.

The second major finding is that the current approach to support core public government functions in the aftermath of conflict has largely been unsuccessful. This has been due to a number of factors. First, the UN has not always been seen as the primary provider of public administration support. This has been due to a lack of focus on public administration at the UN-wide level, and capacity for supporting core public sector management. The approach has often been too focused on ‘downstream’ functions and UN capacity in particular has been weak. The review found that the UN, along with other large development agencies, has often deployed public administration personnel in a way that did not respond to the priorities of the countries concerned. This has often led to ad hoc, uncoordinated, and, in some cases, even self-appointed arrangements. The review notes that while the UN has supported a number of essential public administration functions, these have not always been sustained. This has been due to the lack of capacity of the UN and its partners to sustain these arrangements. The review found that the UN has often failed to sustain the support it has provided to public administration, either because of the failure of donor countries to continue funding, or because of the failure of the UN to develop the capacity and partnerships needed to sustain these arrangements.

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Lessons Learned review of UN support to core public administration functions in the immediate aftermath of conflict

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THE REVIEW HAS TWO MAIN FINDINGS

The report argues that the UN, along with the wider international system, is failing to do enough to support core public administration functions post-conflict. The review concludes that whilst the correct level of focus is a matter of judgment not science, given the significance of these for the wider process of peace and statebuilding, in particular the delivery of services, but the review is clear that these are a necessary requirement for doing so. The case studies also highlight that these administrative functions do not in themselves import the significance of the post-conflict moment, widespread reforms based on merit-based civil services that industrialised countries developed merit-based civil services for over 50 years.

Findings

The second major finding is the current approach to core public administration functions in the aftermath of conflict is insufficient. Such environments, with a nascent and evolving political system, is simply not doing enough to support core public administration functions. There are also serious problems with funding in the approach for conducting a rapid assessment of core public administration functions post-conflict. This model has never been seen as the conclusion of a comprehensive research initiative but rather as the first step in a process of re-directing the UN’s work on post-conflict public administration, in collaboration with recipient countries and other development partners. Reviewing external and internal academic research into governance and institution-building.

The political analysis of public administration reform and its likely impact on UN peace and statebuilding objectives. The review, as well as the wider literature, demonstrate a number of challenges with the provision of qualified specialists. Coordination is often classified as development not humanitarian; there are also ten results in political attention being on the wider political rules of engagement of the post-conflict moment. This model has never been seen as the conclusion of a comprehensive research initiative but rather as the first step in a process of re-directing the UN’s work on post-conflict public administration, in collaboration with recipient countries and other development partners. Reviewing external and internal academic research into governance and institution-building.

The UN Lessons Learned review rectifies this gap and captures the experience of the UN System in fragile environments. But, as the Secretary General recognised in his 2009 report on ‘Peacebuilding in the Immediate Aftermath of Conflict, which identified five core functions: policy formulation and public financial management, program management, human resources management, conflict, which identified five core functions: policy formulation and public financial management, program management, human resources management, managing the centre of government, civil service management, local governance, and aid coordination. The lessons also underscored the importance of ensuring that core public administration functions are considered in the development and implementation of policies and strategies for peace and statebuilding. The centrality of the ‘political settlement’ to peace and statebuilding, notably inclusion and national political settlement, was repeatedly stressed in the report. Core public administration functions are seen as essential for government ownership of the political and development process.

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Background

The objectives of this report are to provide ‘recommendations to ensure in post-conflict public administration’. This report has three main recommendations:

1. The UN should help post-conflict governments generate ‘process legitimacy’ in the short-term to reinforce the legitimacy of the political settlement but also for its potential to make service delivery more responsive to the needs of the population. The UN also has a particularly important role in promoting the inclusion within national administration of former combatants, civil society and women, and ensuring that peace and development processes are inclusive in practice. The UN needs to approach and understand support to public administration as a political as much as a technical exercise.

2. The UN needs to undertake a range of internal measures to improve its capacity to support systemic public administration reform, rather than just peacebuilding. Support to government functions also need to be agreed between the concerned UN agencies, the World Bank, and mission planners, and the ISF and entire Integrated Frameworks need to be strengthened. Specialist advice on public administration to do this.

3. Third, the UN needs to operate under a range of internal measures to improve its capacity to support systemic public administration reform, rather than just peacebuilding. Support to government functions also need to be agreed between the concerned UN agencies, the World Bank, and mission planners, and the ISF and entire Integrated Frameworks need to be strengthened. Specialist advice on public administration to do this.

The report was supervised by the UN Working Group on Public Administration, working in close collaboration with the UN Office of Administrative Reform, the UN Office of Human Resources Management and the UN Office of the Special Adviser on Gender Equality and the Empowerment of Women. The report draws on the experiences of the United Nations as well as on systematic research, including case studies.

First,

One of the most important and underestimated support to public administration in a post-conflict situation is the management of human resources. This has been a priority for many UN agencies and other international organisations, in particular for the UNDP and UN Women. The UN also has a particularly important role in promoting the inclusion within national administration of former combatants, civil society and women, and ensuring that peace and development processes are inclusive in practice.

The UN needs to approach and understand support to public administration as a political as much as a technical exercise. Support to government functions also need to be agreed between the concerned UN agencies, the World Bank, and mission planners, and the ISF and entire Integrated Frameworks need to be strengthened. Specialist advice on public administration to do this.

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**Background**

The 2030 Agenda for Sustainable Development highlights the importance of ensuring that people live in peace and inclusive societies. This includes building sustainable, resilient, and peaceful societies. The adoption of the Agenda has been followed by a series of regional and global conferences that aimed to support peace and peacebuilding efforts.

In 2015, the United Nations General Assembly established the UN Peacebuilding Commission (UNPBC) to strengthen the implementation of the 2030 Agenda in post-conflict settings. The Commission focuses on three main thematic areas: peacebuilding, post-conflict recovery, and strengthening resilience.

**First,**

- **Recommendation 1:** The UN should help post-conflict governments generate ‘process legitimacy’ in the short-term. This is crucial for building trust and legitimacy with the population. Given the long time it takes for public administrations to improve outcomes and results, the UN needs to support the development of a strong, independent, and accountable government that can deliver on its promises.

- **Recommendation 2:** Public administration is not just a mechanism for delivering services, but a key arena within which the political settlement is negotiated. The UN should help post-conflict governments strengthen public administration to ensure that key governance and public administration issues are discussed during peace processes.

- **Recommendation 3:** The UN should help post-conflict governments and institutions to address corruption, which is a key element of support to core functions, with, for example, anti-corruption measures. Anti-corruption efforts should be integrated into broader programs to support the development of a transparent and accountable public administration.

**Second,**

- **Recommendation 4:** Timely and effective financial support is crucial for restoring functionality of critical systems. The UN should ensure that funding for restoring functionality is available immediately after conflict and that action in this field is not delayed by other needs. Support to core systems should be a priority in the early days of post-conflict recovery.

- **Recommendation 5:** The UN needs to undertake a range of internal measures to improve the way it supports post-conflict countries. This includes improving decision-making processes and the way it manages resources.

**Third,**

- **Recommendation 6:** The UN’s approach to post-conflict recovery should be more responsive to the needs of different groups. This is particularly important for women. The UN should ensure that its support to public administration is sensitive to the needs of different groups, including women and excluded groups.

- **Recommendation 7:** The UN should work with other international organizations, such as the World Bank and the International Monetary Fund (IMF), to ensure that support to public administration is coordinated and complementary.

In conclusion, the UN’s approach to post-conflict recovery needs to be more responsive to the needs of different groups and more coordinated with other international organizations. This will help to ensure that support is effective and meets the needs of post-conflict countries.
Background

The objectives of this report are to provide recommendations to ensure peace processes in post-conflict situations. The report is intended to inspire debate amongst professionals and senior UN policy makers in the field and Headquarters, the report also makes the central conclusions of the lessons learned report and aims to improve the capacities of post-conflict public administration. The production of the report is also intended to improve the capacities of post-conflict public administration.

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Second, Third,

In order to help new governments restore core functions, the UN needs to undertake a range of internal measures to improve its understanding of support to public administration. These need to include improving the knowledge and learning processes and the way in which the UN assists peace processes.

The UN needs to ensure that support to public administration is not assumed to be a technical exercise. Public administration is not just a mechanism for implementing policies and is not simply a matter of providing institutions at all levels of government and intended to educate the UN and its partners on how to address the immediate restoration of core functions with the World Bank and the IMF, for which currently there is no agreed approach or protocol. In some contexts the first task is to establish early on in post-conflict Liberia). Rapid support to core systems should be a priority in the early days of ‘early recovery’ and then wait for longer-term transitional support, which may be rapid action to stop the ‘haemorrhaging’ of funds (as was the case of the Governance and Economic Management Programme). Other support could be directed to restoring the budget process, which is essential as early as possible. But the main contribution of support functions needs to be agreed between the concerned UN agencies and special political missions, not just whole-of-government approaches.

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Background

This report is submitted in fulfillment of the Secretary-General’s decision to commission a Lessons Learned Review of Public Administration in the Post-Conflict Context, which was requested from the UN in post-conflict countries.

From these findings, the report has three main recommendations:

First,

The ultimate aim of any UN support to public administration is to ensure that the services of government are as effective as possible. In doing so, the UN should be guided by principles such as subsidiarity and the rule of law. It follows from this that the UN needs to improve the quality of its own operations and its management processes so as to enhance its own capacity and responsiveness.

There are a number of lessons that can be learned from the experience of UN support to public administration in post-conflict countries. These lessons are varied and have arisen in the context of different countries and situations.

One lesson is that the UN needs to be careful to monitor conflict within the public administration, with special emphasis on the management of women and excluded groups, both for its impact on sustaining peace and for the long-term development of the country. The UN also needs to improve its ability to deploy specialist public administration support to post-conflict countries.

A second lesson is that the UN needs to improve its provision of fast, flexible and targeted support to post-conflict countries. This has been a particular challenge in the context of the UN’s response to the conflicts in the Democratic Republic of the Congo and Darfur.

A third lesson is that the UN needs to undertake a range of internal measures to improve its capacity to support core government functions in post-conflict countries. This includes improving the effectiveness of the UN’s policy guidance note on public administration, which was approved by the UN General Assembly in 2008.

Second,

The UN needs to improve its capacity to support public administration in post-conflict countries. This includes improving the effectiveness of its policy guidance note, which was approved by the UN General Assembly in 2008.

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The UN needs to improve its ability to deploy specialist public administration support to post-conflict countries. This includes improving the effectiveness of the UN’s policy guidance note.
The review has two main findings:

1. Industrialised countries developed merit-based civil services.
   - The World Bank describes many donors, including the World Bank, as having promoted a "best practice," technical, merit-based model of public administration rooted in modern western approaches. The prevailing "theory of change" is that, using the opportunities of the post-conflict moment both to establish a "political settlement" and to implement institutional reforms, will in turn lead to more peaceful and stable states.
   - Core administrative functions do not in themselves import the rules and capacity. There has often been too strong a reliance on international and "technical" agencies, with the justification that the post-conflict moment both permitted and indeed required core government functions in the aftermath of conflict. But, as the Secretary General recognised in his 2009 report on "Peacebuilding in the Immediate Aftermath of Conflict," appreciation of the critical role of "core government functions, in particular the centrality of the 'political settlement' to peace and statebuilding, notably inclusion and national reconciliation, is still lacking in many donor circles.Core functions do not in themselves import the rules and capacity. There has often been too strong a reliance on international and "technical" agencies, with the justification that the post-conflict moment both permitted and indeed required core government functions in the aftermath of conflict. But, as the Secretary General recognised in his 2009 report on "Peacebuilding in the Immediate Aftermath of Conflict," appreciation of the critical role of "core government functions, in particular the centrality of the 'political settlement' to peace and statebuilding, notably inclusion and national reconciliation, is still lacking in many donor circles.

2. There is insufficient UN support for core public administration functions.
   - The UN Lessons Learned review rectifies this gap and captures the experience of the UN System in fragile environments. Reviewing external and internal sources of learning, it brings together case studies from 10 UN missions working on public administration in post-conflict environments. Five countries were visited by the team (Burundi, Guinea-Bissau, Kosovo, Liberia, and Timor-Leste), while two countries (Afghanistan and Sierra Leone) were covered through desk reviews. In addition to country case studies, the UN Lessons Learned review includes a review of the UN's development work as a whole and an overview of the global context.

The review includes an analysis of the UN's role in the provision of such services, as well as an examination of the challenges faced by the UN in implementing its mandate. The report highlights the need for a more coordinated approach to the provision of public administration services, with a focus on capacity building and the development of local capacity. The report also identifies areas for improvement, including the need for better coordination and communication between UN agencies, and suggests recommendations for future action.

The report concludes that whilst the correct level of focus is a key mechanism through which countries can move the political process of peace and stabilization, the public administration sector is also critical. The review finds that the UN's support for public administration, notably its level of inclusion, can be a key factor in deepening the political settlement and reducing the risk of conflict. The case studies also highlight that these functions are necessary for delivering services, but the review is clear that these are a necessary but insufficient condition for systemic reforms. The review recommends that the UN should place greater emphasis on the development of local capacity and the provision of technical assistance.