



**Department of Economics and Finance
Major in Management**

**Implementing Management Strategies in UNDP
Peacebuilding Initiatives to Improve Effectiveness,
Sustainability, and Institutional Capacity**

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Academic Year 2022/2023

ABSTRACT

This bachelor's thesis focuses on how management tactics are implemented in UNDP (United Nations Development Programme) peacebuilding projects to improve effectiveness, sustainability, and institutional capacity. The study is driven by the growing need for effective management methods in peacebuilding initiatives, especially given the complex problems that post-conflict communities face. The research investigates existing ideas and concepts linked to management methods in peacebuilding through a comprehensive literature review. It also examines the unique management practices used by UNDP in its peacebuilding programs. To assess the outcomes and implications of these tactics, the thesis adopts a mixed-methods research methodology that includes case studies and empirical analysis. The findings emphasize the management techniques' strengths and limitations, and provide light on their efficacy, sustainability, and contribution to the institutional capacity of peacebuilding projects. Based on the findings, the report makes practical recommendations for improving and optimizing management practices in UNDP peacebuilding efforts. These ideas seek to improve the overall efficiency and effectiveness of such programs in order to ensure their long-term success and positive development in post-conflict countries. The thesis adds to the subject of peacebuilding management by offering significant insights and concrete recommendations to policymakers, practitioners, and organizations participating in peacebuilding initiatives.

ACKNOWLEDGEMENTS

In memory of my beloved uncle, Alessandro, with whom I shared various passions and who has been to me as a second father, always giving me the encouragement and the right recommendations to overcome all my challenges in life.

To my parents and my brother, Andrea, that support me in all my journeys, that gave me the possibility to follow this bachelor's degree, and for being always by my side. Particularly to my father, Maurizio, my source of inspiration, who has always been far from his home and family to guarantee us a good and respectful living.

To my significant other, Marzia, who has always been there in my difficult moments.

Finally, I would like to express my deepest gratitude to my esteemed professors and supervisor at Luiss University, whose guidance and support have been instrumental in the completion of this bachelor's thesis in Management.

First and foremost, I am grateful to my supervisor, Professor Francesca Vicentini, for the unwavering commitment, invaluable insights, and continuous encouragement throughout the research process.

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LIST OF ABBREVIATIONS

<i>UNDP</i>	<i>United Nations Development Programme</i>
<i>UN</i>	<i>United Nations</i>
<i>SDGs</i>	<i>Sustainable Development Goals</i>
<i>UNSMIL</i>	<i>United Nations Support Mission in Libya</i>
<i>UNMISS</i>	<i>United Nations Mission in South Sudan</i>
<i>UNDP Afghanistan</i>	<i>United Nations Development in Afghanistan</i>
<i>LN</i>	<i>League of Nations</i>
<i>HDI</i>	<i>Human Development Index</i>
<i>GNI</i>	<i>Gross National Income</i>
<i>FAO</i>	<i>Food and Agriculture Organization</i>
<i>WFP</i>	<i>World Food Programme</i>

LIST OF APPENDICES

APPENDICE A: Chart showing the main organs thanks to which the UN System works and accomplishes its duties.

https://www.un.org/sites/un2.un.org/files/un_system_chart.pdf

APPENDICE B: Strategic plan UNDP 2022-2025.

https://www.undp.org/sites/g/files/zskgke326/files/2021-09/UNDP-Strategic-Plan-2022-2025_1.pdf

Chapter 1

1. INTRODUCTION AND STATEMENT OF THE RESEARCH PROBLEM

The pursuit of peace and stability in post-conflict states is a fundamental task in today's complicated global context. The United Nations Development Programme (UNDP) is critical in encouraging peacebuilding projects across the world, concentrating on the difficult challenge of reconstructing conflict-torn countries and sustaining long-term peace. The success, durability, and institutional capacity of these peacebuilding initiatives, on the other hand, are strongly dependent on the execution of solid management practices.

The objective of this thesis is to examine and evaluate the application of management methods in UNDP peacebuilding projects, with a particular emphasis on increasing effectiveness, sustainability, and institutional capacity. This study intends to add to the understanding of how competent management may improve the results and impact of peacebuilding initiatives by evaluating the management methods used by the UNDP in its peacebuilding operations.

1.1. OBJECTIVES and HYPOTHESIS

The following hypotheses and objectives are meant to be considered all part of a complex image, which will lead to the conclusion and demonstration of the impact of correct management strategies in such initiatives by UNDP in post-conflict countries.

- Hypothesis 1: The effective adoption of complete management strategies in UNDP peacebuilding initiatives links beneficially with increased effectiveness in reaching peacebuilding targets, reflected by decreased levels of violence, enhanced cohesiveness in society, and efficient after-conflict governance. Objective: To analyze to which scale comprehensive and effective management strategic plans are used in UNDP and how they are related to peacebuilding goals.
- Hypothesis 2: Enhanced interaction and flexibility when dealing with intricate post-conflict issues have a positive relationship with elevated institutional capability in UNDP peacebuilding projects, such as optimal allocation of resources, clear decision-making processes, and solid administration. Also, peacebuilding initiatives that values sustainability with strategic planning, reducing the risk of other conflicts and increasing the rate of development in the country, are more likely to bring a beneficial impact.

Objective: Evaluate the connection between the enhanced organizational capacity within the UNDP projects and the adaptability of these efforts in such programs when confronting difficult challenges. And to examine long-term effects and strategies that prioritized sustainability.

- Hypothesis 3: Combining conflict-sensitive perspectives into management strategies in projects to alleviate tensions by leading to more effective results. Establishment of strategic collaborations and coordination between the UNDP and important parties, such as local governments and international donors to insure a reliable and promising outcome.

Objective: Analyze conflict-sensitive strategies used especially to alleviate tensions and violence and examine the opportunities and the challenges of such important relationships in such difficult programs.

1.2. RELEVANCE

In countries that suffer from a past conflict, society faces different challenges and obstacles, for this reason the countries involved require some long-term initiatives with strategies that help to maintain long-lasting peace, bring sustainability and economic growth, initiatives which play a crucial role, and which depend on the adaptation of strong managerial plans suited uniquely to each situation that requires such involvement. With this thesis we explore the efficiency of such strategies used by the UN, in particular by UNDP, in peacebuilding and peacekeeping initiatives, their goals, and how this helps to avoid the risk of other conflicts.

By analyzing the management strategies used by the UNDP, and other international organizations that are involved in such programs, we can issue some guidance to strengthen the organizational capacity of such initiatives and encourage the local population to contribute with the programs for their well-being based on empirical evidence. The fundamental aspect in these programs is to comprehend the relationship between the institutional capacity and the management strategies used for improving the coordination and effectiveness of peacebuilding efforts.

The paper is also related to the SDGs, in particular Goal #16, which states: “Peace, Justice, and Strong Institutions” (UN, 2022), giving a clear vision of the goal in question with the strategies studied.

Lastly, the thesis could provide some useful information to scholars or people involved in peacebuilding programs, by contributing to the pursuit of lasting peace and sustainable development in post-conflict countries.

1.3. RESEARCH QUESTION

Besides some brief background and history of the UN and UNDP, explaining what a peacebuilding/peacekeeping initiative is and what skills and competencies do they require from a leader, this thesis is going to provide explanations and descriptions of the following research questions:

- 1) What are the main challenges in implementing management strategies and institutional development within UNDP missions?
- 2) What are the key management strategies, strategic planning and resource allocation used by the UNDP in such missions? How do these strategies help to promote sustainable development and overcome the challenges that they face?
- 3) What is the impact of effective management and of the institutions on sustainable development and economic growth in different countries?
- 4) How does the UNDP manage risk associated with these projects, and what risk mitigation strategies do they implement to ensure the success of the missions?

1.4. METHODOLOGY

The scope of this thesis is to confirm my hypotheses on the effectiveness of such management strategies in its peacebuilding programs and to what challenges and risks these missions face. The first approach used is the collection of information to conduct case studies on defined scenarios and test the proposed hypotheses and analyze whether if the possible strategies are effective for sustainability and development or not and the reasons behind such choices. In each of the selected contexts, UNDP methods and actions are examined and evaluated confronting the effects that each scenario has. With the case study method every specific scenario is observed and by describing and explaining everyone and each of them the proposed hypotheses are also tested.

Chapter 2

2. LITERATURE REVIEW

The review of the literature examines existing studies on peacebuilding projects, the participations of international organizations such as United Nations Development Programme (UNDP), and the application of management techniques to improve their efficacy, sustainability, and institutional capacity.

2.1. Peacebuilding Initiatives

Peacebuilding is a long-term process of encouraging people to talk to one another, repairing relationships, and reforming institutions (Resources, 2023). It aims to address the root causes of conflict with the intention of assisting people to resolve their disputes peacefully, whilst laying the groundwork for any future conflicts that may arise.

Peacebuilding initiatives are vital activities that are needed specifically in post-conflict and fragile environments because they aim to promote the stability and social cohesion that every country needs, in addition to long-term development. The United Nations Development Programme plays an important role in global peacebuilding efforts.

Over the past few decades, the United Nations have collectively overcome several challenges in terms of overcoming conflict and in many ways have provided a certain degree of stability to countries on a global level. From the standpoint of private sector development, one of the key drivers of economic development is the private sector's ability to produce jobs and investments that are critical for governments' stability and security (Executive Board of the UNDP, 2021). The economy is extremely prone and subject to armed conflict and post-war scenarios, having a significant economic impact and creating an unfavorable environment for business and investment.

Economic development is seen as one of the most crucial foundation attempts for peace, involving numerous and very diverse parties. Although the target is peace, economic development alone does not automatically lead to peace, but rather, through an unconventional approach takes collaboration and coordination from a variety of actors, required to make this link work. The economic actors are what contribute to peace, brought together through the economic development approach set. Every initiative comes prone with multiple risks and high costs of violence, however, with peaceful growth and improved socioeconomic conditions, these often coincide with the long-term

objectives set by the organization. In terms of peacebuilding initiatives through economic development, the private sector, both local and international, contributes in two very different ways, conducting its core business and by actively promoting certain elements of peacebuilding (United Nations Institute for Training and Research, 2023).

The role of the private sector, their function, and requirements in terms of peaceful development have received very little attention and have yet to be explored in depth. At present, private sector actors; individual companies both local and multinational, as well as organized businesses, are well rooted in local situations and have thorough knowledge of daily routine and interactions and understand the dynamics of the conflict they are faced with where they operate. They have access to a variety of essential networks and local conflict parties that work together, including armed groups and shadow governments. The capacity to which they can negotiate tough political environments is high, ensuring business continuity, with little to no effect on the public (United Nations Institute for Training and Research, 2023). They provide a sense of local stability through the provisions of goods and services even in severely vulnerable environments.

With regards to peacebuilding initiatives and how they intend to fulfill such initiatives, the private sector does not always lend itself automatically to peacebuilding. In many cases, in order to function and survive in a fragile context where peacebuilding is necessary, people may employ a variety of coping techniques, some of which may directly contradict the basic peacebuilding techniques beliefs and practices.

Private sectors may confront more vulnerability because they are unable to readily shift the way they operate out of conflict context, commanding less socio-political influence.

Local businesses and business practices can play a significant role in generating instability and violence (Killick, N., Srikantha, V., & Gündüz, C., 2005) where most conflicts stem from economic agendas. Factors include corruption, rent seeking on a massive scale and a weakening of democracy. Businesses are affected most by conflict and therefore express fundamental motivation for their involvement in peacebuilding initiatives, however, these initiatives provide a variation of opportunities and challenges in identifying each business potential to help build peace. This is led to by their lack of uniform agenda and their varied interests (Killick, N., Srikantha, V., & Gündüz, C., 2005).

The United Nations Development Programme has several initiatives that potentially play a role in peacebuilding for both public and private sectors. Whether businesses have been open for years, or open very recently, they are sure to have established ready-made networks and associations which support peace and work with peacebuilding initiatives. Businesses on a national level gain the ability to direct their knowledge and apply their years of expertise in corporate governance and experience with social investment and policy discussion to peacebuilding. Furthermore, leaders in businesses can be persuaded to become individual peacebuilders and play significant roles in the peace process.

2.2. Management Strategies

The United Nations Development Programme deploys a wide range of management strategies to fulfill its peacebuilding initiatives on both a local and global level. All the management strategies take into consideration and operate to improve effectiveness, sustainability, and institutional capacity.

One of the main and most important strategies employed by UNDP is long-term engagement. It is a tactic that highlights dedication to sustained participation in conflict-affected communities and allows for long-lasting outcomes. Peacebuilding is commonly viewed as a slow and ongoing process (United Nations Press Release, 2001) in need of consistent assistance throughout time, which is where UNDP plays a major role.

Another management strategy employed by UNDP is Gender Mainstreaming (UNWomen, 2023). It is both recognized and prioritized that women play a crucial role in conflict prevention, resolution, and peacebuilding, incorporating a gender perspective into all facets of its peacebuilding initiatives. The special needs and contributions provided by women and underrepresented groups are taken into consideration by the United Nations Development Programme through its gender-sensitive programming.

The management strategies UNDP employs aim to make peacebuilding initiatives well-coordinated, locally owned and immediately responsive to particular requirements needed within settings of post-conflict or fragile areas. Another management strategy technique frequently to support its peacebuilding initiatives is Innovative Financing (United Nations Development Programme, 2023). The United Nations Development Programme thoroughly investigate novel financing strategies that include public-private partnerships, donor coordination, and resource

mobilization from a range of stakeholders (United Nations Development Programme, 2023). This in turn increases project sustainability, making use of additional funding sources.

Capacity Development is a key component in UNDP peacebuilding management strategies through the development of local stakeholders' institutional and human capacity. The process involved engaging stakeholders on capacity development initially, assessing capacity assets and needs, formulating a capacity development response, implementing a capacity development response, followed by evaluating the capacity development (UNDP, The UNDP Approach to Supporting Capacity Development, 2009). The UNDP offers training, technical assistance, and resources in order to increase the capacity of governments, institutions, and civil society organizations in order to manage and sustain peacebuilding initiatives over a long period of time.

In order to promote efficient coordination and synergy in UNDP peacebuilding initiatives and efforts, UNDP works closely with other United Nations agencies, international organizations and government and non-government partners which encourages a thorough approach and reduces effort duplication (UNITED NATIONS DEVELOPMENT PROGRAMME, 2023).

Results-Based Management is also a strategy employed by UNDP to track and assess the results of their peacebuilding initiatives and activities, ensuring that all initiatives are accomplished, and their intended aims met. In order to do this, specific objectives are created and assigned, monitored and their results analyzed and evaluated.

Another approach that has been employed by the United Nations Development Programme to fulfill its peacebuilding initiatives is Adaptive Programming. Change happens regardless of planning, where some changes can be minor and some very major, causing unexpected disruption. With Adaptive Programming, this approach provides adaptability and an easier response mechanism to the changing local conditions. Changes can then be made immediately, minimizing difficulties, opening up new possibilities and stakeholder inputs.

The United Nations Development Programme also deploys and places a strong emphasis on an Integrated and Holistic approach to peacebuilding. By doing this, they acknowledge that root causes of conflict need to be addressed across multiple sectors, including governance, justice, security, economic development, and social cohesion (Executive Board of the UNDP, 2021).

Overall, this ensures that the different aspects of peacebuilding are intertwined, linked together and support one another; fostering a comprehensive and long-lasting peace.

Before beginning any peacebuilding initiative, UNDP undertake a detailed conflict analysis in order to understand dynamics, any drivers that trigger conflict and opportunities for peace. This context-sensitive method avoids imposing universal solutions by allowing actions to be tailored to specific problems and requirements.

Another vital management strategy employed by UNDP is Local Ownership and Participation (Local Ownership and building national capacities for conflict prevention, n.d.). The United Nations Development Programme strongly emphasizes the involvement of local communities, civil society organizations, and local authorities in the planning and execution of peacebuilding programmes. Not only does this enforce peacebuilding initiatives, but it also ensures that any interventions are sensitive to the needs and goals of those who are most impacted by conflict.

Overall, the purpose of management strategies of the United Nations Development Programme is designed to promote a holistic, context-sensitive, and locally owned approach that can be implemented easily. The strategies combined allow UNDP to contribute to sustainable peace, stability and development of countries in post-conflict and fragile environments.

2.3. Skills Needed to Fulfill Peacebuilding Missions

There are a variety of comprehensive management techniques that influence a peacebuilding mission and a required set of skills and abilities that can be adapted according to the complexity and delicacy of post-conflict environments. Effective management is a required skill needed for coordination, strategic management, and the successful accomplishment of peacebuilding initiatives and goals.

The most important technique or skill needed to successfully complete a mission of establishing peace is the development of a clear, strategic plan. Peacebuilding initiatives are made up of smaller missions to be accomplished, where the goals, objectives, and expected results must be defined, in addition to any potential obstacles or dangers that may stand in the way. The initiative must be directed in the right direction by a leader who can express a compelling vision for peace. The contextual understanding and thorough analysis of conflict is important for peacebuilding leaders

as an essential skill to allow for in-depth knowledge of understanding the fundamental causes of conflict and the particular setting in which they are working.

It is also critical to acquire a skill in Stakeholder Engagement and Relationship building to be able to engage and build meaningful connections with a diverse range of stakeholders, including local people, government officials, civil society organizations, and international partners. Diplomacy skills, effective communication and negotiation are required to establish collaboration, trust and ownership amongst a variety of actors.

Peacebuilding initiatives also require negotiation skills with the ability to engage with various other organizations and parties of different backgrounds and purposes. Creating a diplomatic environment is necessary and a requirement for leaders to mediate between conflicting interests, facilitate agreements, and find a win-win situation for disagreements and complex issues.

Chapter 3

3. THEORETICAL REVIEW

This thesis seeks to comprehend the main strategies used by UNDP in three main missions: UNSMIL, UNMISS, and UNDP Afghanistan; as well as the main objectives and motivations driving UNDP's involvement in these crises. Additionally, it aims to assess the level of success achieved in these projects thanks to its campaigns across its diverse goals. By incorporating relevant theoretical perspectives and concepts, the methodology focuses on gaining insights into the key factors prompting the UNDP's influence, the mechanisms through which it exercises its influence, and the implications of its actions on the countries studied. (TSCHIRGI, 2010)

To address the research questions of this thesis, a combination of various theoretical approaches will be employed:

- **Strategic Management**

Above all, strategic management remains the most important approach when establishing a new peacebuilding mission. Defining goals and setting strategies to achieve such objectives is the first step to overcome the challenges and risks that such delicate missions face (UN, Research UN Mandates, 2023).

After the definition of the goals and objectives, that are based on the specific mission mandate¹, comes the strategic analysis, process that involves in analyzing the current country's situation and finding some key stakeholders who can be fundamental allies in the projects. Based on the strategy analysis, the UN security council formulates the best strategies suited for the situation, strategies which may include humanitarian assistance and capacity-building programs (UN, UNSMIL, 2022). The fourth action of the process is the implementation of the strategy, which implies the actual execution of the formulated strategies, this may involve resource management. Lastly, the last step of the process is the strategy evaluation and control, a phase that assesses the overall operating of the mission's strategies in act.

¹ "Usually in UN context, a mandate refers the decision that gives a body authority to carry out its functions." (UN, Research UN Mandates, 2023).

- **Risk Management**

Peacebuilding missions are all very delicate projects that encounter different types of risks. Management risk can be given by the differences in cultures of the local communities, the different languages, and the different customs. Risk that the UNDP tries to resolve by adapting their strategies to the local situations or populations, in order to build trust and ensure effectiveness of their interventions. There can be also political risks, the military disorders, the demonstrations, terrorism, and most importantly the absence of the rule of law, which can lead to destruction of property and disruption of operations (Brown, 2003).

- **RBV and IBV**

The RBV and the IBV can both be applied along with the complexity of the UNDP peacebuilding missions.

Considering the management theories, the Resource Based View of a firm, in our case and organization, are the different types of tangible and intangible resources, as well as the organizational capabilities. The RBV is a combination both of external and internal analysis of the organization, in order to retrieve the main resources that can lead to the achievement of the objectives in matter. For what concerns the UN mission's context, the tangible resources can be considered as the funding, equipment, and personnel working in the missions, while the intangible resources could be classified as the established network of international partners and the UN's global influence.

Regarding the Institutional Based View, which is the leading on a global project that has to constantly monitor and adapt to the changing rules of the environment to be effective and lasting. From management theories we know ho there is two types of IBV, formal and informal institutions. Formal institutions, for the studies on these UN missions, could refer to their own rules and regulations but also to the laws of the interested country. While informal institutions, can be considered all the ethics and cultures of the locals which may greatly influence the mission's strategies and its overall performance.

According to the different mission's situations and objectives, the three missions studied have different management approaches which are going to be explored and explained throughout the research.

Chapter 4

4. METHODOLOGY in depth

This thesis employs a methodological approach to observe and explain the evidence supporting the proposed hypotheses. Adopting an empirical perspective, the research seeks to understand the rationale behind UNDP's decision-making process in implementing its strategies in specific contexts, providing explanations that may be applicable to various cases as a common pattern. The research methodology incorporates a congruence approach for the case studies, wherein each is examined individually. The overall deductive analysis determines the factors that influence UNDP's approach to its peacebuilding missions and the resulting challenges it faces. The study briefly encompasses the UNSMIL, UNMISS, and UNDP Afghanistan. This emphasis is due to the abundance of reports, articles, and publications covering the missions. The research will also include an interview, with a questionnaire designed on google forms, to 100 staff members of UN involved in peacebuilding missions.

4.1. Sources

This research covers a wide and complicated range of diverse situations that require effort in the collection of information. Although most of the discussed is touched with generic overviews, just to provide a proper background and understanding of the “link-analysis” of events and dynamics, there is a part that involves a more in-depth gathering of data and information in support of an intricate description and explanation of the implementation of management strategies in peacebuilding missions, in three specific missions: Libya, South Sudan, and Afghanistan (main cases study used).

A wide set of “Primary sources” has to be considered for the content analysis methodology, which is represented by a series of UN reports and resolutions, the UNDP website, EU resolutions, and mission reports from UNDP, in addition to some interviews and questionnaires to the UN staff as mentioned earlier.

4.2. Variables

The approaches mentioned above also facilitate identifying the variables that are going to be considered in the paper. Being a complex argument there are many variables that influence the contexts of peacebuilding programs and their overall performance, but for the purpose of the thesis

only some will be taken into consideration. The variables will both be independent and dependent evaluating the diverse situations. For example, two independent variables could be considered the strategic management process, being the very first step to be taken when seeking a correct strategy, this is a variable that will always be present in the cases, and the institutional norms and procedures, which are standard norms taken in consideration when dealing with such post-conflict countries. The variables that highly influence the outcome of the missions are the external environment, including the political situation and the potential factors that could set another conflict, the internal resources, characterized both by the tangible and intangible resources that the organization owns, the stakeholder relationships, concerning the partnerships that the UNDP could have involving local communities or also other UN entities, the culture of the locals, covering customs and traditions, and the risk factors, being a crucial variable because, if well managed, could bring to the success of the missions.

Chapter 5

5. WHAT IS THE UNDP

5.1. United Nations: Brief background and explanation of its main tasks.

Before the UN, it existed the League of Nations from 1920 to 1946, meant to be the first intergovernmental organization established “to promote international cooperation and to achieve international peace and security” (UNGeneva, n.d.).

The creation of this new organization had the purpose of convincing the member states to settle their disputes peacefully. The states that agreed to be members of the organization had to end secret diplomacy, lower their armaments, and had to comply with international law. The LN was the first organization that promoted a system of collective security, following one basic idea: the attacker of one member state is the aggressor of all the member states in the organization. Some articles about health, drugs, and peacekeeping from the LN became fundamental for the establishment of the UN entities that we have today, such as UN Funds and Programs. Initially this new organization had more than 70%, counting the total of 63 Member States.

In 1946, the LN officially passed its assets to the new organization, the UN. The difference gap between the two organizations is not large, in fact, both systems are developed under the Covenant², but have some small exemptions (Goodrich, 1947).

*“One place where the world's nations can
gather together, discuss common problems
and find shared solutions.” (Nations, n.d.)*

Today, the main goal of this organization remains to maintain international peace and security, give assistance to countries and individuals in need, and protect human rights. To accomplish its diverse goals, the United Nations is part of the so-called UN System, which comprehends different specialized agencies, each of which work in their own area and budget. All of the specialized agencies are funded by both public volunteers and assessed contributions (UN, UN System, n.d.).

² The International Covenant on Civil and Political Rights, a multilateral treaty that commits nations to respect the civil and political rights of individuals. ((XXI), 1966)

To see the main organs of the UN System, visit the “List of Appendices”, Appendice A.

5.2. UNDP

Within the UN System, we find the United Nations Development Programme, specialized agency meant to bring sustainability and peace to countries in need.

“UNDP works in about 170 countries and territories, helping to eradicate poverty, reduce inequalities and exclusion, and build resilience so countries can sustain progress. As the UN’s development agency, UNDP plays a critical role in helping countries achieve the Sustainable Development Goals.” (UNDP, n.d.)

This specialized agency is the UN’s global development network. Their main role is to promote connections between countries in need, also bringing the required resources to help the local live a better life. Besides the protection of the human rights in 170 territories, the UNDP main work fields are sustainable development, democratic governance and peacebuilding, and climate and disaster resilience, all achieved by helping the countries develop a national or local capacity (UNDP, undpfaq, n.d.).



Figure 1 UNDP's Development Offers.

To see the strategic plan of the UNDP 2022-2025, visit the “List of Appendices”, Appendice B.

5.3. UNDP Peacebuilding Missions and Involvement of other Countries

For the UN, supporting democratic governance and institution building in countries that come from a conflict has become one of the main characteristics of their efforts in building sustainable peace. Peacebuilding and peacekeeping missions from the UN in general are missions that require a long

and difficult process, because the organization must confront power relations and the interests of the forces in the areas they operate.

As the strategic management theory underlines, the first step that the organization takes is to analyze the environment in which it is going to practice its actions. By this, the UNDP's first task is to identify the type of conflict that the host country is involved in. Initially, the entity should verify if, after the conflict, was signed a peace treaty. With the treaty, both sides of the conflict make clear their preferences, helping to find the right strategy to adopt very quickly. Whereas there is no treaty signed, strong peacebuilding policies and strategies must be used to insure the right outcome. In these cases, cooperation or also conflict with one of the two sides could help to distinguish the preferences of the parties interested, by recognizing the party who prefers the strategy of war, also called "spoiler³", or the one that accepts the aid from an external entity. This implies that the UN mandates for such cases must be strong and flexible to every situation the project encounters. However, all strategies implemented within these missions are a combination of peacebuilding, peacekeeping, post-conflict reconstruction, and, when needed, enforcement (Sambanis, 2007).

Awaiting for the correct strategy and solution to avoid the risk of a new conflict is high and as the peace process continues, the missions are divided into two main segments, identifying the first phase as the attainment of peace, part in which UN's security mechanisms are more involved, and the second phase as the consolidation of peace, part that concerns more particularly the UNDP, which believe that peace, development, and democracy are connected. Taking the lead in the support programs, the UNDP, has the main task to sustain peace and consolidate democracy together. The promotion of a stable governance and a democratic organization, helps the organization to manage and prevent conflicts in the countries involved that present ethical divisions such as Libya and Afghanistan, which will be studied later. (Santiso, 2002). Different conflicts can be characterized by different problems, which are solved with different strategies. Although, many conflicts consider coordination, cooperation, or both as the main problems. For example, conflicts that are characterized by coordination problems can be solved by improving communication between the parties involved, giving the ability to raise some common assumptions

³ Spoilers: parties or leaders which interests and preferences are highly threatened by the implementation of a peace program implementation.

on the outcome. On the other hand, conflicts characterized by cooperation problems, meaning that the parties have incentives to default the agreements made, could be resolved by establishing a significant international authority.

In many cases main problem found in these programs continue to be the administrative conduct, which remains signed by the weak governance bodies and unreliable control of armed forces, which in many cases persist in a fundamental political power leaving the rule of law and public security delicate.

Throughout the course of its existence, the UNDP has been involved with a various number of countries in need solving different types of disputes. To be more efficient, in 2019, the organization founded different accelerator labs in diverse countries. The labs are meant to change the method that the UNDP uses in achieving the SDGs, (in which peace, justice, and strong institutions are mentioned) in time, by learning what is favorable for the development and what is not.



Figure 2 UNDP's network and current Accelerator Labs'.

Chapter 6

6. CASE STUDIES

Due to their geopolitical, cultural, and historical contexts, each of these missions offers distinct perspectives and complexities, augmenting our comparative analysis with diversity.

The UNSMIL is a mission in a region with unique political instability and security challenges. UNDP Afghanistan is an example of a mission operating in a circumstance marked by protracted conflict and state-building efforts. The UNMISS is an example of a peacebuilding mission in the aftermath of a civil conflict in a region with profound ethnic divisions.

The management strategies employed in these missions, the obstacles encountered, and the outcomes attained provide a wealth of information for understanding the application of strategic management theories in peacebuilding contexts. The overarching objective is to investigate how these missions strategize and manage their resources, risks, and stakeholder relationships in the context of cultural sensitivity and diverse external environments. This comparison of three distinct UN missions will provide a solid foundation for assessing the applicability and efficacy of various management theories and strategies within the field of international peacebuilding.

After the analysis of the three missions separated there will be a comparison between them.

6.1. UNSMIL

Before studying the different strategies and outcomes found for this missions, let us briefly analyze what happened to the country, so in what environment the organization had to begin its mission.

The graph below is a UN tool called HDI, Human Development Index, which is the measure of the average achievements in the fundamental areas in human development, such as long and healthy life, knowledge, and a decent standard of life, all studied with the respective indicators: life expectancy of birth, mean of years of schooling for adults until 25 years, and the GNI. This tool is useful to question the policy choices taken and to compare other countries' situation in means of HDI (HDRO, 2023).

Noticing from the graph, from 1990 to 2009, Libya had a growing development thanks to the many encounters and deals with other countries. In 2009 Muammar Gaddafi, Libyan revolutionary and

politician, is elected chairman of the African Union⁴ by the leaders meeting in Ethiopia. One year later, Russia agrees to sell to Libya weapons for \$1.8bn, including tanks, fighter jets, and air defence systems and with this event the development index starts to decrease. In 2011, anti-Gaddafi rebels, inspired by other revolts in the nearby countries, start violent protests in Benghazi which will sign the beginning of the civil war leading to the assassination of Gaddafi and different armed conflicts in the country. These violent events brought the division of the country, forming the eastern faction and the western faction, division that resulted into the establishment of parallel politics and institutions (BBC, 2021)

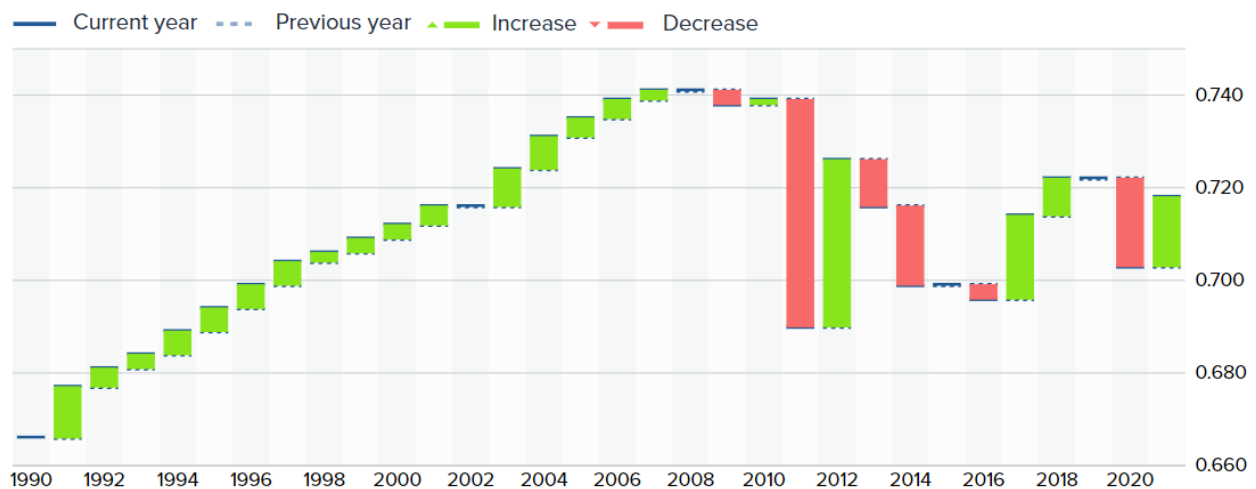


Figure 3 Trends in Libya's HDI 1990 – 2021

In October 2020, the UN makes its first move by setting a ceasefire agreement, which drastically decreased the number of violent conflicts.

6.1.1. UNSMIL Mandate

In 2011, the project was initiated by the UN Security Council, demonstrating the UN’s commitment in the country’s post-conflict situation. As mentioned earlier, the mandate of a mission has the purpose of defining the goals and objectives along with the strategies that are going to be used to achieve such results. On October 2022, the Security Council renewed its mandate in UNSMIL by adopting its resolution “2656 on 28 October 2022”. In this resolution⁵, besides from

⁴ Chairman of AU, a ceremonial head of the African Union elected for a one-year term entitled to assist in resolving crisis as an elder statesman.

⁵ United Nations resolutions are formal expressions of the opinion or will of United Nations organs (UN, UNITED NATIONS SECURITY COUNCIL, n.d.).

recalling the past resolutions adopted for Libya, the Security Council wants to reaffirms its strong involvement in Libyan political process and, to hold fair political elections as soon as possible, by recognizing the major importance of the neighboring countries in support of UN, by also highlighting the importance of ensuring a stable disarmament agreement in the country, and lastly reconfirming that the situation in Libya continues to be a threat to the international peace (Council, 2022).

Some main objectives of the updated mandate for the UNSMIL remain:

- “Help consolidate the governance, security, and economic arrangements of the Government of Libya, including support for economic reform in collaboration with international financial institutions.”
- “Help to achieve a ceasefire and, once it is agreed by the Libyan parties, provide appropriate support to its implementation.”
- ” Coordinate and engage closely with international actors, including neighboring countries and regional organizations.”
- ” Provide support to key Libyan institutions.”
- ” Further the continued implementation of the Libya Political Agreement.” (UN, UNITED NATIONS SUPPORT MISSION IN LIBYA, 2022)

6.1.2. UNSMIL Results and Future Strategic Framework

In support of the UN mission in Libya, there are 17 different UN agencies, funds, and programs, of which the 65% is resident and the remaining 35% is non-resident. Also, according to the annual report of the mission, the project had many UN Libya’s Development Partners, which increased in 2022 with respect to the year before, including 23 ministers, 66 government institutions, 25 member states, 28 donors, and 7 academic institutions.

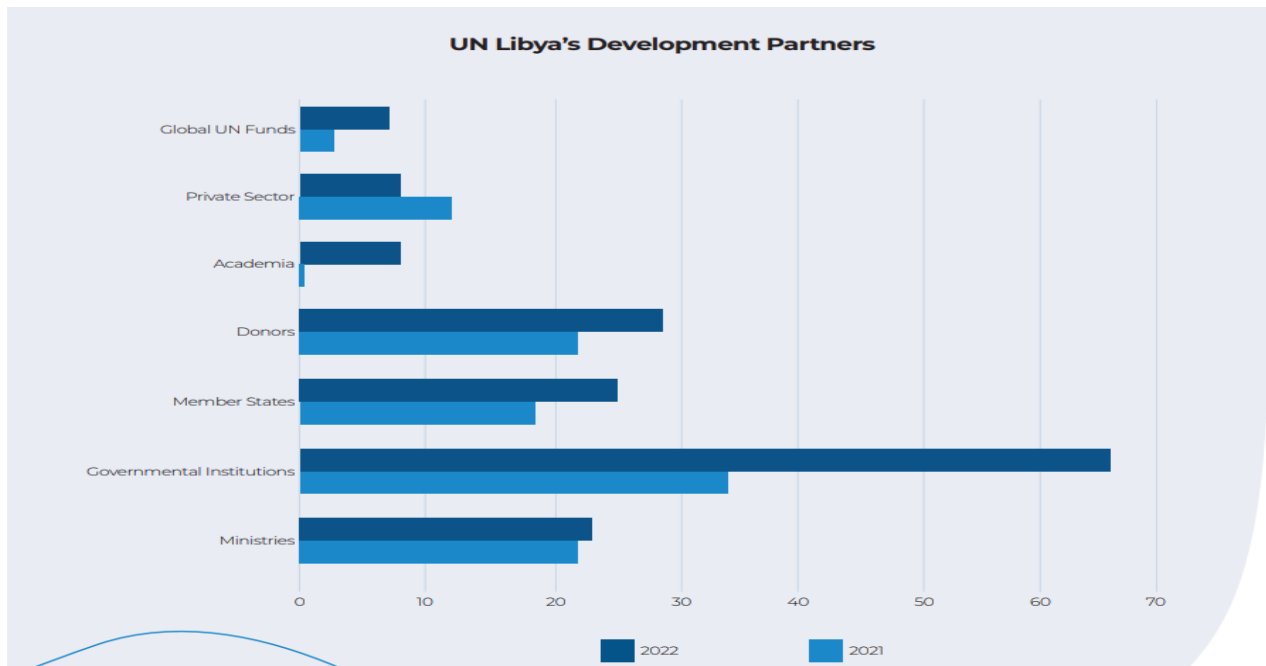


Figure 4 UN Libya's development partners (UN, UN LIBYA RESULTS REPORT 2022, 2022).

On the political front, there was minimal progress by agreeing for a way to elections. This minimal progress was achieved thanks to the strategies adopted by the UN, including the political mediation and dialogue, which has been a fundamental aspect for the mission's evolution, especially being in a nation divided by competing parties, helping to negotiate between the factions and aiming for a democratic process and elections. The first pillar of the project strategic framework, Governance, is expected to be strengthened at all levels and are able to respond to peoples' needs, through clear and inclusive decisions and peacebuilding standing by democratic principles. For example, with the assistance of the UNDP in particular, was provided technical assistance to the Central Committee for Local Elections and to electoral stakeholders, to improve overall capacity on the legal basis. Under this first pillar, the project also supported three different SDGs, the number 5, 16, and 17, which respectively state gender equality, peace, justice and strong institutions, and lastly partnerships for the goal. The total amount of funds spent on projects involving politics in 2022 were \$33.7 Million.

On the economic front, even with the support of the organization, long-lasting challenges and problems remain, also impacted by the recent conflict between Russia and Ukraine, while oil productions, and other economic activities continue. Being the second pillar of the strategic framework of the mission, economic recovery will be possible thanks to better Public Finances Management and monetary policies which will promote investments and the development of the

private sector, going towards a more stable and reliable economic model. This will also be thanks to the many partnerships that the organization plans to have, including the collaboration with national and international stakeholders, as mentioned earlier. In view of the accelerating economic development of the country and the creating an environment for entrepreneurs, the UN worked with other entities, including the UNDP, in order to provide a wide range of professional trainings to improve the self-dependence. The UNDP helped financially at least 10 entrepreneurs to rebuild their business which were influenced by the conflicts in the country, creating different job opportunities for many individuals. The organization also helped stakeholders in developing the first sustainable Energy strategy for future development and supported the Government in establishing a first-ever business incubator⁶. Besides the trainings in economic subjects for the population, the organization also held five economic working group meetings to discuss the banking reform with the Central Bank of Libya, process which aimed at the unification with other entities, and even with all the efforts, stalled. Along with the FAO and WFP, UNSMIL supported the renovation of the local markets and the local food chains, by also assisting the local investors to refresh agriculture and fishery production. The total expenditure in 2022 for the implementation of economic projects is \$34 Million.

On the humanitarian side, which represented the third and last pillar of the strategic framework, even with institutional and organizational obstacles of government and private entities, having also limited access, the UN in Libya continued to assist local activities and initiatives to improve the basic services throughout all the Libyan territory. The main objective remained the policy dialogues with national investors, including the development of a stronger national social protection system strategy and better quality of social services. This third pillar in 2022 had a total expenditure of \$95.8 Million, being the front in which the UN in general has spent and implemented more projects (UN, UN LIBYA RESULTS REPORT 2022, 2022).

⁶ A business start-up accelerator launched in Tripoli and Benghazi to generate jobs and stimulate the economic development.

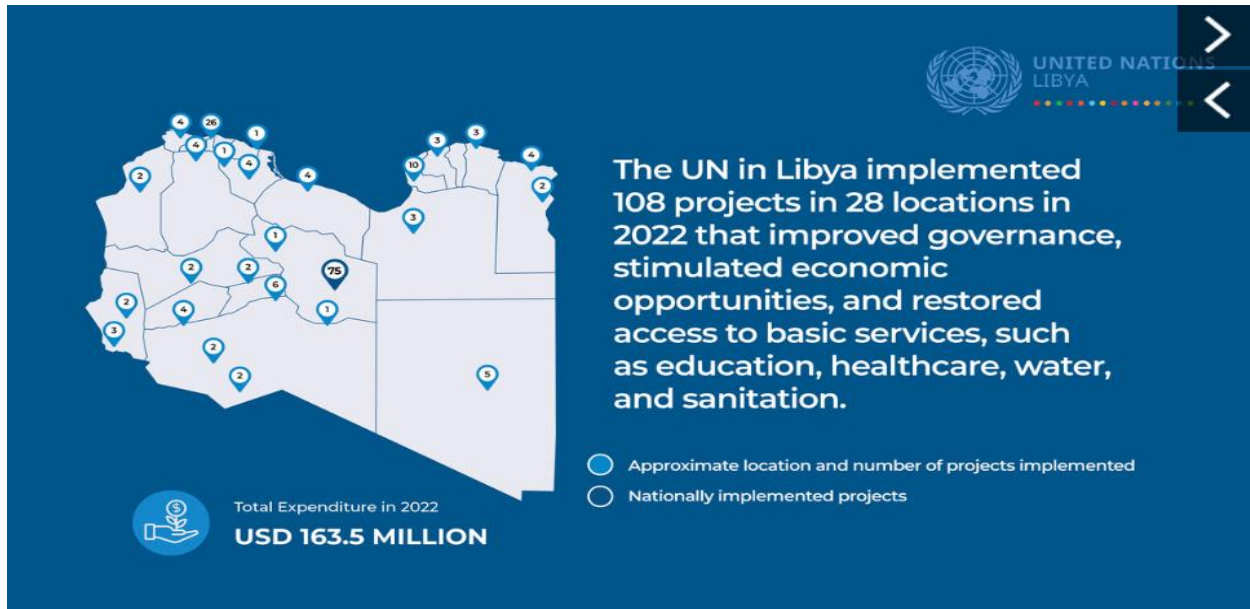


Figure 5 UN Libya's implemented projects.

For the future strategies on the UNSMIL mission, at the end of 2022 the UN country team, with the assistance of the related government and related UN entities, assessed the organization's comparative advantages, resources and capabilities. At the end of this process, it resulted the need in to reinforcing four particular strategic priorities: Peace and Governance, in which remains fundamental to achieve fair and credible elections with also the unification of the governmental institutions; Sustainable Economic Development, where the unification of the Central Bank of Libya remains the focus in order to achieve a sustainable private sector development, creating new jobs and opportunities for the population; Social and Human Capital Development, thanks to the social services and social protection remaining the main aspects, which could be gained through the decentralization of the basic services and the information management; and Climate change, environment and water, being a new pillar of the strategic framework 2023-2025 which could help to gain some SDGs, comprehends a new water management system.

6.2. UNAMA

As we did with UNSMIL, let us introduce a little background on the mission's country and the main events that occurred.

From 1994 till 2001, the country has been signed by the rise of the Taliban, an Islamic fundamentalist group, which controlled over the 90% of the country and followed a strict Islamic jurisdiction, including public executions and severe restrictions on women's rights. Along with the

Taliban, Osama Bin Laden and his terrorist organization, Al-Qaeda, which shared some ideologies of the Islamic group, in 2001 managed to strike some terroristic attacks on the United States. As an answer to these tragic events, and the refusal of the Taliban to hand over Osama, the UN funded the Bonn Conference in late 2001, a meeting comprehending different Afghan factions, excluding the Taliban, in which it was discussed the political and organizational future of the country. After the conference, the Bonn Agreement was signed in December, an agreement which had different focus points including the “interim authority⁷”, “constitution and elections”, “security⁸”, and “the role of UN”, which paved the road for the initiation of the mission. This period signed by conflicts and the rise of extremist groups paved the road for the intervention of international assistance, and in 2002, along with the UNDP and other entities, the UN initiated the UNAMA, United Nations Assistance Mission in Afghanistan (Desk, 2021). As we note from the figure below, Afghanistan is a country that lacks in development and has a really low ranking on the HDI of the UN.

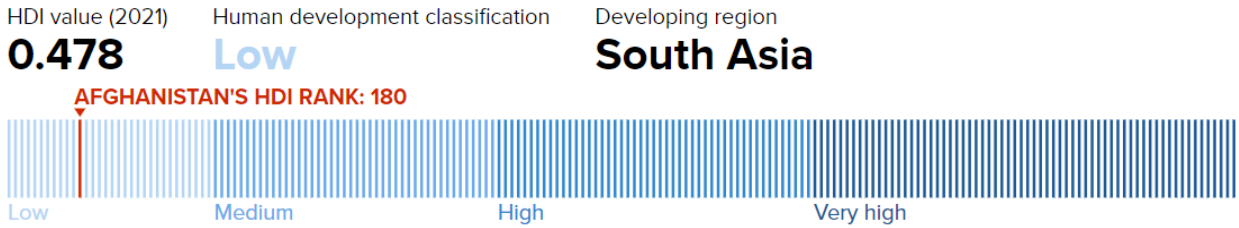


Figure 6 HDI rank of Afghanistan by UN.

6.2.1. UNAMA Mandate

Through the course of the mission, the mandate has been changed regarding the ongoing situation of the country. The most recent mandate recalls the “Resolution 2626” of 2022, which emphasizes the importance of the UN in the country in promoting peace and sustainable development. Some major factors pointed out in the resolution, besides the extension of the mission UNAMA at least until March 2024, are:

- The fundamental presence of the UN and related entities, programs and funds in the country by including some important political individuals and stakeholders.
- The importance of instituting a stable system of authorities and the implementation of the mandate to guarantee safety and peace in Afghanistan.

⁷ A condition stating that for the first six months the country would have been under the control of a temporary authority.

⁸ Condition which required the UN to authorize the establishment of international forces to guarantee security and peace. This led to the implementation of the International Security Assistance Force (ISAF).

- It is expressed the concern in the economic and humanitarian situation that the country faces and recognizing the need for help to resolve such situations by also restoring the banking and financial systems.
- Since still present, to stop the remaining terrorist groups which use the country as a territory where to plan or finance terrorist attacks.

6.2.2. UNAMA Results and Future Strategic Framework

Differently from other missions like Kosovo, where the organization was responsible in choosing a temporary authority, who was in charge of the civil administration and had the purpose to guide the country in towards an independent democratic government, in this case the UN opted to encourage the local population in assuming their own responsibilities in the economic and political fields. This new method resulted in a lack of resources and with a missing effective role with respect to the local authorities. This different method of approach was chosen because the UN wanted the UNAMA to be a “light footprint” mission, meaning that the organization wanted to leave the possibility of rebuilding the Afghan country by the inhabitants.

The country cannot be considered to have a stable system of justice, even if there are many laws and authorities, there is a lack in the court management, this because the population does not trust the judiciary process and so avoid every implementation possible. As a first strategic move since the beginning of the mission the UNDP, along with the UN and other private actors, has tried rebuilding the rule of law in the country by strengthening the legal institutions and training judges. Despite the many efforts, many obstacles remain, including the persistent conflicts with the Taliban and the lack of resources (Perito, 2004).

On the humanitarian front, the organization was able to provide lifesaving humanitarian assistance reaching around 23 million people. The services included the provision of food, the distribution of non-food objects such as tents and other essential household items, health and nutrition services, an epidemic response to the recent COVID-19 outbreak and protection services which comprehends in clearing landmines and other dangerous war scraps. With the support of the WFP and ECHO, European Union Humanitarian Aid, the UN has been able to achieve US\$90 million funding to provide emergency food and other assistance services, rehabilitating the Air Service. In this topic the main strategy is to communicate to the locals of health information and consulting and ensure that the territory is safe and free of any remaining landmine. On this front the main

strategy used was monitoring and reporting, strategy that involved in monitoring human rights and the safety of the citizens, with particular regard to women and children. This had different challenges, because of the many persisting conflicts and the not collaboration of the individual group which exercised right abuse. Also, the UN has the important role of conflict mediation, which had to overcome different strategies because of the long-lasting tribe rivalries and the lack of trust in the process of mediation between the different factions. This last strategy helped the organization to control risky situations and avoid the escalation of conflicts.

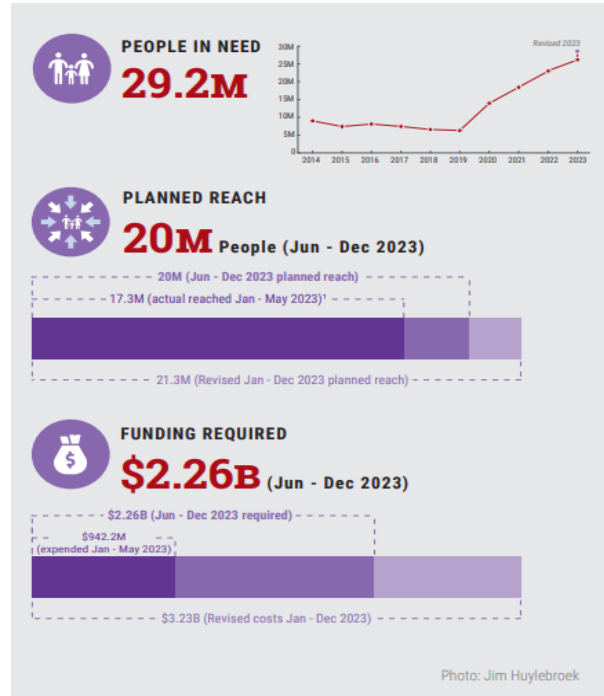


Figure 7 UNAMA humanitarian plan progress.

On the economic front, the main focus is on the activities and services that support the basic human needs, including education and infrastructures. Also, there are activities that aim in reducing the population's dependence on the humanitarian systems, which makes them vulnerable to protection risks, to avoid further displacement and preserving jobs. Thanks to the many projects of the UN entities involved, many small and medium enterprises received funds and others gained from capacity building in trade and business growth. This created more than 12000 jobs, bringing a long-lasting development to the country. Another important strategy used is the collaboration and coordination, which gave the possibility to the organization to facilitate the coordination between the different international forces and interested stakeholders that wanted to invest in the country. This had a fragmentation of international assistance problem and the challenge to satisfy the different goals of the international actors involved. Thanks to this strategy the mission could act as a channel between the international actors and the Afghan government (UN, UN Afghanistan Results Report 2022, 2022).

Lastly on the political and legal side, besides the implementation and re-establishment of the rule of law, the mission points to strengthen the systems and to preserve the social investments. During

the past years the assistance program in Afghanistan had the fundamental responsibility of capacity building and advisory role, in which it helped the development of different policies and institutional entities. The main challenges to face under these strategies were the persistence of safety and the overall corruption in the institutions. Although, the process of capacity building supported the mission to the creation of key institutions, which are currently helping with the development of the country. Public diplomacy, which was also another key focus of UNAMA, aided the civil community and gave the first dissemination of media information, supporting the efforts for peace and reconstruction. Obviously, this has been a major step since the dissemination of information was a very delicate aspect of the country under the control of the Taliban, that created false propaganda. Finally, the project provided technical support in creating fair electoral elections (Perito, 2004).

For the future plans of the mission, on the humanitarian and health front the UN seeks to improve the essential healthcare and nutrition services, by expanding the services to areas that were unreachable. The creation of public health systems is going to be supported and improved by introducing trained human resources, more medicines and vaccines, a functional medical information system, and an enhanced coordination between interested parties. Also, the UN will focus more on the education systems, starting from the basic education, by targeting some private and public education systems which need more support and improving their quality. This could be reached thanks to the teacher training programs, the provision of literacy, and skill development chances. For what concerns the strategic future of the economic sector, the UN will work with some partners and observe evidence-based scenarios simulations in order to predict the trajectory of the economic trends to have the correct move towards the situations that they may encounter. Also, the organization will provide support to the growing start-ups in the country and will provide any technical aid to the financial institutions to facilitate the development of the industry and providing opportunities to the new trade dynamics that may arise.

To guarantee the correct implementation of its future strategic framework, the UN will configure its management and coordination to improve the whole system's efficiency and impact of their mandates. The key mechanism for the implementation of this framework is taken by the Programme Management Team, which is responsible for the overall coordination and implementation of the strategies, by evaluating and keeping informed the strategic advisory to

have the right adjustments. The regional team in the country is going to be the responsible for the coordination and collaboration of the partners of the UN and all the other stakeholders involved in the mission. Human rights, Gender and Inclusion will continue to be the main focus points of the project and are going to be backed by the Operations Management Team, which aims at enhancing the cost-effectiveness and the efficiency of the operations.

Along with the strategic framework the UN will grow a funding framework, in which it is going to be stated the amount, the duration, and the source of the finances required forming the base of funding agreements with the many partners. The funding framework will prioritize the Sustainable essential services, the economic opportunities, and the social cohesion, human rights, and rule of law by joint programming and pooled funding mechanisms.

Lastly, noticing the efficacy of the approach, the organization initiated the Business Operation Strategy, which characterized by client satisfaction and cost effectiveness, aims to maximize economies of scale and reduce transaction costs across the different service lines, including logistics and communication. Until now, the BOS realized savings amounted to US\$ 14 million for the period 2020-2022 and is expected to reach the amount of US\$ 25 million by the end of 2025 (UN, UN Strategic Framework Afghanistan , 2023).

Given the delicate situation, Afghanistan has given the possibility to have some assumptions and some possible challenges that may arise in trying to put in practice such strategies, including the fragility of the policy and reglementary institutions that may deteriorate or the delicate political stability which could result in a major increase in conflicts.

6.3. UNMISS

From 1983 till 2005, the country of Sudan faces many conflicts due the second Sudanese civil war, which saw as protagonist the central Sudanese government and the Sudan People's Liberation Army and was seen as the continuation of the first civil war which took place in the timeframe 1955 till 1972.

As we can notice from the graph below, the study on South Sudan's HDI begins in 2010, a year before the initialization of the UNMISS initiative. This because, in 2011 South Sudan, after more than 20 years of conflicts, becomes an independent state and faces the loss of millions of lives and the presence of diseases and famine among the population.

In 2012, new conflicts arise due to the disagreement with Sudan over the oil-rich region of Abyei. This brief period of conflicts is known as the Heglig Crisi, which comes to an end thanks to a peace agreement that implemented a demilitarized zone among the border and permitting South Sudan to export oil once again. One year later, another civil war breaks out and will have over 2 million people displaced to fight until 2018, when the cease fire is reached and a power-sharing agreement between the parties is found (BBC, South Sudan country profile, 2023).

Trends in South Sudan's HDI 1990 – 2021

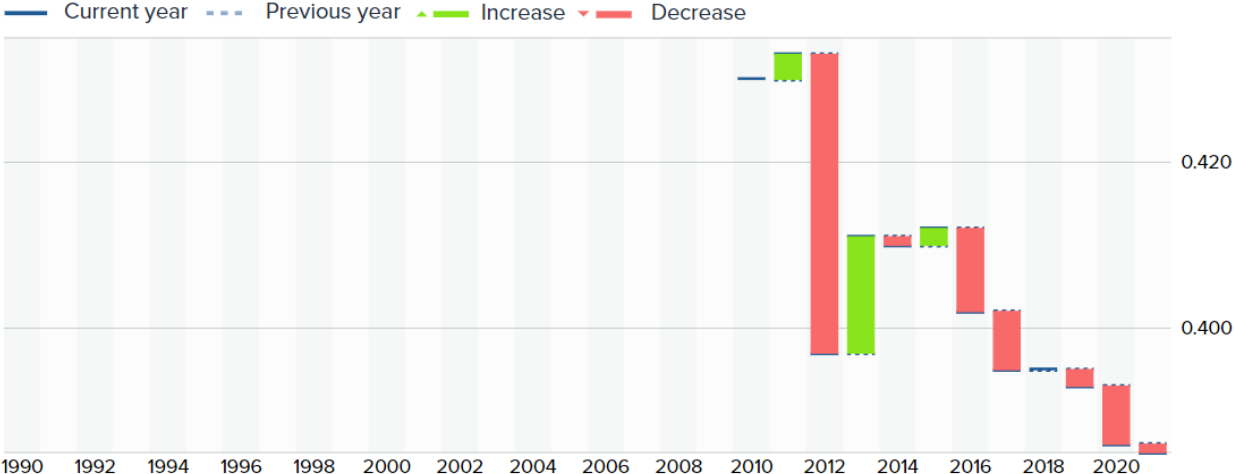


Figure 8 South Sudan's HDI Trends

6.3.1. UNMISS Mandate

The initialization of the mission was taken under the “Resolution 1996 (2011)”, which was initially intended to last for a year. Due to the conflicts and the continuing situation of threat for international peace and stability, the mandate has been updated every year until the last resolution, number 2677 (2023) which has extended the program until March 2024. Remaining faithful to the resolution of 2021, the main objective is to prevent new civil conflicts, to establish stability, reliable governance, and to bring fair elections just like the other missions studied.

Although, on the mandate of the mission there are many other goals that the UN wants to reach with this project, such as:

- Prevent and abolish violence against the locals in high-risk areas, including violence which is driven by political reasons. Effectively eliminate any actor found guilty of preparing attacks against the population and any UN civilian protection camps.

- Support the UNMISS's protection strategies, with particular regard to women and children.
- Give technical assistance to build capacities that could help the government of the country to improve and expand the rule of law and the legal sector.
- Create the right conditions to promptly deliver humanitarian assistance services.
- Ensure technical assistance for fair elections in coordination and collaboration with the United Nations Country Team, and international partners, providing security services to guarantee a stable electoral process.
- Monitor and report any violations of humanitarian and human rights laws.

Also, the mandate of UNMISS states the number of uniformed personnel, which counts at least 19000 people, including the troops and the police.

6.3.2. UNMISS Results and Future Strategic Framework

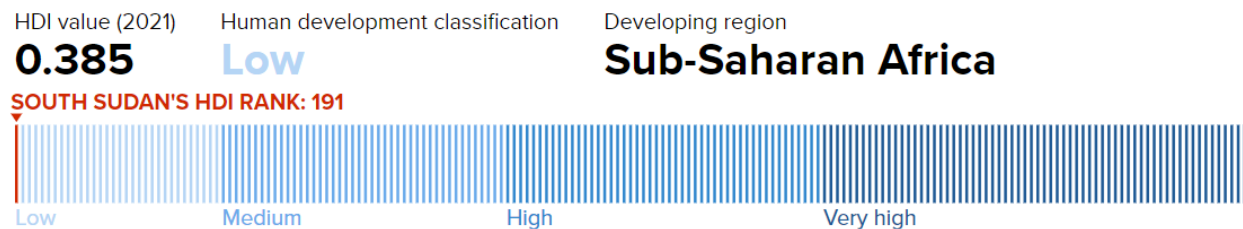


Figure 9 HDI Classification of South Sudan.

Being the last classified country on the HDI of the UN, meaning that the country faces a deep and severe lack of development, this mission, like many others, cannot be considered fully successful. Despite the many efforts and the funds that the UN and other UN entities like UNDP have invested in the project there are still many challenges that the mission must overcome, such as the continuing conflicts that affect the security of the country and the protection of the civilians, which remains one of the fundamental aspects of the mandate. Other challenges that could arise are the geographical complexity and the difficulty in establishing strong legal institutions, because of the interests of the neighboring countries and the obstacles in implementing the rule of law in certain situations. Also, a challenge that could be found in many UNDP projects, is the local perception because it could be difficult to manage the expectations and the view that the locals have with regard of the mission, resulting most of the times in non-collaborative behaviors. Though, there are some goals that the mission has reached in these years, such as the implementation of some

basic and essential humanitarian service, the monitoring of human rights, and the process of peacebuilding that, even with conflicts, shows a small progress.

Being a mission more focused on the humanitarian front, the strategies used in the project are mainly aimed at ensuring the protection of the population. The implementation of protection and security procedures is one of the strategies used to guarantee this goal, this implies with the regular update of the security protocols, which over the years has drastically reduced the violence and the vulnerability of the ongoing peacebuilding operations. Other strategies for the humanitarian assistance could be the support of the UN entities to the peace agreements, and monitoring and evaluating strategy, which implies the implementation of monitoring systems to regularly review if human rights are respected and to monitor the overall performance of the mission's operations. This last plan made it possible to have a continuous learning and adaptability process guaranteeing the rightful steps to take with respect to every situation.

For what concerns the economic front of the project, the allocation of the resources and having a functioning budgeting system remain the main plan used. In fact, this ensures that the resources of the departments are used correctly and that the funds collected are spent properly in the operations, preventing the risk of wasting resources and ensuring the desired outcome. The UNMISS is funded on a separate account every year, with the approval of the General Assembly and it currently received roughly US\$1.2 milliard (UN Secretary General, 2021-2022). Stakeholder coordination is also an important aspect of this mission, because thanks to the many meetings with the different parties, including the government of the country, makes it possible to have the best decision-making process and have coordinated activities which impact the mission's outcomes.

Finally, on the political side, the communication and the importance of having reliable Public Relation remains the main focus. Consolidating stable communication channels for the external and internal parties has enhanced the overall view and openness of the operations and encouraged a stronger relation with most of the community. The establishment of institutions and the training of the personnel is also a goal widely targeted in this project. In fact, it remains a tough challenge to overcome and over the years the assistance in creating rule of law institutions is still a work in progress (UN Security Council, 2023).

Concerning the future strategic framework of the mission, since its mandate is renewed annually, there still aren't any reports or documents stating the next step from the UN entities. Although,

depending on the evolution of the mission, the main focus will mostly be on the protection and safety of the population and on the highly searched stability of peace.

6.4. Comparison of the Missions Studied

UNSMIL, UNAMA, and UNMISS are three examples of the complex and various UN peacebuilding and peacekeeping initiatives.

For the first mission studied, UNSMIL, the management-like strategies that have been implemented to achieve their goals have been concentrated more to facilitate the national defragmentation and the political dialogue, by focusing on bringing to negotiation all the factions interested. In this, the results are various, on one hand the strategy worked by reducing the major conflicts between the opposing factions, while on the other hand the more skeptic parties signed by the political fragmentation stay out of the negotiations and have a non-collaborative behavior, increasing risks in peace stability.

In the second mission in consideration, UNAMA, given the multiple faced situations in Afghanistan, the strategies used were a mix between political plans focused on the protection of human rights and capacity-building tactics used for the establishment of institutions, both with the aid of stakeholders and other partners. These plans, like the preceding case, brought multiple results because on one side they supported fair elections giving more power to the population and enhancing civil rights, while on the other side it is clear how the political system is still unstable characterized by the many internal and external pressures that every day challenge the delicate peace process.

The last mission, UNMISS, in contrast with the other initiatives, has adopted more humanitarian prompted plans funding the protection of the civilians and collaborating with different partners to guarantee the basic services also to the areas in risk of conflicts. While the protection of the population seems to be satisfied, the stability of the young state remains a challenge because of its ethnic and political divisions.

In all of the missions the UN has managed to adjust each strategy to the situation faced, showing great adaptability in every context and bringing achievements. Still, giving the challenging and fragile contexts in which they operate, the desired outcomes are not always reached.

Chapter 7

7. CONCLUSIONS

The conclusions of the research include the three cases studied and give a clear response to the beginning research questions:

1) What are the main challenges in implementing management strategies and institutional development within UNDP missions?

It is clear how every mission has its unique challenges and obstacles to face, depending on the context. Although, there are challenging elements that are in common such as the cultural differences with the population of the country in need, the problem of having access to limited resources, security issues in areas with a political instability, which remains another challenge, and finally the difficulty in establishing reliable and strong institutions.

2) What are the key management strategies, strategic planning and resource allocation used by the UNDP in such missions? How do these strategies help to promote sustainable development and overcome the challenges that they face?

There are many strategies that the UN follows to ensure the achievement of the mission's goals. The key focus varies depending on the project, but the organization usually points in stabilizing the economy of the country, by also giving some basic health services, and to strengthen the rule of law, using capacity-building plans as fundamental plans for the mission. These strategies are always accompanied by the aid of the many national and international partners, which fund the missions and provide more support and resources. These strategies guarantee that the UNDP's interventions are linear and aligned with the country's development priorities, gathering enough information from monitoring services which also helps in finding the correct strategy to implement.

3) What is the impact of effective management and of the institutions on sustainable development and economic growth in different countries?

Effective strategies have a big effect on different aspects of the country. For example, in different cases the annual reports of the mission state how the correct strategies had brought trust and communication between the locals and also between different factions that were not able to have

a peaceful negotiation, reducing the many conflicts affecting the areas. This highly wanted result encouraged the stakeholders and locals to invest in new businesses, giving a boost to economic growth and stability.

4) How does the UNDP manage risk associated with these projects, and what risk mitigation strategies do they implement to ensure the success of the missions?

To avoid the many risks associated with these projects, the organization usually counts on the partners involved and at the continuous monitoring, giving the possibility to always know and address risks as they arise. Another way to manage risks is via capacity-building, a fundamental in UNDP projects, which by strengthening the institutions and the authorities ensure stable risk management capacities also after the end of the mission.

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