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MANAGEMENT ISSUES**STREAMLINING THE WORK OF THE COMMISSION**

Upgrade the Section for Emerging and Conflict-Related Issues to a division and establish an intergovernmental committee concerned with emerging issues and development in times of crisis

Summary

Continued instability, conflict, occupation and their regional spillover effects, are a driving force of the development deficit in the member countries of the Economic and Social Commission for Western Asia (ESCWA). As such, the Section on Emerging and Conflict-Related Issues (ECRI), or Subprogramme 7 on Conflict Mitigation and Development, aims primarily to mitigate the impact of conflict and its spillover effects on development in the ESCWA region by strengthening recovery and peacebuilding policies and disseminating institution-building best practice, particularly in conflict and post-conflict affected countries and least developed countries (LDCs).

Since its establishment, demand for ECRI services by member countries has been increasing, particularly in the areas of public sector modernization and the provision of policies, strategies and programmes mitigating the impact of conflict and its regional spillover effects on socio-economic development in the ESCWA region. Consequently, in order to meet the growing demands of ESCWA member countries, the secretariat is proposing to expand the capacity of that subprogramme and upgrade its level.

Moreover, the third meeting of the Technical Committee (Beirut, 21-22 July 2009) recommended the establishment of an intergovernmental committee on emerging issues and development under crisis, with the aim of enhancing the role of ESCWA in peacebuilding and mitigating the impact of crisis on development through closer interaction among the secretariat and member countries.

The Commission is invited to review the proposals presented herein for upgrading ECRI into a division and for establishing the intergovernmental committee, and to provide guidance on these issues.

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Introduction

1. Security and stability are the minimum conditions and prerequisites for ensuring sustainable human development and the full realization of human potential. However, continued instability, conflict, occupation and their regional spillover effects are a driving force of the development deficit in the member countries of the Economic and Social Commission for Western Asia (ESCWA), with conflict-affected countries bearing the brunt of de-development trends.
2. As such, ESCWA Subprogramme 7 on Conflict Mitigation and Development aims primarily to mitigate the impact of conflict and its spillover effects on development in the ESCWA region by strengthening recovery and peacebuilding policies and disseminating institution-building best practice, particularly in conflict and post-conflict affected countries and least developed countries (LDCs).
3. Subprogramme 7 has examined suitable recovery and peacebuilding policies, strategies and programmes that assist member countries in order to attain sustainable development, particularly in conflict and post-conflict countries. These interventions were based on requests by member countries, advisory missions, field-oriented situation analyses, desk research and in-depth studies on the root causes of conflict, its impact on development as well as the regional spillover effects that are generated.
4. Moreover, the relative lack of institutional capacity witnessed in some sectors across the region has limited the ability of State institutions to address social and economic grievances of their constituents and provide them with essential services for human security and development. This deficiency in institutional capacity stems mainly from conflict and its spillover effects, and from outdated administrative practice, inadequate technical expertise and shortages in modern, client-oriented infrastructure.
5. Given the circumstances facing the ESCWA region, it has become a vital necessity for public sector institutions to adapt to new emerging challenges and develop the necessary institutional facilities capable of catering to them. ESCWA is called upon to support the public institutions of member countries in addressing the growing developmental challenge. Within that context, a principle component of subprogramme 7 interventions consists of examining current and emerging problems and translating the findings into policy recommendations as well as into fully fledged institution-building programmes that serve to develop State capacities.
6. Since the inception of subprogramme 7, demand for its services by member countries has grown steadily, particularly in the areas of public sector modernization and the formulation of policies, strategies and programmes mitigating the impact of conflict and its regional spillover effects on socio-economic development in the ESCWA region. In order to meet the growing demands of member countries, ESCWA needs to expand the capacity of subprogramme 7, with the aim of building and reinforcing the technical capacities of member countries through policy formulation, advisory services and other relevant programmes. Specifically, these include developing strategic interventions that are sensitive to regional specificities and existing insecurities; ensuring complementarities of efforts and adaptability of interventions in order to mitigate the impact of conflict, instability and emerging trends; and instating essential prerequisites towards achieving the Millennium Development Goals (MDGs).
7. Along these lines, the third meeting of the Technical Committee (Beirut, 21-22 July 2009) recommended ESCWA, through this subprogramme, to initiate consultations with member countries in order to establish an intergovernmental committee on emerging issues and development under crisis. The aim of the committee would be to enhance the role of ESCWA in peacebuilding and mitigating the impact of crisis on development through closer interaction among the secretariat and member countries. The proposal was supported by 10 member countries, thereby highlighting the importance of the subprogramme and its above-mentioned objectives.

I. ACHIEVEMENTS

A. ADVOCACY AND AWARENESS-RAISING ACTIVITIES: ADDRESSING THE ROOT CAUSES AND IMPACT OF CONFLICT AND OCCUPATION AND THEIR REGIONAL SPILLOVER EFFECTS

8. Through its analytical activities, subprogramme 7 succeeded in increasing awareness and understanding of conflict-related trends and conflict-driven dynamics and their socio-economic implications; and provided member countries with policy recommendations aimed at developing appropriate responses and enhancing their capacity to develop policies, strategies and programmes to increase their internal resilience to crisis and instability. Boxes 1-4 present major interventions performed by the subprogramme under its advocacy component.

Box 1. Analysis and policy recommendation for peacebuilding	Box 2. Monitoring trends	Box 3. Dissemination of best practice
<ul style="list-style-type: none"> • The impact of conflict-driven displacement on the ESCWA region (Study); • Building the resilience of the private sector in conflict and post-conflict settings (Study); • Communal tensions and peaceful co-existence for peacebuilding (Study); • Developing management skills of the public sector (Situation analysis for the Iraqi Ministry of Municipalities and Public Works, situation analysis for decentralization and local governance in Iraq); • Microfinance as a means to local development under conflict (Study). 	<ul style="list-style-type: none"> • Report of the Secretary-General on Economic and Social Repercussions of the Israeli Occupation on the Living Conditions of the Palestinian People in the Occupied Palestinian Territory, including Jerusalem, and of the Arab population of the occupied Syrian Golan (Annual Report); • Socio-economic development needs and priorities in conflict-afflicted countries (Fact Sheets on Palestine). 	<ul style="list-style-type: none"> • Implementing socio-economic development projects in conflict-afflicted areas (establishing the e-caravans for e-learning in rural areas in Iraq and Lebanon; Smart Community Project introducing modern technologies in rural Iraq); • Information kits on sustainable development under conditions of crisis or political instability based on experiences and lessons learned; • Booklet on institutional and human capacity-building for conflict mitigation; • Institutional and human capacity-building toolkit; • Mainstreaming Modern Financial Management within the Public Sector (seminar for Iraqi civil servants).

Box 4. Strategies/policy formulation for peacebuilding and institutional development (conferences and expert group meetings)
<ul style="list-style-type: none"> • Strengthening private sector resilience under conflict: lessons learned and the way forward; • Policies on peacebuilding and conflict prevention in Western Asia; • Strengthening good governance practice in conflict-affected countries: current priorities and future interventions; • Impact of conflict-driven displacement in the ESCWA region; • Root causes of ethnic and sectarian tensions in the ESCWA region.

B. HUMAN AND INSTITUTIONAL STRENGTHENING: MODERNIZING STATE INSTITUTIONS AND PROMOTING LOCAL ECONOMIC DEVELOPMENT

9. Subprogramme 7 recorded notable successes and impact among member countries. As a result, the Subprogramme received 35 requests for technical assistance from member countries (refer to table 1 for requests details). There has been a 20 per cent increase in the number of requests in the first three months of 2010 relative to the number of requests received during the same period of 2009. The marked increase in the number of requests stems from the following facts: first, the expanded converge area (where the Sudan became an ESCWA member country); second, the expanding mandates in particular in the areas of

peacebuilding, conflict prevention and institution development; and third, and most importantly, the increase in the number of requests reflects a new trend that requires analytical research and policy advice pertaining to conflict and new emerging issues.

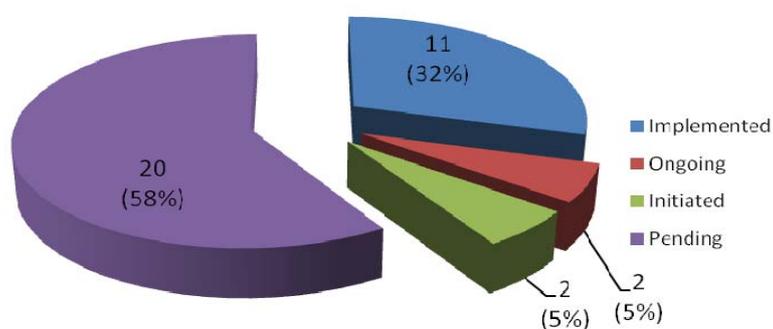
10. While the requests cover a wide range of themes, most of these requests relate to areas of human and institutional development and local community development. This reflects the success of the subprogramme in identifying suitable interventions and implementing institutional development programmes dedicated to strengthen the capacities of member countries to assess and respond to socio-economic and political challenges arising from conflict and its spill over effects.

TABLE 1. REQUESTS FOR TECHNICAL ASSISTANCE

TABLE OF REQUESTS					
#	Date	Subject of Request	Soliciting Entity	Country	Status
1	1-Dec-06	Governance in Support for Employment Creation in Iraq	Ministry of Labor and Social Affairs	Iraq	Implemented
2	4-May-07	Strengthening the Capacity of the Housing Sector in Iraq	Ministry of Construction and Housing	Iraq	Implemented
3	4-Sep-07	Capacity Building and Institutional Strengthening of the Ministry of Municipalities and Public Works	Ministry of Municipalities and Public Works	Iraq	Implemented
4	5-Sep-07	Capacity Building of the Iraqi Public Sector Management – National Center for Consultancy and Management Development	Ministry of Planning and Development Cooperation	Iraq	Implemented
5	8-Nov-07	E-Caravan Phoenix Project	Ministry of Culture	Lebanon	Implemented
6	18-Sep-08	Training of trainers on Strategic Planning targeting public sector officials	Ministry of Planning	Palestine	Implemented
7	10-Oct-08	Provide two E-Caravans to Yemen's marginalized areas	Ministry of Planning and Development Cooperation	Yemen	Pending
8	15-Oct-08	Training of trainers on Strategic Planning targeting public sector officials	Ministry of Planning and Development Cooperation	Yemen	Implemented
9	12-Nov-08	Training of trainers on Strategic Planning targeting public sector officials	Ministry of Planning and International Cooperation	The Sudan	Implemented
10	17-Jan-09	Technical training services on proposal and report writing and accountancy training	Supreme Council for Women in Yemen	Yemen	Implemented
11	18-Jan-09	Training on Management and Monitoring of Developmental Projects	Ministry of Planning and International Cooperation	Jordan	Pending
12	19-Jan-09	Cooperation with the Iraqi Deputy Prime Minister's Office for the implementation of capacity building modules	Deputy Prime Minister's Office	Iraq	Pending
13	20-Jan-09	Strengthening the capacity of the Information Technology Unit at MMPW	Ministry of Municipalities and Public Works	Iraq	Pending
14	25-Feb-09	Empowering the Housing Knowledge and Training Center at the Ministry of Construction and Housing in Iraq	Ministry of Construction and Housing	Iraq	Pending
15	05-Mar-09	Request to develop an e-Caravan targeting impoverished and rural areas in Iraq (Part of the ICT in Education project)	Ministry of Education	Iraq	Implemented
16	21-Mar-09	Support development through promoting sustainable livelihoods and conservation in conflict stricken rural areas of South and North Lebanon	Ministry of Agriculture	Lebanon	Initiated
17	21-Mar-09	Technical Services to the Yemeni Council of Ministers on Monitoring and Evaluation Skills and Techniques	Council of Ministers	Yemen	Pending
18	16-Apr-09	Support to Decentralization and Local Governance for Service Delivery	Council of Ministers	Iraq	Ongoing
19	27-May-09	Develop programme to promote civic values among public sector officials and youth in Palestine	Ministry of Planning	Palestine	Pending

TABLE OF REQUESTS					
#	Date	Subject of Request	Soliciting Entity	Country	Status
20	21-Jun-09	Provision of capacity building and training activities to the National Center for Consultancy and Management Development (NCCMD)	Ministry of Planning and Development Cooperation	Iraq	Initiated
21	17-Jul-09	Provision of training workshops in the prospect of developing an overall Strategy for Sustainable Development	Municipality of Bourj Hammoud	Lebanon	Pending
22	21-Jul-09	Displacement Study Request for Palestine	Ministry of Planning	Palestine	Pending
23	30-Aug-09	Developing INA 3 project	Ministry of Higher Education and Scientific Research	Iraq	Pending
24	5-Oct-09	Training on Sectoral Strategic Planning	Ministry of Planning	Palestine	Implemented
25	3-Dec-09	Promoting Civic Values and Life Skills in Iraq	Ministry of Education	Iraq	Ongoing
26	20-Feb-10	Improving Donor Coordination	Ministry of Planning and International Cooperation	The Sudan	Pending
27	20-Feb-10	Establishing strategy for private sector development	Ministry of Planning and International Cooperation	The Sudan	Pending
28	24-Feb-10	Capacity building to Ministry of Social Affairs establish five (5) community development centers (equipment, training curricula on conflict mitigation and resolution, training of trainers on human development	Deputy Minister of Social Affairs	The Sudan	Pending
29	09-Mar-10	Technical Advisory services and quality management to support INA centers established in Iraq	Ministry of Education	Iraq	Pending
30	22 Mar-10	Advice and training on conflict resolution and settling of border disputes	Ministry of Foreign Affairs	Iraq	Pending
31	24-Mar-10	Study tour on Administrative Development best practice, aid management and integrated planning and budgeting processes	Ministry of Planning	Palestine	Pending
32	24-Mar-10	Workshop on Monitoring and Evaluation techniques	Ministry of Planning	Palestine	Pending
33	28-Mar-10	Support the Institutional Infrastructure to develop and implement new agriculture strategy in concert with relevant stakeholders	Deputy Minister of Agriculture	Yemen	Pending
34	28-Mar-10	Develop adapted training curricula on improving management capacity for middle managers	Deputy Minister of Agriculture	Yemen	Pending
35	29-Mar-10	Development of institutional capacity of Social Welfare Funds	Deputy Director of Social Welfare Funds	Yemen	Pending

Figure I. Requests for Technical Assistance



11. 58 per cent of the requests mentioned in table 1 have yet to be addressed by the Subprogramme due to its limited allocated human and financial resources which also do not allow advisory missions. In this regard, it should be noted that the subprogramme, unlike other sub programmes within ESCWA, does not have a regional advisor.

12. The expansion of the subprogramme would allow a timely and appropriate intervention on ESCWA's part. It is also noteworthy that requests were received from both conflict afflicted countries, as well as from countries enjoying prolonged stability, which confirms the generalized need for institutional development in the region.

13. Nevertheless, in spite of the human and financial shortages, subprogramme 7 succeeded in designing adaptive developmental models to overcome the existing weak infrastructure and volatile security situations, particularly in conflict and post conflict settings. For instance and as noted in the table of requests above, the subprogramme succeeded in designing and launching a mobile community development facility in Lebanon, the "E-Caravan". The E-caravan was destroyed by Israeli missiles during the Israeli war on Lebanon in July 2006, yet the high recognition and positive impact of such mobile facility necessitated the rebuilding of a new E-Caravan in April 2008. The notable success of the E-caravan, with more than 1,800 impoverished youth and women trained since the launch, reinforced the need for replication with requests received from Iraq and Yemen. The E-caravan for Iraq was built as part of the INA Project and is expected to enter service in April 2010.

14. From the requests mentioned in the table above, the Subprogramme also succeeded in implementing 11 requests yielding outputs promoting development in spite of conflict, peacebuilding and institutional development as outlined in the table below:

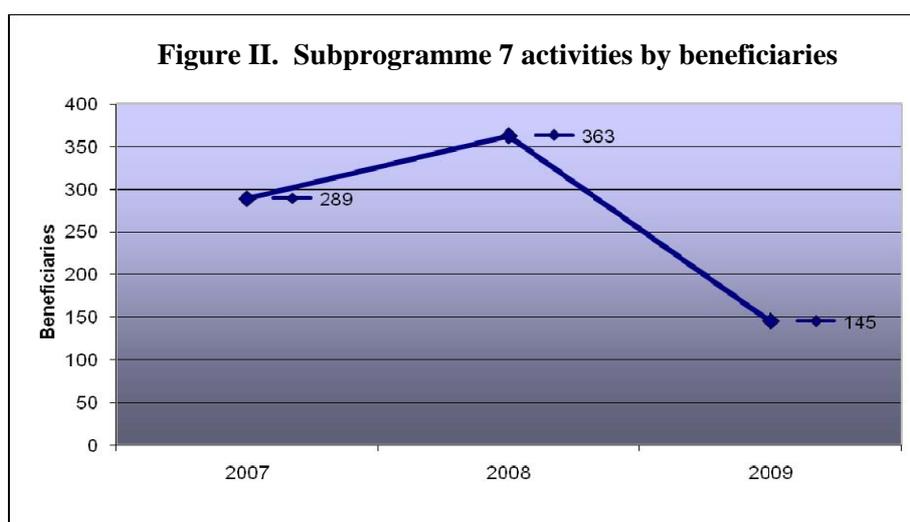
TABLE 2. NUMBER OF OUTPUTS BY THEME/TOPIC

	Theme/topic	Number of beneficiaries 2007	Number of beneficiaries 2008	Number of beneficiaries 2009	Total
Technical support	Public procurement		4		4
	Training techniques		8		8
	Office management (secretarial skills)		30		30
	Management skills for officials of MMPW	82	22		104
	Management of services provision under crisis conditions: the case of water, sanitation and municipal services	52	18		70
	Strategic planning		71	46	117
	Human resources management		21		21
	Decentralization of training services	22	3		25
	Leadership skills and gender issues		13		13
	Seminar on financial management and internal audit		27		27
	Business planning and performance management	22			22
	General Assembly of GIFT MENA		1		1
	Evaluation skills		24		24
	Workshop on private-public partnerships in governance and economic reconstruction		19		19
	Study tour on public sector management		12	20	32
	Seminar on framework for management development			10	10
	E-governance		11		11
Project formulation trainings	27			27	
Raising awareness	Expert group meeting on strengthening good governance practice in conflict-afflicted countries: current priorities and future interventions			32	32
	Regional workshop on water provision under crisis				22
	Regional meeting on strengthening private sector resilience under conflict: lessons learned and the way forward		25		25
	Brainstorming on emerging and conflict-related issues: displacement in the region			13	13

Theme/topic	Number of beneficiaries 2007	Number of beneficiaries 2008	Number of beneficiaries 2009	Total
Expert group meeting on policies for peacebuilding and conflict prevention in Western Asia			24	24
The challenges of ethno-sectarian tensions in a post-conflict setting: the way forward, a brainstorming session		23		23
Consultative meeting of specialists and organizations studying ethno-sectarian tensions in the Arab world		23		23
Regional meeting on strengthening private sector resilience under conflict: lessons learned and the way forward		8		8
Consultative meeting on reduction of ethno-sectarian tensions in Iraq through non-formal and informal education	17			17
Regional seminar on mitigating ethno-sectarian tensions in Western Asia: towards a homegrown response	22			22
Fostering partnerships between international and regional private sector institutions and their counterparts in crisis-stricken countries: towards a more resilient private sector	23			23
Total	289	363	145	797

Note: For the awareness-raising activities, beneficiaries refer to institutions from the public sector and civil society, rather than to individuals.

15. Significantly, subprogramme 7 was unable to cater to all requests received from member countries within its current allocated human and financial resources. Consequently, in 2009, there was a marked decrease in the programme's activities aimed at promoting development in spite of conflict, peacebuilding and institutional development, which stems from the fact that the limited available human and budgetary resources had to focus on achieving the expected outputs of the work programme (see the annex to this report that highlights the implemented and forecasted activities for the 2008-2009, 2010-2011 and 2012-2013 biennia). In other words, the subprogramme's staff that had to ensure the implementation of the 2008-2009 approved work programme, which partially embodies the expanding mandates of the subprogramme in tackling conflict and governance related issues, were unable to cater to all the requests from member countries, leading to a decrease in the number of beneficiaries from institutional development activities of the programme. Moreover, the fact that the programme remains understaffed obstructed the possibility of translating the normative or substantive outputs, including policy recommendations, into operational programmes, which also in turn contributed to the decline of the number of beneficiaries. Moreover, the limited resources allocated to subprogramme 7 (human and financial) has also prevented the natural evolution and expansion of the work programme in a manner that responds to the expanded mandates as well as to the growing demand of member countries.



II. DEMAND-DRIVEN FOCUS AREAS

The Committee of Experts on Public Administration on its eighth session concluded with the need for continual capacity-building for development in the public sector. On 29 July 2009, the Economic and Social Council requested the Secretariat to enhance further its support for capacity-building through analytical research, advisory services and online and offline training, thereby emphasizing trust building, citizen engagement, human resources and institutional development.

Official Records of the Economic and Social Council, 2009, Supplement No. 24 (E/2009/44).

16. The continued instability, conflict, occupation and their regional spillover effects have jeopardized the attainment of the 2015 target for achieving the MDGs. Member countries are increasingly calling upon the United Nations to address the ramifications of continuous instability through assistance in formulating conflict prevention, reconciliation and revitalization of policies and programmes. Numerous United Nations resolutions and Reports of the Secretary-General emphasized the importance of conflict prevention, peacebuilding and public administration for development, namely the need for a better more efficient and capable public sector.

17. As such, and given the region's specificity and permeability to conflict and instability, subprogramme 7 will formulate and implement development programmes aimed at supporting the resilience of member countries to crisis and capacity in order to improve the livelihood of the most vulnerable segments of the population in the region. The subprogramme will assist member countries in terms of promoting and formulating policies and programmes that address the regional spillover effects generated by conflict/occupation as well as the impact of emerging global challenges on the most vulnerable ESCWA member countries, including LDCs.

18. The overarching goal of the United Nations is to promote efficiency, effectiveness, transparency, accountability and participation in the public sector, thereby facilitating the achievement of MDGs and the attainment of other development objectives.¹ This entails the development of public administration and governance measures that contribute towards a more efficient and effective action to promote development. In that light, the subprogramme 7 intervention will rely on strengthening the role of the public sector as a predominant approach to development and peacebuilding. The subprogramme is therefore set to focus on enhancing the institutional capacity of all its member countries, and work with policymakers towards designing adaptive policies and interventions with the aim of enhancing public sector performance and better servicing the needs of their constituents. An additional area of focus will be enhancing the risk and disaster-management capacities of member countries by developing regional and subregional mechanisms.

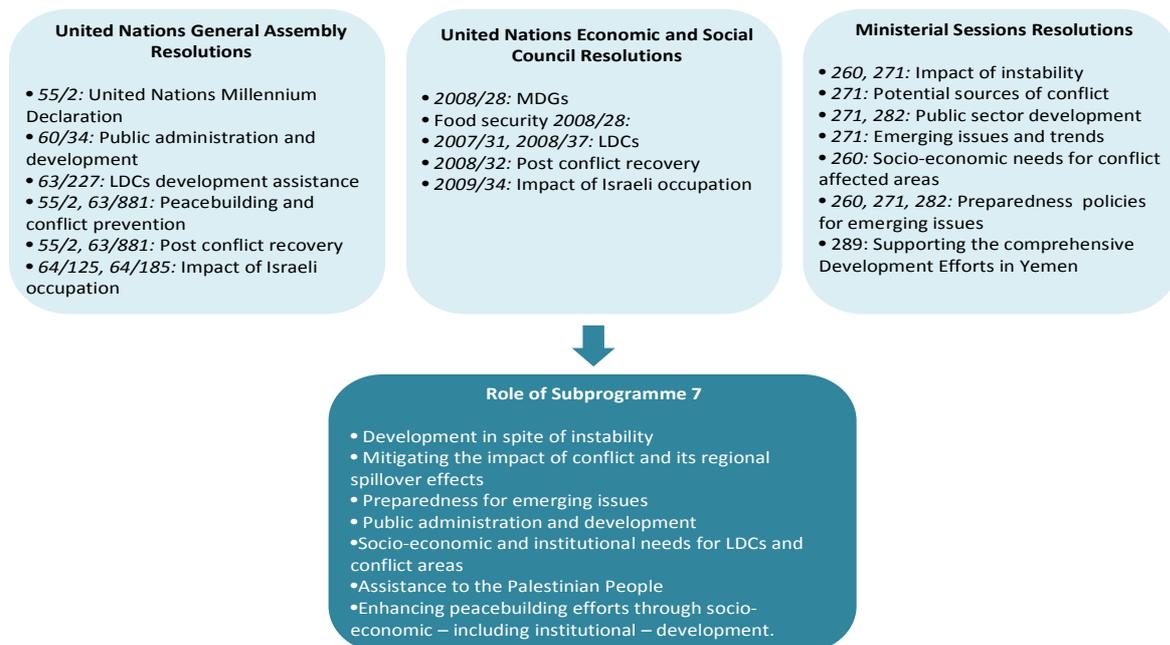
19. The framework within which subprogramme 7 operates is outlined in most recent pertinent ESCWA Ministerial Session resolutions, United Nations General Assembly resolutions and Secretary-General reports, responding to the Economic and Social Council and other United Nations bodies. Figure III presents the most relevant of these resolutions, which depict the strategic intervention and scope of the subprogramme and, moreover, underscore the need to expand the thematic reach and issues tackled by the subprogramme.

¹ Economic and Social Council, "Resolutions and decisions adopted by the Economic and Social Council at its substantive session of 2009" (E/2009/INF/2/Add.1).

Figure III. Framework for Subprogramme 7 Work and Upgrade

The “Declaration on the Right to Development” stipulates that the right to development is an inalienable human right by virtue of which every human person and all peoples are entitled to participate in, contribute to, and enjoy economic, social, cultural and political development, in which all human rights and fundamental freedoms can be fully realized. Human right to development also implies the full realization of the right of peoples to self-determination, which includes, subject to the relevant provisions of both International Covenants on Human Rights, the exercise of their inalienable right to full sovereignty over all their natural wealth and resources.

General Assembly, *Declaration on the Right to Development*, A/RES/41/128, 4 December 1986.



20. It is important to note in that regard that one out of the seven priorities of the United Nations Secretary-General is the support for the consolidation of post-conflict recovery in countries where the United Nations has made a significant investment to build and support the peace processes.² Moreover, the General Assembly issues resolutions every year calling on relevant organizations and agencies of the United Nations system to intensify their assistance in response to the urgent needs of the Palestinian people and in accordance with the priorities set forth by the Palestinian side.³ Similarly, Security Council resolution 1883 of 7 August 2009, reaffirmed the importance of the United Nations in advising, supporting and assisting the people and Government of Iraq to strengthen democratic institutions; advance inclusive political dialogue and national reconciliation; facilitate regional dialogue; assist vulnerable groups, including refugees and internally displaced persons; strengthen gender equality; promote the protection of human rights; and promote judicial and legal reform.⁴

² *United Nations in Focus: Seven Strategic Opportunities for 2010*, No. 4 (31 January 2010).

³ General Assembly resolution A/RES/64/125 of 21 January 2010.

⁴ Security Council resolution 1883 (2009), 7 August 2009, S/RES/1883 (2009).

III. EXPANDED RESPONSIBILITIES

21. Further to the analytical research performed by the subprogramme and in the light of the above-mentioned priority areas embraced by relevant United Nations resolutions and declarations, and the increasing number and scope of requests received from member countries, subprogramme 7 has identified a number of priority areas and main intervention modalities, based on its proven expertise in the area of peacebuilding and public sector development. These aim at the following:

(a) Enhancing the preparedness, responsiveness and effectiveness of public sector institutions to partake in socio-economic development and peacebuilding;

(b) Increasing the resilience of member countries and communities to the ramifications of conflict and enhancing socio-economic development;

(c) Supporting the development of viable strategies and policies sensitive to the region's specificities and addressing emerging issues and their ramifications.

A. PUBLIC ADMINISTRATION AND DEVELOPMENT

22. The strengthening of public administration and adoption of governance measures play a key role in terms of contributing to more efficient and effective actions to eradicate poverty and hunger, enhancing social equity and economic vitality of communities, and empowering youth and women to partake in development. Consequently, these issues represent the primary drivers for the formulation of subprogramme 7 intervention aimed at supporting public sector development that targets all ESCWA member countries. The subprogramme is set to develop its intervention in line with United Nations priority areas in the sphere of public sector development, which would address the institutional needs and challenges of ESCWA member countries.⁵ These are as follows:

(a) Supporting new standard-setting, based on policy and programme analyses;

(b) Supporting the role of the State in economic and social development;

(c) Strengthening the role of the public service to undertake the following:

(i) Fair distribution of public resources;

(ii) Effective decentralization;

(iii) Strengthening policy coordination and service delivery capacity;

(iv) Ensuring professionalism in the public service at all levels;

(v) Innovative resource mobilization and management;

(vi) Benefit from the global pool of knowledge to meet the public administration and governance challenges.

23. The approach of subprogramme 7 is manifested in the belief that comprehensive human and institutional development within public sector institutions both at the central and local levels has proven to be one of the most appropriate tools capable of ensuring the promotion and establishment of sustainable peace and achieving socio-economic development.

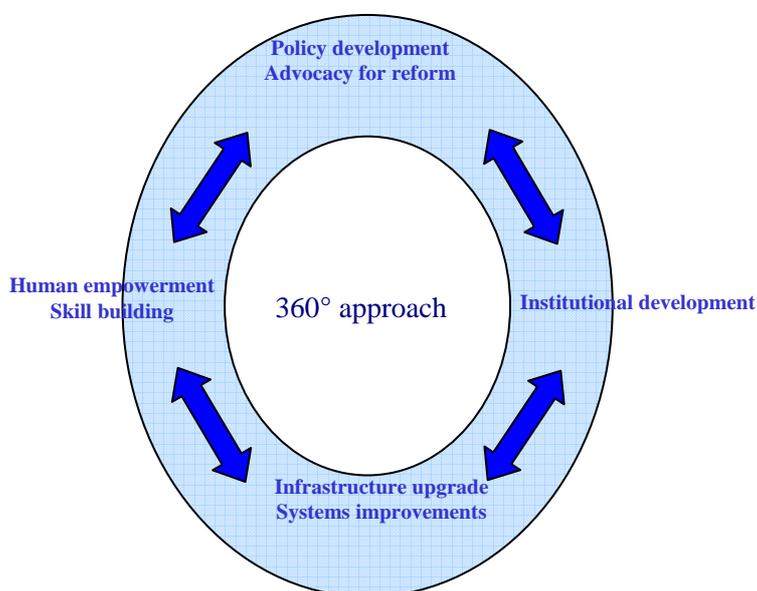
24. This approach is based on the rationale that advancing the planning, monitoring and accountability of the public sector contributes to enhancing the efficiency and ensuring the adequate provision of essential services, thereby eliminating sources of social inequality, improving the living standards and livelihoods of

⁵ Report of the Secretary-General on public administration and development (A/62/283).

all citizens, and reducing the potential of a major source of conflict and instability. Indeed, it is generally recognized that an effective public sector ensures the development of responsive policies and its adaptability to current and emerging challenges. Moreover, it can ensure the appropriate and transparent management of public resources, thereby strengthening the foundations of development and consecrating regional peace and stability.

25. Subprogramme 7 has envisaged the “360° approach” as the cornerstone for development that needs to be led by capable public institutions relying on four main, interlinked pillars for institutional and human development (see figure IV). This approach has proven to tackle all components of institutional development and is considered to be a comprehensive intervention that leads to sustained results. The approach is based on interrelationship between policy development and advocacy for reform at the central level, and three areas of intervention that are more focused on the development of the institutions itself, namely, institutional development, human empowerment and ensuring appropriate infrastructure upgrade.

Figure IV. The 360° approach



26. In that light and further to successes recorded in institutional development as a peacebuilding tool and a development prerequisite, the subprogramme seeks to further develop its interventions and design specific programmes to cater to a growing number of requests from member countries.

B. DEVELOPMENT IN SPITE OF CRISIS AND INSTABILITY

27. The specificities and context of the ESCWA region are increasingly requiring subprogramme 7 to devise adaptive and specific development interventions aimed at addressing the ramifications of conflict at the national and regional levels and at mitigating their impact in order to assist in the attainment of development goals in spite of adverse conditions. The subprogramme’s orientation in that regard is particularly in line with the 2005 World Summit Outcome, which stresses the interlinkages of security, development and human rights. Security, development and human rights are mutually reinforcing.⁶

28. The challenges resulting from the development deficit, conflict and its regional spillover effects require the promotion of a multi-track approach to development that can enhance peacebuilding strategies and approaches across the ESCWA region. As such, the subprogramme’s future intervention blueprint is

⁶ United Nations General Assembly resolution, A/RES/60/1.

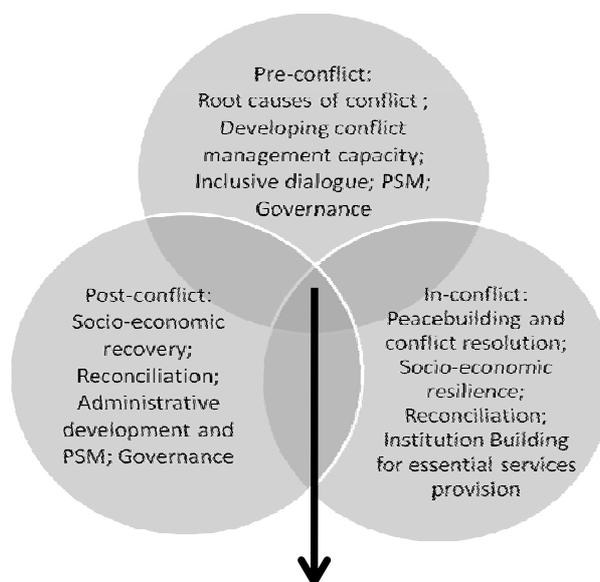
segmented into three phases for strengthening the preparedness of member countries in the light of regional and global challenges, responsiveness and recovery mechanisms, namely:

(a) The pre-conflict phase or preparedness includes early warning strategies and cross-sectoral policy development geared towards strengthening public institutions and local community development, thereby ensuring inclusiveness and a participatory approach to development;

(b) The in-conflict stage is mainly characterized by peacebuilding and conflict resolution strategies that focus on reconciliation. In-conflict situations also require a heavy intervention at the institutional level in order to improve delivery of essential services in spite of conflict and, subsequently, enhance socio-economic resilience;

(c) The post-conflict phase relies on recovery interventions and economic revitalization, ensuring the reintegration of countries and communities into productive socio-economic cycles and providing them with peaceful co-existence tools to avoid future dissension. The Secretary-General's report on "Peacebuilding in the immediate aftermath of conflict" highlights capacity development and national ownership as a central element of peacebuilding and conflict prevention and calls for the support of regional organizations to enhance crisis management capacities.⁷

Figure V. Subprogramme 7 intervention blueprint



Cross-cutting priority areas in the three conflict phases:

- Root causes, spillover effect and global challenges
- Good governance, Institution Building and PSM
- Special attention allocated to LDCs

29. Noting the non-homogeneity and specificities of countries and, consequently, the diverse effect of conflict and instability on their development schemes, subprogramme 7 will need to develop its capacity in identifying approaches and strategies for conflict mitigation and management for the three phases listed above in order to cater to the developmental priorities of different countries. This will require further analysis of member countries in order to develop adapted and tailor-made interventions that can achieve a broader impact.

⁷ "Report of the Secretary-General on peacebuilding in the immediate aftermath of conflict" (A/63/881-S/2009/304).

30. It is also important to note that subprogramme 7 intends to put additional focus on and support LDCs in the ESCWA region, namely, the Sudan and Yemen, and such ESCWA members as Iraq and Palestine in meeting their commitments towards achieving the MDGs. Special focus is placed in investigating and understanding the causes of poverty and hunger and in establishing means of improving human security towards attaining the overarching objective of the Brussels Programme of Action (BPA) of halving the proportion of people living in extreme poverty and hunger in LDCs by 2015.⁸

C. EMERGING ISSUES

31. In addition to the current challenges to development facing the region, additional issues or crises continue to emerge and constitute potential sources of tension and instability in the region, thereby exacerbating challenges to development. These issues and crises vary in terms of origin, effects and the most suitable mitigating measures required. Financial crisis, food security, water scarcity, and new local or regional conflicts are all variables at interplay, which affect the regional development scene. Subprogramme 7 is therefore required to address the ever-growing challenges posed by emerging issues through early identification and pre-emption.

32. Consequently, the subprogramme will need to expand further its analytical scope that could be used as a basis for policy development and recommendation, as follows:

- (a) Monitoring and identifying trends that are potential sources for new tensions and instability in the region, through the following:
 - (i) Continuous monitoring and analysis of social, economic and political developments and trends in the region;
 - (ii) Forecasting potential outcomes in the medium and long terms;
 - (iii) Identifying the trends that comprise potential threats to regional stability;
- (b) Reporting on potential sources of tension and their implications to member countries and other stakeholders periodically, thereby constituting an early warning mechanism;
- (c) Responding to the emerging issues through the following:
 - (i) Formulating and recommending possible pre-emptive measures, policies and strategies for member countries and other stakeholders;
 - (ii) Devising and implementing operational programmes aimed at assisting member countries to mitigate these crises and their impact;
 - (iii) Addressing special needs by different member countries in order to respond to emerging issues and crises;
 - (iv) Enhancing the preparedness of policymakers through capacity-building activities, and sharing regional and international success models in order to address new and emerging issues and pre-empt forecasted challenges that can hinder socio-economic development.

IV. STRENGTHENING THE CAPACITY OF SUBPROGRAMME 7

33. There has been a growing demand on subprogramme 7 in the areas of public sector modernization, including strengthening the sector's ability to address the regional and global challenges to development that are mainly attributed to instability, occupation, conflict and its spillover effects as well as emerging global challenges.

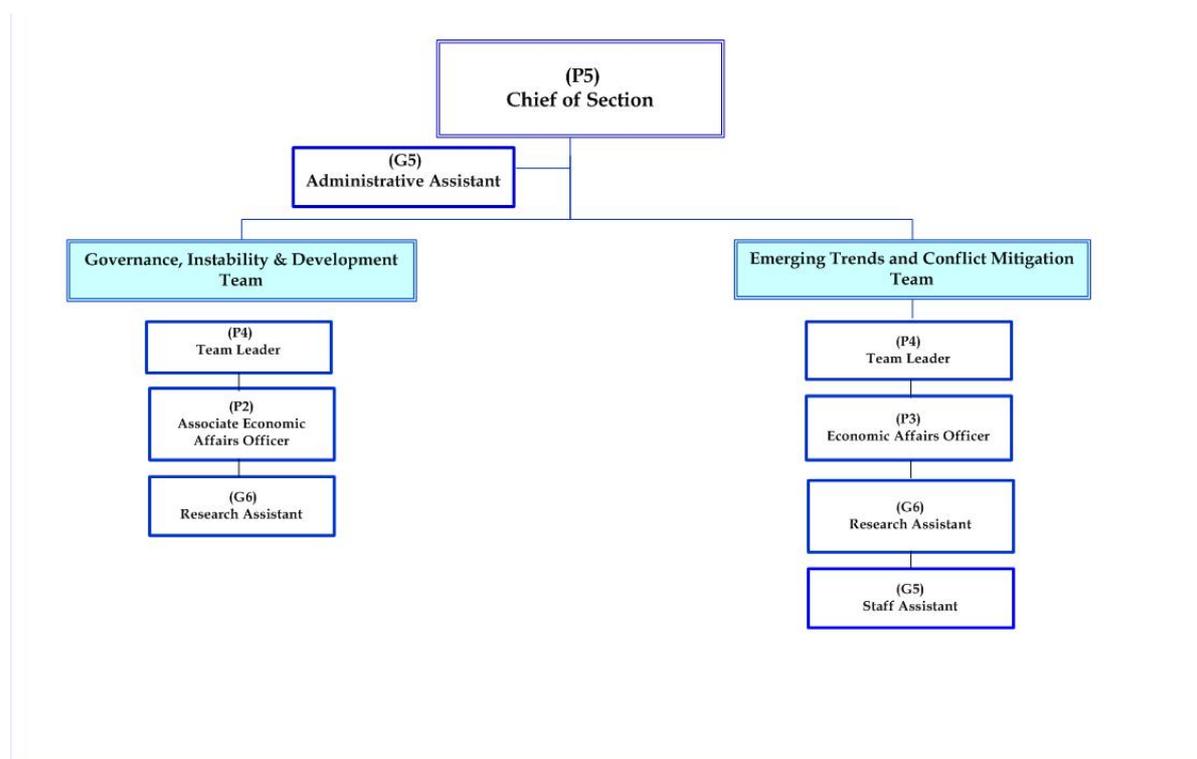
⁸ See General Assembly, 63/227, "Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010" (A/RES/63/227).

34. In the light of the recommendations of the Secretary General's report on peacebuilding in the aftermath of conflict (A/63/881-S/2009-304), the subprogramme will need to expand its assistance to member countries in designing and mainstreaming peacebuilding modalities, crisis management capacities, reconciliation, and revitalization policies and programmes in close cooperation with relevant public sector institutions leading this endeavour. Moreover, there is an urgent need to assist member countries with the implementation of programmes aimed at addressing the ramifications of conflict and its spillover effects on sustainable development.

35. The institutional development of member countries aimed at facilitating economic recovery and improving the delivery of essential services remains a leading priority in the region. Equally significant is the need to increase the conflict management and emergency preparedness of ESCWA member countries, and further develop regional and subregional complementarities and coordination to that effect.

36. Building on Economic and Social Council resolution 2009/18 of 29 July 2009, subprogramme 7 needs to further expand its comparative advantage and establish in-house expertise in identifying/mainstreaming public sector modernization models catering to the specificities of ESCWA member countries and modernizing State structures towards achieving stability, sustainable development and leading peacebuilding efforts.⁹ This is hindered by the limited resources currently allocated to the subprogramme, as shown in figure VI.

Figure VI. Current Organizational Chart Section for Emerging and Conflict-Related Issues (ECRI) 2010



37. While subprogramme 7 has a full-fledged work programme similar in scope and size to other ESCWA subprogrammes, and has proved its relevance and high impact on promoting development within ESCWA member countries, it possesses significantly less human resources compared to other subprogrammes within ESCWA.

⁹ Economic and Social Council resolution 2009/18 of 29 July 2009 requests the United Nations Secretariat to enhance further its support for capacity-building through analytical research, advisory services, training that emphasizes trust building, citizen engagement, human resources and institutional development.

38. As such, additional human resources are required for ESCWA’s Conflict Mitigation and Development sub-programme due to the increase in mandate and demand to which the current staff allocation of five professionals and three GS are simply insufficient. These additional resources will capitalize on the expertise accumulated in the areas of capacity-building for development, conflict prevention, policy and programme formulation and implementation in conflict affected countries and other. It is noteworthy that the nature of requested interventions by ESCWA member counties are not only increasing but new to ESCWA (refer to table of requests), in terms of required specialization, namely the need for development and institution building professionals that are well versed in conflict settings and recovery efforts, spillover effects, crisis response and public sector reform. Ensuring adequate resourcing of the subprogramme would translate into the following results:

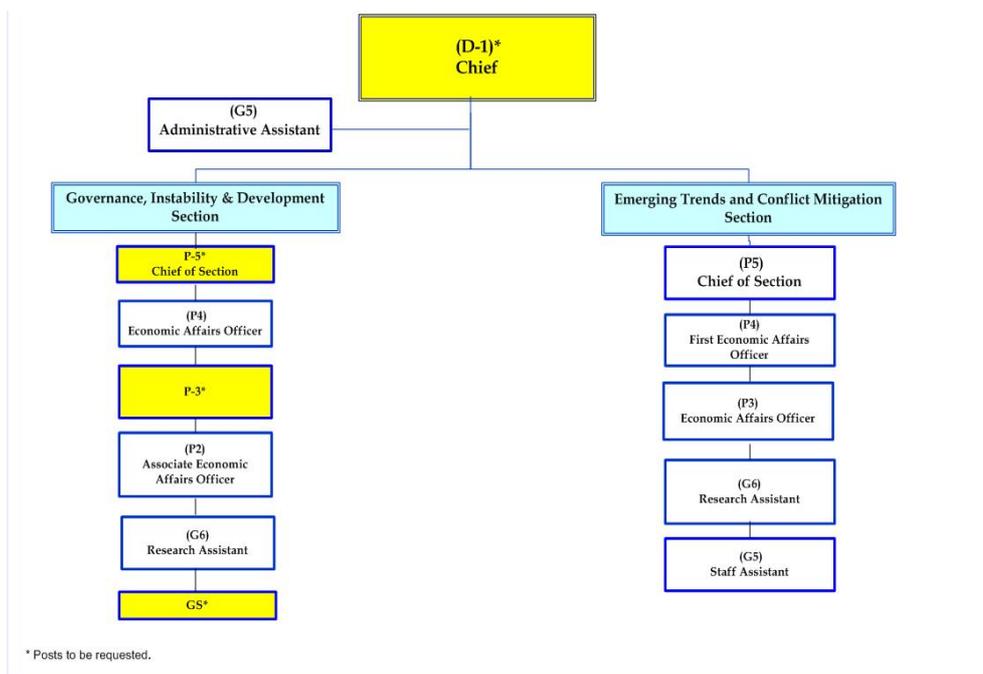
(a) Strengthening the subprogramme’s successful analytical and operational interventions to better address the multidisciplinary nature of the root causes of conflict and its spillover effects, and the repercussions of emerging global challenges;

(b) Enhancing its capacities to translate its normative component into policies and applicable development programmes, both in the realms of institution development and peacebuilding;

(c) Increasing the coordination and cooperation with United Nations Country Teams (UNCTs) and other regional and international organizations, including the League of Arab States, Organisation for Economic Co-operation and Development (OECD) and the World Bank. Such coordination and cooperation, which has yielded substantial results with the UNCT in Iraq, needs to be replicated with other UNCTs.

39. In that regard and owing to the multi-tracked nature and growing importance of subprogramme 7, there is an urgent need to strengthen ESCWA’s comparative advantage and capacity to allow it to continue to respond to the increasing needs of members countries in the areas of conflict recovery and prevention, capacity-building for administrative development and peacebuilding. To that effect, ESCWA proposes to acquire four additional posts, namely: one chief (at D1), two professional staff members (at P5 and P3) and one general service staff member (at GS), as shown in figure VII.

Figure VII. Proposed Organizational Chart Division for Emerging and Conflict-Related Issues (ECRI) 2010



40. This will bring the total number of professional staff to eight posts, thereby qualifying subprogramme 7 to become a division able to cater to the increasing requests of member countries along the lines of institutional development and increasing their resilience to crisis and instability.

The requested D1 post will have the following activities to implement

Post	Theme	Focus Areas	Outputs
D1	Conflict Mitigation and Development	Governance, instability and Development Emerging Trends and Conflict Mitigation Managerial Oversight of Subprogramme	<ul style="list-style-type: none"> • Lead and supervise the formulation and implementation of the substantive work programme related to Conflict Mitigation and Development as well as Institutional Development issues. • Oversee the management of activities undertaken by the Subprogramme, ensuring that programmed activities are carried out in line with ESCWA's overall strategic vision and mandate • Coordinate work within ESCWA and with other United Nations, regional and international organizations, with particular emphasis on ensuring synergy with UNCT strategies and workplans. • Lead, supervise and carry out activities relating to emerging trends, institutional development, peacebuilding, crisis management, conflict mitigation and addressing its spillover effects. • Coordinate and oversee the preparation of reports for presentation to the Secretary-General as well as to the Intergovernmental Committee on Emerging Issues and Development under Crisis. • Report to relevant intergovernmental body on budget/programme performance or on programmatic/substantive issues, as appropriate. • Ensure that the outputs produced by the Division maintain high-quality standards; • Ensure that reports are clear, objective and based on comprehensive data. • Ensure that all outputs produced by the Sections under his/her supervision meet required standards before completion to ensure they comply with the relevant mandates. • Assist the Executive Secretary in preparing the Conflict Mitigation and Development work programme of the Division, determining priorities, and allocating resources for the completion of outputs and their timely delivery. • Undertake or oversee the programmatic/administrative tasks necessary for the functioning of the Division, including preparation of budgets, reporting on budget/performance, evaluation of staff performance (PAS), interviews of candidates for job openings, evaluation of candidates and preparation of inputs for Results-Based Budgeting (RBB). • Represent the Division at international, regional or national meetings.

41. The existing P5 post will be reassigned, as Chief of Section, to lead the Emerging Trends and Conflict Mitigation Section. This would serve to strengthen the capacity of the analytical component focusing on identification of regional domestic policies geared to address conflict, its spillover effects as well as emerging global trends. The P5 would provide policy advice on regional trends and the manner global emerging issues impact the ESCWA region. The reassigned post would plan/supervise the drafting of correspondence, reports and notes on emerging trends and the ramifications of conflict on ESCWA member countries; ensure coherence with United Nations system-wide policies and contribute to United Nations

system-wide publications in concerned areas. Establish and maintain working relations with senior-level counterparts of member countries and within the UNCTs, and in regional/other intergovernmental organizations. Coordinate the provision of substantive support to the Chief of the Division and the Executive Secretary on issues related to the ramifications of conflict and political tensions. The P5 would be responsible for the implementation of the work programme of the entire section, in addition would be assigned the implementation of four additional outputs, namely one background paper on addressing the root causes of conflict and enhancing peacebuilding building initiatives, one round table on the impact of conflict and political tensions on the ESCWA region and two policy briefs on the impact of instability on the socio-economic development of LDCs.

42. The Professional staff that would be added to the Governance, Instability and Development Section will be geared towards addressing the expanded responsibilities of the subprogramme through focusing mainly on institutional development and public sector modernization. Refer to the below table, featuring the suggested additional activities that would be implemented provided that the new posts are allocated.

Post	Theme	Focus Areas	Outputs
P5	Institutional Development and Public Sector Modernization	Civil Service Reform Public Financial Management	<ol style="list-style-type: none"> 1. Design and ensure the timely implementation of the Section's assigned work programme. 2. Supervise the work of staff members and consultants. 3. Initiate, prepare and finalize the following reports/studies and coordinate the necessary research as well as analytical and empirical works for the following in cooperation with other United Nations partner agencies: <ul style="list-style-type: none"> (a) Feasibility study on increasing the performance of the public sector through modern applications; (b) Two (2) Policy briefs on good governance, human capital and peacebuilding (one on good governance and improvement of human capital and one on the linkage of good governance and peacebuilding); (c) Mainstreaming conflict management best practice among concerned public institutions: Enhancing Essential Services Delivery (Paper). 4. Organize, design and coordinate necessary research and cooperation with relevant entities on the following meetings and conferences: <ul style="list-style-type: none"> (a) Consultative round table on best practice for public sector modernization in the ESCWA region; (b) Two (2) Brainstorming sessions on promoting good governance practice in countries under occupation; (c) Conference on Conflict Management and Essential Service Delivery; (d) Regional workshops on human and institutional capacity building for development. 5. Conduct fact finding and advisory missions, advising member countries on strengthening and modernizing public institutions to enhance capacity for development. 6. Initiate and finalize project proposals on institutional development programmes and modules in conflict afflicted countries. 7. Organize and service the intergovernmental committee on emerging issues and development under crisis.

Post	Theme	Focus Areas	Outputs
P3	Institutional Development and Public Sector Modernization	Civil Service Reform Public Financial Management	<ol style="list-style-type: none"> 1. Draft specified inputs for the following studies and reports: <ol style="list-style-type: none"> (a) Feasibility study on increasing the performance of the public sector through modern applications; (b) Two (2) Policy briefs on good governance, human capital and peacebuilding (one on good governance and improvement of human capital and one on the linkage of good governance and peacebuilding); (c) Mainstreaming conflict management best practice among concerned public institutions: Enhancing Essential Services Delivery (Paper) 2. Assist in the preparation of the following meetings and conferences: <ol style="list-style-type: none"> (a) Consultative round table on best practice for public sector modernization in the ESCWA region; (b) Two (2) Brainstorming sessions on promoting good governance practice in countries under occupation; (c) Conference on Conflict Management and Essential Service Delivery; (d) Regional workshops on human and institutional capacity building for development. 3. Assist in the preparation of the intergovernmental committee. 4. Provide regular contribution to DESA's Division for Public Administration and Development Management UNPAN website. 5. Prepare inputs to project proposals on institutional development programmes and modules in conflict afflicted countries
GS	Institutional Development and Public Sector Modernization	Civil Service Reform Public Financial Management	<ol style="list-style-type: none"> 1. Assist in the regular contribution to DESA's Division for Public Administration and Development Management UNPAN website. 2. Conduct research and assist in the production of the following reports/studies: <ol style="list-style-type: none"> (a) Feasibility study on increasing the performance of the public sector through modern applications; (b) Two (2) Policy briefs on good governance, human capital and peacebuilding (one on good governance and improvement of human capital and one on the linkage of good governance and peacebuilding); (c) Mainstreaming conflict management best practice among concerned public institutions: Enhancing Essential Services Delivery (Paper). 3. Provide support for the following meetings and conferences: <ol style="list-style-type: none"> (a) Consultative round table on best practice for public sector modernization in the ESCWA region; (b) Two (2) Brainstorming sessions on promoting good governance practice in countries under occupation; (c) Conference on Conflict Management and Essential Service Delivery; (d) Regional workshops on human and institutional capacity building for development. 4. Support in the preparation of the intergovernmental committee. 5. Support the preparation of project proposals on institutional development programmes and modules in conflict afflicted countries.

V. ESTABLISHING THE INTERGOVERNMENTAL COMMITTEE ON EMERGING ISSUES AND DEVELOPMENT UNDER CRISIS

43. Deliberations during the third meeting of the Technical Committee (Beirut, 21-22 July 2009) yielded a consensus on the significance of the role of ESCWA in addressing the impact of crisis on development and strengthening institutional capacities of member countries to address conflict, its spillover effects and other emerging regional or global issues. The meeting also recommended the establishment of a task force among member countries to formulate the terms of reference for the envisioned committee.

A. TASK FORCE ON ESTABLISHING THE COMMITTEE

44. On 25 September 2009, ESCWA launched a process to establish the task force, in which it requested all member countries to participate. Consequently, 10 member countries agreed to participate in the task force. The subprogramme received initial comments from the following member countries: Bahrain, Egypt, Jordan, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, the Sudan and the Syrian Arab Republic.

B. TERMS OF REFERENCE OF THE COMMITTEE

45. On 19 October 2009, the first draft of the terms of reference was circulated to the members of the task force for comments and suggestions. Two additional drafts were circulated among members over the course of two months. The comments and suggestions of member countries were incorporated in the draft terms of reference. The ensuing terms of reference include the following:

- (a) Identify national priorities and needs for peacebuilding and development under crisis, occupation and instability in a manner that corresponds to the specific characteristics and basic needs of the region;
- (b) Monitor and identify regional and international challenges that could hinder peacebuilding and development efforts in the ESCWA region, including the formulation of an early warning system;
- (c) Link the work programme of subprogramme 7 to relevant national needs and priorities;
- (d) Formulate national and regional programmes for peacebuilding and development under occupation, instability and crisis in the ESCWA region;
- (e) Mobilize regional and international support for the implementation of peacebuilding projects and programmes that could address challenges and ramifications of crisis, occupation and emerging issues in the ESCWA region;
- (f) Enhance regional coordination among member countries in the context of policy formulation aimed at mitigating the impact of instability, crisis and emerging issues on development, as well as protection of civilians;
- (g) Ensure the participation of member countries in regional and international events and conferences related to peacebuilding, development and protection of civilians under crisis conditions, follow up on their outcome, and coordinate the positions of member countries in that regard;
- (h) Follow-up on the progress and activities undertaken by ESCWA in the relevant areas;
- (i) Meet on a biannual basis, with the first meeting set for 2011.

46. The subprogramme will still need to finalize the terms of reference with the aforementioned task force, which requires additional human and financial resources. A high level coordination meeting needs to be convened that consists of experts, the concerned member countries and the subprogramme as well as

ESCWA secretariat to initiate the first meeting of the intergovernment committee. This would include the preparation of background papers on: (a) the most pertinent challenges to peacebuilding; and (b) supporting public institutions to address conflict, its spillover effects and emerging global challenges. Crucial to the work of the subprogramme in servicing the intergovernmental body will be the establishment of solid mechanisms of cooperation and coordination among ESCWA member countries to tackle the national and regional ramifications of conflict through the induction of mechanisms that are able to devise strategies and policies through analytical research, draft socio-economic development strategies and programmes resilient to adversities and strengthening the public sector through its modernization.

Annex I

OUTPUT TABLE

	2008-2009	2010-2011	2012-2013
IGM			1. Preparatory task force meeting for the intergovernmental conference
			2. Intergovernmental meeting on emerging issues and development under crisis
Conference			1. Conference on strengthening the public sector to mitigate the impact of conflict and its spillover effects
			2. Conference on conflict management and essential service delivery
Ad hoc expert group meetings	1. Strengthening private sector resilience under conflict: Lessons learned and the way forward	1. Approaches for sustainable development under crisis conditions	1. Expert group meeting on approaches for the structural prevention of conflict: Attaining MDGs in conflict-affected countries
	2. Expert group meeting on policies on peacebuilding and conflict prevention in Western Asia	2. Good governance and management of public services under conflict or political instability	2. Brainstorming session on the structural prevention of conflict through attaining social cohesion
	3. Strengthening good governance practice in conflict-afflicted countries: current priorities and future interventions		3. Round table on the impact of conflict and political tensions on the ESCWA region
			4. Consultative meeting on conflict, spillover effects and emerging global issues
			5. Consultative round table on best practice for public sector modernization in the ESCWA region
			6. Expert group meeting on good governance as a catalyst for institution-building under conflict or instability
			7. Brainstorming sessions on promoting good governance practice in the Sudan, Yemen and Palestine
Parliamentary documentation	1. Two annual reports on the economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the occupied Palestinian territory, including Jerusalem and the Arab population of the occupied Syrian Golan	1. Two annual reports on the economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the occupied Palestinian territory, including Jerusalem and the Arab population of the occupied Syrian Golan	1. Two annual reports on the economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the occupied Palestinian territory, including Jerusalem and the Arab population of the occupied Syrian Golan
		2. Report to the 26 th ministerial session on the impact of conflict and political tension on the socio-economic development of the ESCWA region: current and future challenges	2. Report to the 27 th ministerial session on the impact of conflict and political tension on the socio-economic development of the ESCWA region: current and future challenges

	2008-2009	2010-2011	2012-2013
Booklets, fact sheets, wallcharts, information kits	1. Information kits on sustainable development under conditions of conflict or political instability (PC-based tutors, women, office skills, accountancy)	1. Booklet on the socio-economic conditions in the occupied Palestinian territory	1. Booklet on the socio-economic conditions in the occupied Palestinian territory
	2. Two annual brochures on the socio-economic repercussions of the Israeli occupation, facts and figures	2. Fact sheets on the socio-economic situation in the region's LDCs	2. Pamphlet on regional trends for conflict prevention
	3. Conflict-driven displacement in Western Asia: facts, figures and recommendations	3. Information kits on selected ESCWA substantive activities related to areas in conflict or political instability	3. Fact sheets on the impact of conflict on development and the spillover effects generated
	4. Conflict mitigation and development: vision, approaches and achievements	4. Pamphlet on the socio-economic conditions in the occupied Palestinian territory	4. Two information kits on best practice that strengthen weak institutions in conflict-affected countries, with the prospect of mitigating the impact of conflict and its spillover effects
	5. Reference guide to modern trends and best practice in public finance management		
Electronic issuances	1. Annual maintenance and updating of ESCWA's homepage on conflict mitigation and development	1. Annual contribution to ESCWA PAN website on activities on public administration and governance in the Arab region, ESCWA being the regional node of UNPAN for Arab countries	1. Regular contribution to DESA's Division for Public Administration and Development Management UNPAN website
	2. Maintenance and updating of ESCWA PAN website on activities on public administration and governance in the Arab region, ESCWA being the regional node of UNPAN for Arab countries	2. Annual maintenance and updating of ESCWA's homepage on conflict mitigation and development	
Technical material	1. The private sector in crisis-afflicted countries: potential role in development and peacebuilding	1. Working paper on emerging socio-economic issues under conditions of conflict or political instability (Thematic and related to extrabudgetary projects)	1. Monitoring the impact of conflict on socio-economic development in countries of the ESCWA region
	2. Human and institutional capacity-building for conflict mitigation		2. Two policy briefs on good governance, human capital and peacebuilding
Audio-visual resources	1. Documentary on best practice in implementing socio-economic development programmes/projects in conflict-affected areas		
Recurrent publication	1. Trends and impact in conflict settings: the socio-economic impact at conflict-driven displacement	1. Trends and impact in conflict settings (No. 2)	1. Trends and impact in conflict settings (No. 3) on the structural prevention of conflict: setting the priorities

	2008-2009	2010-2011	2012-2013
Non-recurrent publications	1. Unpacking the dynamics of communal tensions: a focus group analysis of perceptions among youth in Lebanon	1. Impact of the food security crisis on ESCWA member countries	1. Paper on identifying best practice in addressing the structural prevention of conflict/recovery strategies
		2. Emerging socio-economic issues under conditions of conflict or political instability (governance and peacebuilding)	2. Background paper on addressing the root causes of conflict and enhancing peace-building initiatives
		3. Impact of conflict on socio-economic development in countries in the ESCWA region (institution-building and State-building).	3. Discussion papers on emerging socio-economic issues under conditions of conflict or political instability: achieving greater regional integration as a means to prevent and/or mitigate the impact of conflict
			4. Policy briefs on the impact of instability on the socio-economic development in Yemen and the Sudan
			5. Strengthening good governance practice in conflict-affected countries
			6. Situation analysis on bridging the good governance deficit with the aim of achieving human security in selected conflict-afflicted countries
			7. Mainstreaming conflict management best practice among concerned public institutions: enhancing essential services delivery
Special events	1. Annual International Day of Solidarity with the Palestinian People	1. Annual International Day of Solidarity with the Palestinian People	1. Annual International Day of Solidarity with the Palestinian People
Advisory services		1. Situation analysis addressing socio-economic developments in the region's LDCs	1. Fact-finding and advisory missions by staff: advising and training member countries on policies and strategies to address the structural prevention of conflict
			2. Feasibility study on increasing the performance of the public sector through modern applications
			3. Fact-finding and advisory missions by staff: advising and training member countries on strengthening and modernizing public institutions to enhance capacity for development
Training courses, seminar and workshops	1. Workshops on promoting inter-communal dialogue among civil society and public institutions under conflict or political instability in the ESCWA region	1. Workshops on promoting decentralization in the ESCWA region: capacity-building on governance	1. Regional workshops on human and institutional capacity-building for development
	2. Workshops on modern management methods for the provision of public services in conflict areas in the ESCWA region		2. Develop institutional development programmes and modules in conflict-affected countries

	2008-2009	2010-2011	2012-2013
Field projects	1. E-caravan Phoenix Project (Lebanon)	1. Support to decentralization and local governance for service delivery in Iraq - continuous from 2008-2009	1. Promoting civic values and life skills through education among adolescents in Iraq - continuous from 2010-2011
	2. Smart Community Project for Iraq	2. ICT in Education for Iraq Project (ICTEI) - continuous from 2008-2009	
	3. Iraqi Networking Academies Project (INA) Phase II	3. Promoting civic values and life skills through education among adolescents in Iraq	
	4. ICT in Education for Iraq Project (ICTEI)		
	5. Capacity-building and institutional strengthening of the MMPW		
	6. Strengthening the capacity of the housing sector (phase II)		
	7. Governance in support of employment creation (GEC)		
	8. Capacity-building of public sector management in Iraq, in cooperation with UNDP		
	9. Support to decentralization and local governance for service delivery in Iraq		

Annex II

STRATEGIC FRAMEWORK, 2012-2013

Subprogramme: Conflict Mitigation and Development		
Objectives: To mitigate the impact of conflict and its spillover effects on development in the ESCWA region by strengthening recovery and peacebuilding policies and disseminating institution-building best practice, particularly in conflict and post-conflict-affected countries and LDCs.		
Expected accomplishments	Intermediate accomplishments	Indicators of achievement
(a) Enhanced capacity of member countries to identify, formulate, adopt and implement recovery and peacebuilding policies, strategies and mechanisms geared towards the structural prevention of conflict, mitigating its impact on development, addressing its regional spillover effects and the ramifications of emerging global issues	(a) (i) Member countries and civil society have developed national capacity to identify and/or adopt policies and strategies to address the structural prevention of conflict	(a) (i) Number of policies, strategies and mechanisms identified and/or adopted by member countries and civil society dedicated to the structural prevention of conflict and mitigating its impact on development
	(a) (ii) Civil servants and civil society representatives have increased understanding of the socio-economic and political dynamics, sources and root causes of conflict so as to formulate and/or provide input to peacebuilding and conflict mitigation policies and strategies at the national and regional levels	(a) (ii) Increased percentage of civil servants and civil society representatives acknowledging having benefited from ESCWA analytical activities/outputs dedicated towards the formulation of national and regional peacebuilding and conflict mitigation policies, strategies and mechanisms which promote development
(b) Enhanced capacity of member countries to apply good governance applications and best practice that strengthen public institutions to pre-empt conflict, achieve reconciliation, peace and attain development goals	(b) (i) Member countries have increased knowledge and practice in the application of modern tools aiming at strengthening the public sector	(b) (i) Number of modern tools and best practice introduced by national stakeholders, in partnership with ESCWA, to strengthen and modernize institutions in conflict-affected countries, with the prospect of enhancing service delivery and mitigating the impact of conflict and its spillover effects
	(b) (ii) Member countries and civil society are better equipped to understand good governance practice aiming at strengthening public institutions as a means to prevent conflict and strengthening peacebuilding efforts	(b) (ii) Number of public sector and civil society entities participating in ESCWA normative activities geared towards inducing good governance principles within the public sector, aiming at strengthening and/or modernizing public institutions as a means to prevent conflict, mitigate its impact on human security and alleviate the hardships resulting from conflict, occupation and emerging global issues
(c) Established Intergovernmental Body on Emerging Issues and Development under Crisis	(c) (i) Member countries have established task force to better address emerging issues and development under crisis so as to enhance their ability to formulate strategies and mechanisms to confront the socio-economic ramifications of conflict and emerging global issues.	(c) (i) Number of countries attending a meeting of the task force on addressing emerging issues and development under crisis

Subprogramme: <i>Conflict Mitigation and Development</i>		
		(c) (ii) Member countries agreeing and endorsing the terms of reference of the intergovernmental body on emerging issues and development under crisis
<p>External factors: The subprogramme is expected to achieve its expected accomplishments on the assumption that: 1. Member countries are fully committed to and supportive of the effective implementation of the Secretary-General's recommendations on peacebuilding in the immediate aftermath of conflict,¹⁰ the 2005 World Summit Outcome document recommendations, as well as the timely and adequate realization of ESCWA ministerial session resolutions pertaining to mitigating the impact of conflict on development and regional cooperation under unstable conditions; 2. There is continued and adequate access to beneficiaries, in particular decision makers, in spite of political tensions and conflict in crisis-afflicted countries; and 3. Adequate human and financial resources are made available for supporting ESCWA's conflict-affected countries, particularly those under occupation and LDCs.</p>		
<p>Problems to be addressed: The responsibility of implementing the subprogramme lies within the Section of Emerging and Conflict-Related Issues. Peace and stability are a necessary condition for sustainable human development and the full realization of human opportunities and potential. However, a number of factors contribute to the chronic development deficit in the ESCWA region, namely:</p> <ul style="list-style-type: none"> • Continued instability, conflict, occupation and their spillover effects, remain the driving force of the development deficit of ESCWA member countries; • Lack of institutional capacity and weak State institutions that suffer from an ever increasing deficit in good governance, inadequate technical expertise and infrastructure, have limited State institutions capable of resolving political, social and economic grievances of their local populations or provide them with the basic services vital for human security and development; • Negative socio-economic trends resulting from conflict are further compounded by the national and regional ramifications of global challenges (climate change, food insecurity, pandemics, financial crisis, fuel crisis and others); • The likelihood of some parts of the ESCWA region slipping back into conflict or the emergence of new conflicts remains high, where the incidents of civil strife and occupation remain large compared to other regions (except Africa). • Shortage for regional cooperation and coordination forums and mechanisms that address conflict, its spillover effects and emerging global challenges through socio-economic development strategies and strengthening concerned public sector institutions. <p>This state of affairs has hit the region and conflict-affected countries and LDCs particularly hard, rendering individuals, families and communities vulnerable to an increased threat of civil strife, low social cohesion, insecurity, malfunctioning economies and human rights abuses.</p> <p>State institutions are at the core of strengthening national and regional peacebuilding efforts, mitigating the impact and addressing the root causes of conflict as well as their spillover effects.</p>		
<p>Strategy: This subprogramme's strategy is a response to the ESCWA region's relentless struggle with the ramifications of continuous instability and resulting development deficits. It departs from the premise that conflict prevention, peacebuilding and development are inseparable and mutually reinforcing, and must be led by a strong public sector in which good governance practice is applied. Significantly, conflict mitigation measures targeting crisis-afflicted countries will inevitably reduce conflict across the region and its repercussions.</p> <p>As such, this strategy derives from the following: 1. The 2005 World Summit Outcome, which stresses the interlinkages of security, development and human rights; 2. The Secretary-General's "Report on peacebuilding in the immediate aftermath of conflict", which highlights capacity development and national ownership as a central element of peacebuilding and conflict prevention and calls for the support of regional organizations to enhance crisis management capacities; 3. The timely attainment of the internationally agreed development goals and MDGs; 4. The United Nations Millennium Declaration which states that development and poverty eradication depend on good governance within each country; and 5. The ministerial session resolutions in which ESCWA member countries called upon the secretariat to mitigate the impact on development of conflict, occupation and instability; strengthening the role of ESCWA in addressing the impact of conflict and instability within the context of social and economic development and [enhance] development and regional cooperation under unstable conditions.</p> <p>The first pillar of the subprogramme will focus on building the capacity for development of ESCWA member countries, particularly conflict-affected countries, to implement peacebuilding policies, strategies and mechanisms that are geared towards the structural prevention of conflict or potential sources of conflict, mitigating its impact on development and addressing its regional spillover effects as well as the ramifications of emerging global issues. The second pillar of the strategy is to strengthen the capacity of member countries to apply good governance applications and best practice that enhance the capacity of public institutions to improve service delivery and to pre-empt conflict and achieve reconciliation, peace and attain development goals.</p>		

¹⁰ "Report of the Secretary-General on peacebuilding in the immediate aftermath of conflict" (A/63/881-S/2009/304).

Subprogramme: Conflict Mitigation and Development

The subprogramme will achieve these objectives by focusing its activities on three areas: 1. Promoting revitalization/recovery policies and strategies, inclusive dialogue, reintegration and reconciliation as part of peacebuilding and conflict mitigation policies and mechanisms; 2. Developing conflict management capacity of State institutions and strengthening the abilities of conflict-affected countries to provide basic services through restoring and strengthening core government functions through public sector modernization; 3. Address the ramifications of spillover effects generated by conflict and the impact of emerging global challenges on the most vulnerable ESCWA member countries, in particular LDCs.

In order to achieve the above, the subprogramme will examine suitable recovery and peacebuilding strategies and policies to attain sustainable development, human and institutional development, particularly in conflict and post-conflict countries. These interventions will be based on advisory missions, field-oriented situation analyses, desk research and in-depth studies on the root causes of conflict, its impact on development as well as the spillover effects generated. Throughout its normative work, the programme will solicit substantive inputs, including the challenges and the strategic development priorities of member countries and civil society representatives that are catalysts for peacebuilding. From its normative work, the subprogramme will also work towards developing policies, strategies and mechanisms that attain greater development interactions through greater regional integration. Regional integration policies will be geared towards reducing tensions and preventing conflict or mitigating its impact so as to facilitate attainment of national development goals.

The subprogramme will also focus on tailoring policies and other interventions that will mainstream good governance practice within the public sector, thereby enhancing its efficiency and service delivery capacity and consequently strengthening its ability to lead as well as sustain peacebuilding efforts in conflict and post-conflict countries.

The subprogramme will work closely with member countries, the United Nations system (UNCTs of conflict-affected countries in particular), the League of Arab States and other multilateral/regional organizations as well as civil society to develop conflict sensitive policy recommendations that will enhance recovery and peacebuilding efforts in the region, particularly in conflict and post-conflict countries.

Preliminary outputs:¹¹ During the biennium 2012-2013, the subprogramme intends to deliver the following outputs connected to each intermediate accomplishment:

(a) (i)	<p>Member countries and civil society have developed national capacity to identify and/or adopt policies and strategies to address the structural prevention of conflict</p> <ul style="list-style-type: none"> • Paper on identifying best practice in addressing the structural prevention of conflict/recovery strategies; • Trends and impact in conflict settings (Issue 3) on the structural prevention of conflict: setting the priorities (thematic and depends on the relevant expert group meeting; recurrent publication); • Pamphlet on regional trends for conflict prevention; • Expert group meeting on approaches for the structural prevention of conflict: attaining MDGs in conflict-affected countries; • Brainstorming session on the structural prevention of conflict through attaining social cohesion; • Monitoring the impact of conflict on socio-economic development in countries of the ESCWA region (technical material); • Intergovernmental meeting on peacebuilding and public sector modernization; • Background paper on addressing the root causes of conflict and enhancing peacebuilding initiatives (one paper on root causes of conflict with policy recommendations); • Fact-finding and advisory missions by staff: advising and training member countries policies and strategies to address the structural prevention of conflict.
(a) (ii)	<p>Civil servants and civil society representatives have increased understanding of the socio-economic and political dynamics, sources and root causes of conflict so as to formulate and/or provide input to peacebuilding and conflict mitigation policies and strategies at the national and regional levels</p> <ul style="list-style-type: none"> • Reports on the economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the occupied Palestinian territory, including Jerusalem, and of the Arab population of the occupied Syrian Golan (2012-2013); • Booklet on the socio-economic conditions in the occupied Palestinian territory (2012-2013);

¹¹ The information is required to ensure good results-chains. This will not be part of IMDIS entry, but will serve as the basis for the preparation of the 2012-2013 programme budget exercise. There is no need to quantify the exact number of outputs.

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	<ul style="list-style-type: none"> • Report on the impact of conflict or political crisis on the socio-economic development in the ESCWA region (ministerial session paper, 2013); • Round table on the impact of conflict and political tensions on the ESCWA region (2012); • Discussion papers on emerging socio-economic issues under conditions of conflict or political instability: achieving greater regional integration as a means to prevent and/or mitigate the impact of conflict (non-recurrent publication); • Consultative meeting on conflict, spillover effects and emerging global issues; • Fact sheets on the impact of conflict on development and the spillover effects generated; • Policy briefs on the impact of instability on the socio-economic development of LDCs (two policy briefs); • Commemoration of the International Day of Solidarity with the Palestinian People (2012-2013).
(b) (i)	<p>Member countries have increased knowledge and practice in the application of modern tools aiming at strengthening the public sector</p> <ul style="list-style-type: none"> • Feasibility study on increasing the performance of the public sector through modern applications (2012); • Consultative round table on best practice for public sector modernization in the ESCWA region (2012); • Information kits on best practice that strengthen weak institutions in conflict-affected countries, with the prospect of mitigating the impact of conflict and its spillover effects (2013) (two information kits: one on human resource management and the other on results-based management); • Conference on strengthening the public sector to mitigate the impact of conflict and its spillover effects (2013); • Strengthening good governance practice in conflict-affected countries for the attainment of MDGs (paper); • Regular contribution to DESA's Division for Public Administration and Development Management UNPAN website; • Fact-finding and advisory missions by staff: advising and training member countries on strengthening and modernizing public institutions to enhance capacity for development.
(b) (ii)	<p>Member countries and civil society are better equipped to understand good governance practice aiming at strengthening public institutions as a means to prevent conflict and strengthening peacebuilding efforts</p> <ul style="list-style-type: none"> • Policy briefs on good governance, human capital and peacebuilding (two briefs: one on good governance and improvement of human capital and one the linkage of good governance and peacebuilding); • Expert group meeting on good governance as a catalyst for institution building under conflict or instability; • Situation analysis on bridging the good governance deficit with the aim of achieving human security in selected conflict-affected countries (non-recurrent publication, 2012); • Brainstorming sessions on promoting good governance practice in LDC and countries under occupation (two meetings); • Mainstreaming conflict management best practice among concerned public institutions: enhancing essential services delivery (paper); • Conference on conflict management and essential service delivery; • Regional workshops on human and institutional capacity-building for development; • Develop institutional development programmes and modules in conflict-affected countries.
(c) (i)	<ul style="list-style-type: none"> • Prepare (two) background paper(s) for the task force on emerging issues and development under crisis, one paper to address the most pertinent challenges in the realms of governance and development in conflict affected countries and suggest mitigation strategies. The second paper would address emerging challenges and suggest peacebuilding policies. Both papers will be framed within enhancing regional cooperation and partnership through viable and sustainable mechanisms. Papers would draw on existing regional organizations such as the League of Arab States as well as work in close concert within concerned UN and other multilateral agencies. • Convene the task force meeting that consists of member countries (2012) in preparation to the first meeting of the intergovernmental body (2013)
