

ACHIEVING THE 2030 AGENDA

SUPPORTING CORE GOVERNMENT FUNCTIONS TO ERADICATE MULTIDIMENSIONAL POVERTY AND REDUCE FRAGILITY



Empowered lives.
Resilient nations.



UNDP supports countries spanning a wide range of development and fragility contexts to help them (re)build responsive, accountable, efficient and inclusive institutions. Strengthening the basic functionality of core institutions to deliver essential services and support sustainable development and peacebuilding processes is critical for countries to achieve the 2030 Agenda.

Responding to the commitments of the World Humanitarian Summit in 2016 and the 2015 reviews of UN peace operations, UNDP's offer on core government functions (CGF) in crisis-affected settings is designed as a new way of working in the nexus between humanitarian, development and peacebuilding needs. Local governance, in particular, can enable economic revitalization, resource distribution and response to the needs of communities, including marginalized communities such as refugees, IDPs, ethnic minorities, indigenous populations, etc.

“Support to core government functions is critical during the early recovery period, and an essential component of the peacebuilding and statebuilding process”

UN Secretary-General, June 2016

UNDP, as a world leader in the provision of democratic governance assistance, has a comparative advantage in supporting countries implement SDG16 on just, peaceful and inclusive societies. Indeed, CGFs represent a strategic thematic area for UNDP, prioritized under the signature solutions of the UNDP 2018-2021 Strategic Plan. UNDP's objective is to reinforce national and local institutional capacity and systems to operate throughout situations of fragility and crisis and to strengthen their ability to

respond more effectively to crisis recovery and sustainable development needs. To create an enabling environment for sustaining peace, UNDP seeks to ensure a rights-based approach to strengthening the responsiveness of core government institutions.

TYPES OF SUPPORT

UNDP offers expert support, including rigorous and cutting-edge diagnostic assessments, policy guidance, and programming tools; leveraging interagency partnerships to improve collaboration and coordination on the ground; diffusing lessons learned and knowledge from experience; piloting politically-smart technical solutions; and scaling up successful innovative interventions, especially those led by Governments themselves in six distinct but inter-related CGF areas, with a focus on fragile and conflict-affected settings.

- Integrated and country-level technical policy and programming support focused on institutional needs and priorities of countries working to achieve the 2030 Agenda
- Joint recovery assessments/diagnostics in the immediate aftermath of conflict
- Capacity development planning, financing, implementation and training
- Gender and rule of law principles mainstreaming
- Inclusive partnerships with strong South-South linkages, coalitions and networks
- Cutting-edge knowledge/data generation and lessons-learned sharing

MULTI-DIMENSIONAL APPROACH

UNDP prioritizes six distinct but interdependent core government functions where UNDP has developed an expertise and/or has built strong collaborative partnerships:

- **Managing the Centre of Government** supporting leadership and coordination within the executive branch through structured, routinized and predictable processes and mechanisms for priority-setting, decision-making, coordination and accountability, including communication with citizens.
- **Civil Service Management** strengthening national and local public administration systems for human resource management and payroll systems; technical assistance for strategic advisory and policy support to the centre of government to close capacity and human resource gaps, delivering support for emergency payments for civil servants in crisis settings, etc.
- **Local Governance** working on inclusive development planning and decision-making; increasing service delivery; repairing local government infrastructure; supporting temporary staffing for local authorities; boosting local governance capacity; supporting accountability systems; strengthening local economic development and social cohesion; and reinforcing community security.
- **Aid Coordination** setting up aid coordination structures for regular reporting and cluster/thematic coordination systems; improving aid management organizational capacity; ensuring linkages to national policy and national budget cycles; and improving transparency and mutual accountability of financial information.
- **Public Financial Management** supporting fiscal discipline at all levels, with appropriate strategic resource allocation and budgetary/expenditure efficiency to execute and achieve national development goals.
- **Support to Security Institutions** supporting restoration of basic functionality of institutions responsible for security of citizens and property at times of crisis and fragility.



MULTI-LEVEL RESPONSE

UNDP harnesses its presence in nearly 170 countries and territories, and its regional expertise, global policy knowledge and technical know-how by leveraging its comparative strengths and partnerships at the following levels:

- **Country level:** offering national and local partners the diagnostic tools, policy guidance and technical assistance needed to effectively re(build) and/or strengthen the basic functionality of government in recovery settings.
- **Regional level:** curating lessons learned from country experiences and designing context-adaptive guidance and crisis responses altered to regional needs and contexts, and informed by cutting-edge and catalytic practices shared at the global level.
- **Global level:** consolidating UNDP's thought leadership on core government functions, analyzing country and cross-regional experiences, providing cutting-edge policy support, and strengthening UNDP's partnership building and knowledge exchanges.
- **Strong Gender dimension:** mainstreaming gender equality in public administration throughout policy and programming levels.

“Increasing the proportion of women in public institutions makes them more representative, increases innovation, improves decision-making and benefits whole societies”

UN Secretary-General António Guterres, 2017

INTERAGENCY PARTNERSHIPS

UNDP has built and continues to strengthen partnerships with United Nations agencies, bilateral donors, leading academic institutions, as well as with non-governmental organizations to offer an integrated response that can scale up impact, by leveraging existing financial and comparative advantages, on UN support to the restoration of the basic functionality of government in conflict-affected and fragile environments. UNDP's partnerships can be divided into three categories:

- partnerships with the UN Secretariat and other UN agencies for technical assistance and advisory activities
- partnerships with international financial institutions, such as the World Bank, on joint diagnostic analysis work as part of recovery and peacebuilding assessments
- partnerships that facilitate policy dialogue and global knowledge exchange between development and governance stakeholders working in recovery settings

UN INTERAGENCY PLATFORM FOR SUPPORT TO CGF IN FRAGILE AND CONFLICT-AFFECTED SETTINGS

The UN system coordinates joint analysis and technical support for restoring and/or strengthening the basic functionality of government in fragile settings through the Interagency Platform, which allows for a joint response to address country-level requests for CGF support with timely and quality assistance in terms of global knowledge, people, and advice on assessments, planning, funding and partnerships. Co-chaired by UNDP and DPA, it also serves as the primary UN platform for resource mobilization and consolidating existing practice and developing joint guidance, training, evaluations, and strategic advice to assist country-level operations.



UNITED NATIONS - WORLD BANK PARTNERSHIP ON CGF IN CONFLICT-AFFECTED COUNTRIES

The UN and the World Bank work together in a partnership on support to core government functions in the immediate aftermath of conflict. Mandated by the UN Secretary-General to lead the UN system on support to Core Government Functions, and with the generous support of the UN-World Bank Trust Fund, UNDP has developed jointly with the World Bank the first ever diagnostic assessment tool on core government functions in the aftermath of conflict in order to improve the provision of fast, flexible and appropriate support to restoring the basic functionality of core systems in the immediate aftermath of conflict.



In Somalia, UNDP currently partners with the World Bank as part of a flagship Capacity Development Programme to support the Somali government in restoring core government functions, specifically its civil service and aid management institutions, helping the country move forward from decades of humanitarian assistance towards stronger public sector institutions that can deliver services to local populations.

In Libya, UNDP has undertaken joint work with the UN Stabilization Mission to Libya and the World Bank, 'working as one' to support the restoration of the basic functionality of government during the recent formation of the Government of National Accord (GNA), specifically on strengthening the Office of the Executive, reforming the oversized civil service, and better understanding the space for institutional reform in the security sector landscape of the country.

In Colombia, UNDP launched the *Territorial Partnership for Peace* initiative that has successfully formed strategic, transformative, and inclusive alliances of territorial actors, including civil society actors, interest groups (women, youth, indigenous people, political parties etc.), and local governments to galvanize conflict-sensitive peacebuilding, governance and local development.

In Guinea, Liberia and Sierra Leone, UNDP supported the payment of 95 to 100 percent (approx. 38,000 people) of registered Ebola Response Workers (ERWs) that were at the forefront of responding to the Ebola Virus Disease crisis. UNDP supported the harmonization of pay scales, established complaint-handling mechanisms and moved to electronic and mobile delivery of money, ensuring that ERWs had access to and control over their Hazard Pay.

In Afghanistan, UNDP supports the Afghan Subnational Governance Programme that aims to increase the functionality of all 34 Provincial Councils and their capacity to play a crucial role of presentative and oversight, by building the capacity of Provincial Councils to abide by applicable rules of procedures and parliamentary best practices; equipping administrative secretariats for all Provincial Councils; promoting peer-to-peer networks between the 34 councils, especially for women members; and supporting the organization of public forums with the population and public monitoring teams (composed of Provincial Council members) to increase oversight capacity.

In the Central African Republic, in 2013-14, in collaboration with the UN Peacebuilding Fund and the World Bank, UNDP launched an emergency programme of support to the transitional government to help reactivate core government systems and ensured that salaries of civil servants continued to be paid so that core public services could be delivered. A verification exercise of civil and security sector payrolls produced a vetted payroll of approximately 20,000 civil servants, enabling disbursement of salaries to more than 3400 police and gendarmes.

INFORMATION INQUIRIES

For more details please contact Jose Cruz-Osorio, Team Leader of the Responsive and Accountable Institutions Team at jose.cruz-osorio@undp.org

“When the centre of government functions effectively, collective expertise from across the public sector can be mobilized and brought to bear on the most pressing decisions confronting a country.”

United Nations Deputy Secretary-General
Amina J. Mohammed, July 2017

UNDP’S CGF TOOLBOX

POLICY GUIDANCE

- Guidance Note on Center of Government in Fragile and Conflict-affected Settings
- Guidance Note on Civil Service Reform in Fragile and Conflict-affected Settings
- Guidance Note on Aid Coordination in Fragile and Conflict-affected Settings
- Guidance Note on Local Governance in Fragile and Conflict-affected Settings
- Roadmap for Localizing the SDGs
- Women as Policy and Decision-Makers in Local Government

DIAGNOSTIC TOOLS

- United Nations/World Bank Joint Diagnostic Framework for Assessing Core Government Functions Priorities in the Immediate Aftermath of Conflict
- Respect for the Rule of Law in Public Administration Toolkit

CRISIS RECOVERY SUPPORT

- Crisis Response Package on Restoration of Core Government Functions, including CGF guidance notes (see above) as well as operations and communications mechanisms.
- UNDP Recovery Policy

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