



Do fragile and conflict-affected countries prioritise core government functions?

Stocktaking public expenditures on public sector institutions to deliver on 2030 Agenda

**June 2019** 

United Nations Development Programme

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in nearly 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

The views expressed in this publication are those of the author(s) and do not necessarily represent those of the United Nations, including UNDP, or the UN Member States.

Copyright ©UNDP 2019. All rights reserved. One United Nations Plaza, NY, NY 10017, USA

## **Table of Contents**

Preface		1
Acknowle	dgements	2
Executive	-	3
Overvie	ew: Synthesis Report	7
List of abb	previations	8
1	Introduction	9
1.1	What are CGFs?	10
2	Methodology	13
2.1	Country case study selection	13
2.2	Conceptualising transitions	13
2.3	Quantitative methodology	14
2.4	Qualitative methodology	16
2.5	Research Limitations	17
3	Research Findings	18
3.1	Research hypothesis	18
3.2	What areas are prioritised in government expenditures in fragile and conflict-affected settings?	19
3.3	Do spending priorities change before, during and after a violent conflict? Does priority national budget spending shift in particular areas and timeframes during a transition?	23
3.4	Are public expenditures and donor commitments on core government functions conducive and aligned to their restoration needs in fragile and conflict-affected settings?	26
3.5	What implications does this have on the risk of relapse into conflict?	28
4	Conclusions and Recommendations	32
4.1	What works?	32
4.2	What could work? Recommendations for the donor community	34
4.3	Which areas require further investigation?	35
Bibliogra	phy	37
Annex A	Theoretical Framework	39
Annex B	Interview Templates	40
	B.1 Key Informant Interview Template – Donors & Think Tanks	40
	B.2 Key Informant Interview Template – Government Representatives	44

## List of tables, figures, and boxes

Figure 1	Conflict and transition typologies	13
Figure 2	CGF spending as % of total domestic expenditure throughout transitions	20
Figure 3	Percentage government expenditure and aid disbursements on CGFs	27
Figure 4	Case study country World Governance and Fragility Scores	30
Colomb	ia's transition out of a protracted conflict	49
List of abb	reviations	50
5	Introduction	51
6	Colombia as an example of transition out of protracted conflict	52
6.1	The evolution of conflict in Colombia	53
6.2	The Evolution of Public Expenditure in Colombia	56
7	Evolution of core government functions	58
7.1	Executive Coordination at the Centre of Government	58
7.2	Public Financial Management	60
7.3	Government Employment and Public Administration	64
7.4	Security Sector	69
7.5	Local Governance	76
7.6	Aid Coordination	79
8	Conclusions	87
	What next for Colombia?	88
Bibliogra	bhy	90
Annex C	Interviews	93
Annex D	Qualitiative Framework and Assumptions	94
List of fig	ures and tables	
Figure 1:	Fragile States Index Colombia	52
Figure 2:	Executive Coordination by Component (% of Total Dom. Expenditure)	59
Figure 3:	Public Finances by Component (% Total Dom. Expenditure)	61
Figure 4:	Ministry of Finance investment expenditure on IT systems (constant prices)	61
Figure 5:	DIAN Expenditure on Salaries and Wages	62
Figure 6:	Results PEFA 2015	63
Figure 7:	Distribution of public sector employment	65
Figure 8:	Evolution of public employment in the executive branch	65
Figure 9:	Evolution of public employment in the judicial branch	66
Figure 10:	Government employment by Component (% Total Dom. Expenditure)	67
Figure 11:	ESAP investment expenditure on Government Efficiency programme (constant prices)	67

Figure 12:	Security Expenditure by Component (% Total Dom. Expenditure)	70
Figure 13:	Real terms spending of Democratic Security Consolidation Policy	71
Figure 14:	Investment expenditure and its composition on the Democratic Security Consolidation Policy (constant prices)	71
Figure 15:	Composition of Domestic Expenditure on the Army: Expenditure Categories	72
Figure 16:	Composition of Domestic Expenditure on the Police: Expenditure Categories	72
Figure 17:	Security Sector Expenditure (% of Total Government Expenditure)	73
Figure 18:	Favourability of Armed Forces 1998-2017	76
Figure 19:	Local Government expenditure by Component (% of Total Dom. Expenditure)	77
Figure 20:	Evolution of transfers to subnational entities before and after 2001 reforms	78
Figure 21:	Citizens' perceptions on quality and coverage of service delivery	79
Figure 22:	Aid Management expenditure by Component (% of Total Dom. Expenditure)	81
Figure 23:	Aid flows – selected sectors (% Total Gross Disbursements)	82
Figure 24:	Aid Flows to Core Government Functions vs Other Areas (2006-2017)	83
Figure 25:	Aid flows to Core Government Functions (% Total Gross Disbursements)	83
Figure 26:	Composition of Security Sector Aid	84
Figure 27:	Security Sector (% of Gross Disbursements)	85
Figure 28:	Executive Coord. & Gov. Employment/Pub. Admin. (% Gross Disbursements)	85
Figure 29:	Local Governance (% of Gross Disbursements)	86
Figure 30:	PFM and Aid Management (% of Gross Disbursements)	86

## Myanmar's triple transition

101

List of abbreviations		102
9	Introduction	103
10	Transition in Myanmar	107
10.1	Background	107
10.2	Myanmar's so-called 'Triple Transition'	110
10.3	Overview of aggregate revenue and expenditure trends	112
11	<b>Evolution of Core Government Functions</b>	117
11.1	Executive Coordination	117
11.2	Revenue and Expenditure Management	121
11.3	Government Employment and Public Administration	123
11.4	Local Governance	128
11.5	Security	131
11.6	Aid Management	134

12	Conclusions	137
12.1	Key reflections	137
12.2	What next for Myanmar?	140
Bibliograp	hy	142
Annex E	List of Interviewees	145
Annex F	Quantitative Framework and Assumptions	146
List of tab	les, figures, and boxes	
Figure 1:	Presence of Ethnic Armed Groups in Myanmar	106
Figure 2:	The rising number of political prisoners in Myanmar	109
Figure 3:	Fragile States Index (Myanmar)	110
Figure 4:	Patterns of conflict in Myanmar since 2011	111
Figure 5:	Revenue and Expenditure (as % GDP)	113
Figure 6:	Budgeted Expenditure: CGFs and MDAs (as % of total expenditure)	114
Figure 7:	Budgeted Expenditure: CGFs (in constant MMK billions)	114
Figure 8:	Aid Disbursements: CGFs versus Key Sectors (as % total disbursements)	115
Figure 9:	Domestic Expenditure (LHS) and Aid Flows (RHS) to CGFs (2010-2016)	116
Figure 10:	Executive Coordination: Recurrent Expenditure (as % of Budget)	120
Figure 11:	PFM & Aid Management: Domestic (LHS) and External (RHS) Expenditure	123
Figure 12:	Government employment in Myanmar MDAs (2011-15)	126
Figure 13:	Wage Bill growth in Myanmar FY 2011/12 – 2015/16 (per cent)	126
Figure 14:	Public Administration: Domestic (LHS) and External (RHS) Expenditure	127
Figure 15:	LG: Domestic (LHS) and External (RHS) Expenditure (% of total)	130
Figure 16:	Security: Domestic (LHS) and External (RHS) Expenditure (% of total)	134
Figure 17:	Worldwide Governance Indicators (Myanmar)	138
Figure 18:	Component parts of the FSI (Myanmar)	139
Pakistai	n's transition from military rule to democratisation	153
List of abb	reviations	154
13	Introduction	155
13.1	Objective and approach	155
13.2	Methodology and structure	157
14	Pakistan as a transition from military rule to democratisation	159
14.1	Transition and emerging conflicts	161
14.2	Aggregate revenue and expenditure trends	164
15	Evolution of core government functions	166
15.1	Executive coordination at the centre of government	166
15.2	Public finance	168

15.5Local governance17815.6Aid management & donor relations18216Conclusions186What next for Pakistan187Annex GList of interviewees189Annex HMethodological Note190List of tables and figures181Table 1Distribution of resources among government tiers under various National Finance Commission Awards181Figure 1Economic performance of Pakistan160Figure 2Fragile States Index Pakistan 2006-2018161Figure 3Aggregate national revenue and expenditure trends at constant prices165Figure 4Composition of expenditure on executive coordination (PKR in million)167Figure 5Aid flows to executive coordination functions.167Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 13Public expenditure on security sector (PKR in million)175Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector176Figure 16National Federal government employment and public administration	15.3	Government employment and public administration	171
15.6Aid management & donor relations18216Conclusions186What next for Pakistan187Annex GList of interviewees189Annex HMethodological Note190List of tables and figures181Table 1Distribution of resources among government tiers under various National Finance Commission Awards181Figure 1Economic performance of Pakistan160Figure 2Fragile States Index Pakistan 2006-2018161Figure 3Aggregate national revenue and expenditure trends at constant prices165Figure 4Composition of expenditure on executive coordination (PKR in million)167Figure 5Aid flows to executive coordination functions.167Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 10Number of federal government employees benefits (constant at 2008)172Figure 11Government spending on salaries and employee benefits (constant at 2008)173Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13PUblic expenditure on security sector (PKR in million)175Figure 14Autional level expenditure on security sector176Figure 15Government expenditure on security sector176Figure 16Nationa	15.4	Security	174
16 Conclusions 186   What next for Pakistan 187   Annex G List of interviewees 189   Annex H Methodological Note 190   List of tables and figures 189   Table 1 Distribution of resources among government tiers under various National Finance Commission Awards 181   Figure 2 Fragile States Index Pakistan 161   Figure 3 Aggregate national revenue and expenditure trends at constant prices 165   Figure 4 Composition of expenditure on executive coordination (PKR in million) 167   Figure 5 Aid flows to executive coordination functions. 167   Figure 6 PEFA assessed rankings in 2009 and 2012 for public finance indicators 168   Figure 7 Debt repayment over the years (PKR in million) 169   Figure 8 Expenditure on public finance functions (expenditure and revenue management) 169   Figure 10 Number of federal government employees 171   Figure 11 Government spending on salaries and employee benefits (constant at 2008) 172   Figure 12 Average weekly wages (in local currency unit) in public administration 173   Figure 13 Public expenditure	15.5	Local governance	178
What next for Pakistan187Annex GList of interviewees189Annex HMethodological Note190List of tables and figures181Table 1Distribution of resources among government tiers under various National Finance Commission Awards181Figure 1Economic performance of Pakistan160Figure 2Fragile States Index Pakistan 2006-2018161Figure 3Aggregate national revenue and expenditure trends at constant prices165Figure 4Composition of expenditure on executive coordination (PKR in million)167Figure 5Aid flows to executive coordination functions.167Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on security sector (PKR in million)175Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector176Figure 16National level expenditure on security sector176Figure 17Pakistan	15.6	Aid management & donor relations	182
Annex GList of interviewees189Annex HMethodological Note190List of tables and figuresTable 1Distribution of resources among government tiers under various National Finance Commission Awards181Figure 1Economic performance of Pakistan160Figure 2Fragile States Index Pakistan 2006-2018161Figure 3Aggregate national revenue and expenditure trends at constant prices165Figure 4Composition of expenditure on executive coordination (PKR in million)167Figure 5Aid flows to executive coordination functions.167Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 10Number of federal government employces171Figure 11Government spending on salaries and employce benefits (constant at 2008)172Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector (PKR in million)175Figure 17Pakistan's total score on the Fragile State Index over the years176Figure 19Percentile rank of State Effectiveness of Pakistan </td <td>16</td> <td>Conclusions</td> <td>186</td>	16	Conclusions	186
Annex HMethodological Note190List of tables and figuresTable 1Distribution of resources among government tiers under various National Finance Commission Awards181Figure 1Economic performance of Pakistan160Figure 2Fragile States Index Pakistan 2006-2018161Figure 3Aggregate national revenue and expenditure trends at constant prices165Figure 4Composition of expenditure on executive coordination (PKR in million)167Figure 5Aid flows to executive coordination functions.167Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration175Figure 14Devernment expenditure on security sector (PKR in million)175Figure 15Government expenditure on security sector176Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index solecet on dicators on secu		What next for Pakistan	187
List of tables and figures   Table 1 Distribution of resources among government tiers under various National Finance Commission Awards 181   Figure 1 Economic performance of Pakistan 160   Figure 2 Fragile States Index Pakistan 2006-2018 161   Figure 3 Aggregate national revenue and expenditure trends at constant prices 165   Figure 4 Composition of expenditure on executive coordination (PKR in million) 167   Figure 5 Aid flows to executive coordination functions. 167   Figure 6 PEFA assessed rankings in 2009 and 2012 for public finance indicators 168   Figure 7 Debt repayment over the years (PKR in million) 169   Figure 8 Expenditure on public finance functions (expenditure and revenue management) 169   Figure 10 Number of federal government employees 171   Figure 11 Government spending on salaries and employee benefits (constant at 2008) 172   Figure 13 Public expenditure on government employment and public administration 173   Figure 14 Deverage weekly wages (in local currency unit) in public administration 175   Figure 15 Government expenditure on security sector (PKR in million) 175   Figure 1	Annex G	List of interviewees	189
Table 1Distribution of resources among government tiers under various National Finance Commission Awards181Figure 1Economic performance of Pakistan160Figure 2Fragile States Index Pakistan 2006-2018161Figure 3Aggregate national revenue and expenditure trends at constant prices165Figure 4Composition of expenditure on executive coordination (PKR in million)167Figure 5Aid flows to executive coordination functions.167Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector178Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 19<	Annex H	Methodological Note	190
National Finance Commission Awards181Figure 1Economic performance of Pakistan160Figure 2Fragile States Index Pakistan 2006-2018161Figure 3Aggregate national revenue and expenditure trends at constant prices165Figure 4Composition of expenditure on executive coordination (PKR in million)167Figure 5Aid flows to executive coordination functions.167Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 9Composition of aid flows on PFM and aid management171Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on security sector (PKR in million)175Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators176Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 19 <t< td=""><td>List of tab</td><td>les and figures</td><td></td></t<>	List of tab	les and figures	
Figure 1Economic performance of Pakistan160Figure 2Fragile States Index Pakistan 2006-2018161Figure 3Aggregate national revenue and expenditure trends at constant prices165Figure 4Composition of expenditure on executive coordination (PKR in million)167Figure 5Aid flows to executive coordination functions.167Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 9Composition of aid flows on PFM and aid management171Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration175Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 19Percentile rank of State Effectiveness of Pakis	Table 1		
Figure 2Fragile States Index Pakistan 2006-2018161Figure 3Aggregate national revenue and expenditure trends at constant prices165Figure 4Composition of expenditure on executive coordination (PKR in million)167Figure 5Aid flows to executive coordination functions.167Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 9Composition of aid flows on PFM and aid management171Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on socurity sector (PKR in million)175Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 19Percentile rank of State Effectiveness of Pakistan178Figure 20Composition of aid flows to security sector			
Figure 3Aggregate national revenue and expenditure trends at constant prices165Figure 4Composition of expenditure on executive coordination (PKR in million)167Figure 5Aid flows to executive coordination functions.167Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 9Composition of aid flows on PFM and aid management171Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators176Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 19Percentile rank of State Effectiveness of Pakistan178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and	-	*	
Figure 4Composition of expenditure on executive coordination (PKR in million)167Figure 5Aid flows to executive coordination functions.167Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 9Composition of aid flows on PFM and aid management171Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 19Percentile rank of State Effectiveness of Pakistan178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182<	Figure 2	Fragile States Index Pakistan 2006-2018	161
Figure 5Aid flows to executive coordination functions.167Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 9Composition of aid flows on PFM and aid management171Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector (PKR in million)176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182<	Figure 3	Aggregate national revenue and expenditure trends at constant prices	165
Figure 6PEFA assessed rankings in 2009 and 2012 for public finance indicators168Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 9Composition of aid flows on PFM and aid management171Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector (PKR in million)176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	Figure 4	Composition of expenditure on executive coordination (PKR in million)	167
Figure 7Debt repayment over the years (PKR in million)169Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 9Composition of aid flows on PFM and aid management171Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 20Composition of aid flows to security sector178Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	Figure 5	Aid flows to executive coordination functions.	167
Figure 8Expenditure on public finance functions (expenditure and revenue management)169Figure 9Composition of aid flows on PFM and aid management171Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 20Composition of aid flows to security sector178Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local government to provinces180Figure 24Expenditure composition on aid coordination182	Figure 6	PEFA assessed rankings in 2009 and 2012 for public finance indicators	168
Figure 9Composition of aid flows on PFM and aid management171Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	Figure 7	Debt repayment over the years (PKR in million)	169
Figure 10Number of federal government employees171Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	Figure 8	Expenditure on public finance functions (expenditure and revenue management)	169
Figure 11Government spending on salaries and employee benefits (constant at 2008)172Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 23Aid flows to local governance181Figure 24Expenditure composition on aid coordination182	Figure 9	Composition of aid flows on PFM and aid management	171
Figure 12Average weekly wages (in local currency unit) in public and private sector in Pakistan over the years173Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 19Percentile rank of State Effectiveness of Pakistan178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	Figure 10	Number of federal government employees	171
in Pakistan over the years173Figure 13Public expenditure on government employment and public administration173Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 19Percentile rank of State Effectiveness of Pakistan179Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	Figure 11	Government spending on salaries and employee benefits (constant at 2008)	172
Figure 14PEFA assessed rankings in 2009 and 2012 for government employment and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 19Percentile rank of State Effectiveness of Pakistan179Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	Figure 12		173
and public administration indicators175Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 19Percentile rank of State Effectiveness of Pakistan178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	Figure 13	Public expenditure on government employment and public administration	173
Figure 15Government expenditure on security sector (PKR in million)175Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 19Percentile rank of State Effectiveness of Pakistan178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	Figure 14		175
Figure 16National level expenditure on security sector176Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 19Percentile rank of State Effectiveness of Pakistan178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	Figure 15	•	175
Figure 17Pakistan's total score on the Fragile State Index over the years177Figure 18Fragile State Index selected indicators on security sector178Figure 19Percentile rank of State Effectiveness of Pakistan178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	-		
Figure 18Fragile State Index selected indicators on security sector178Figure 19Percentile rank of State Effectiveness of Pakistan178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	U		
Figure 19Percentile rank of State Effectiveness of Pakistan178Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	-		
Figure 20Composition of aid flows to security sector179Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	-		
Figure 21Transfers from federal government to provinces180Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	-		
Figure 22PEFA assessed rankings in 2009 and 2012 for local governance181Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	-	-	
Figure 23Aid flows to local governance182Figure 24Expenditure composition on aid coordination182	-		181
Figure 24Expenditure composition on aid coordination182	-		
	-	-	182
	-		183

Figure 26	Total CGF related disbursements to Pakistan	184
Figure 27	Aid disbursements under MDTF	184
Figure 28	PEFA assessment ratings on aid management in 2009 and 2012	185
Sierra I	Leone's 'war-to-peace' transition	191
List of abb	reviations	192
17	Introduction	193
18	Sierra Leone as a 'war-to-peace' transition	194
18.1	Overview of Aggregate Revenue and Expenditure Trends & CGF Spending	196
19	Evolution of core government functions	200
19.1	Government Employment and Public Administration	200
19.2	Executive Coordination at the Centre of Government	206
19.3	Public Finance: Revenue and Expenditure Management & Aid Management, Financing and Donor Relations	209
19.4	Security Sector	215
19.5	Local Governance	219
20	Conclusions	226
	What next for Sierra Leone?	227
Bibliogra	bhy	229
Annex I	List of Interviewees	231
Annex J	Quantitative Framework and Assumptions	232
List of tab	les, figures, and boxes	
Table 1	Civil service workforce composition before and after conflict	204
Table 2	Trends in public employee numbers since the end of the conflict	206
Figure 1	Fragile States Index - Sierra Leone Total Score (left) & Rank (right)	196
<b>F</b> :		107

## 预览已结束,完整报告链接和二

https://www.yunbaogao.cn/report/index/report?rep