



**Expert Group Meeting on Integrating Sustainable  
Development and Peace in Post-conflict Situations: the Role  
of Public Institutions and Public Administration**

25 October, 2017

United Nations Headquarters

New York

Organised by

United Nations Department of Economic and Social Affairs (UNDESA)

The present document is the report of an Expert Group Meeting on Integrating Sustainable Development and Peace in Post-conflict Situations: the Role of Public Institutions and Public Administration, held on 25 October 2017 at the United Nations Headquarters in New York. The meeting was organised by the United Nations Department of Social and Economic Affairs (UNDESA).

For more information on the meeting, please consult: <http://bit.ly/2wYXYbZ>

The opinions expressed in this report are those of the experts who participated in the meeting and do not necessarily reflect the views of the United Nations.

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## Context and Objectives

The meeting of experts on Integrating Sustainable Development and Peace in Post-conflict Situations: the Role of Public Institutions and Public Administration, organised by the United Nations Department of Social and Economic Affairs (UNDESA), was held on 25 October 2017, at the United Nations (UN) Headquarters in New York.

The meeting aimed to inform the preparation of the World Public Sector Report 2017. It gathered practitioners working on issues relating to governance, peace, and sustainable development in post-conflict contexts. The list of participants is included in Annex 1.

The meeting explored the critical role that public institutions and public administration have in supporting post-conflict recovery, sustainable development and durable peace. It analysed governance approaches that can enhance recovery and state-building both at the national and local levels. Whole-of-government approaches and their importance to ensure coordination of actions in different sectors as well as vertical integration across levels of government were discussed. The meeting also examined how governments and public administration can actively engage stakeholders in efforts to sustain peace and development. The detailed agenda of the meeting is included in Annex 2.



This report describes the main issues discussed during the meeting and key messages emerging from the discussions. Issues are mentioned only once and organised thematically.

## Key points from the discussion

### 1. The challenge of achieving SDGs in post-conflict contexts

Post-conflict governance presents several challenges that directly affect countries' efforts to implement the sustainable development goals (SDGs). In a nutshell, delivering the SDGs is much more complicated in post-conflict contexts than in countries not affected by conflict. For instance, health and education services are often disrupted during conflict. Most strikingly, conflict and its aftermath make the realisation of each of the targets of SDG 16 on peaceful societies more difficult. For example, corruption tends to be high in post-conflict contexts (target 16.5). Providing legal identity for all (target 16.9) is harder to achieve in post-conflict situations.

Importantly, countries in post-conflict situations also have to think about specific SDG areas in a different way. The meeting provided several illustrations of this. For example, education was pointed out as a key tool to promote peace, and as a powerful link between short-term peace-building and long-term development objectives. Integration of curricula (i.e. having curricular reflect the perspectives of multiple sections of society) and schools (i.e. having schools that are not segregated) are concrete examples of how a specific SDG has to be thought of in a different way because of conflict in the past of a society. It also exemplifies the role of public institutions (schools) and public administration in contributing to sustain peace after conflict. The way such approaches can be implemented is likely to vary widely across countries, depending on how the education system is managed. Approaches to integrate curricula could range from the very centralised, in countries where curricula are determined at the national level, to very local.

The case of the Ebola crisis in Liberia was also highlighted as an example of the need to think differently in post-conflict contexts. One participant argued that even though the country had built its health system and infrastructure prior to the Ebola crisis, low levels of trust in government post conflict resulted in the population being suspicious of instructions given by government health workers, which contributed to worsening the crisis. Thus, in this case, institutional approaches that may have been adequate to address the outbreak of disease in other situations were insufficient under social conditions created by prior conflict.

Yet another sectoral example given during the meeting was that of conflict resolution mechanisms built in natural resources management frameworks, in order to prevent the recurrence of conflict around natural resources (Solomon Islands).

Although challenges vary from country to country, according to the specific context, a typical obstacle in post-conflict settings is the absence of functioning institutions. No country can achieve the SDGs without public institutions and administration that perform the basic functions of the state (e.g. collect government revenue) and manage basic public services (e.g. provide public goods and ensure security). The most vulnerable are also the ones who are most dependent on the public sector and a well-functioning government.

Conflict can completely disintegrate institutions that are taken for granted in stable contexts (e.g. central bank, civil service, etc.). In some cases, the reach of the central government may not extend to the entire country, some parts of which may, de facto, have no public institutions. Even if institutions exist, their functioning is challenged by the destruction of human capacity and physical infrastructure.

In post-conflict settings, reality often diverges from the ideals and many government integration exercises are hampered by divisions or driven by opportunism rather than coherence across economic, social and environmental priorities. Participants underlined that the general goal

should be to progress from an environment where decision-making is largely deals-based, ad hoc and based upon personal relationships and opaque processes towards one in which decision-making processes are more rule-based, structured, routinized and predictable.

## 2. The importance of context-specific solutions

Participants agreed that perhaps even more than in other policy fields, taking the specific country context into account is critical to building successful post-conflict governance.

Each conflict is inherently different – including ethnic conflicts, separatist movements, wars of independence and more. Each brings specific challenges and warrants tailored strategies for long-term development post conflict. The type of state, the sophistication of its institutional apparatus prior to conflict and its institutional legacies are also idiosyncratic. For example, in middle income countries where a legacy of sophisticated institutions exists (such as Colombia, or Sri Lanka), strategies for the reform of public institutions and the public service are likely to be different from those used in poorer countries where institutions were severely degraded by conflict, e.g. Somalia, Haiti and the Democratic Republic of Congo. There are also new countries such as South Sudan and Timor-Leste where new state institutions have to be built almost from scratch. Recognizing these differences is essential.



Participants concurred that because of this diversity, integrated approaches to development

post conflict need to be context sensitive. This means that SDG implementation and instruments for this purpose such as national sustainable development strategies have to be history- and context-dependent.

Experts agreed that reforms of the public service should be approached based on the country context. It is important to adapt reforms to prevailing norms and traditions as source of legitimacy and capacity. In particular, the temptation to use template approaches to rebuilding institutions (e.g., the justice system) should be resisted, as imported solutions are most likely not to fit the specific circumstances of a particular country.

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*Taking the specific country context into account is critical to building successful post-conflict governance*

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Lastly, all participants agreed that rebuilding countries after conflict is a long-term endeavour, whose time scale is in decades. Long-term strategies that aim to reinforce the capacity of the country and build its ownership (dubbed “sovereignty strategy” by a participant), even though they may not deliver the fastest results, are likely to yield the best results over the long run.

### **3. The primacy of politics and the critical importance of inclusion**

The political dimension is critically important in post-conflict settings. This is not news to the political affairs and peacebuilding communities. However, political factors are usually less explicit in sustainable development thinking.

Building or reforming institutions can affect existing power structures, which makes it de facto a political process. In peace-making processes as well as post conflict, significant power lies in the hands of the actors that control state institutions. Elites often have a vested interest in keeping

economic and political power – this can be offset by building coalitions to get a critical mass of agents of change.

Beyond the “deal-making” aspect of political settlements to end conflict and beyond the call for “political will”, in the long run the most important is to transform the national political culture. If the political culture remains unchanged, or if political institutions are captured by elites, new institutions are not by themselves going to change political outcomes. Restoring old institutions instead of transforming them may produce fragility, lower levels of trust and may contribute to increased poverty even several decades after the cessation of conflict, as seen in some countries.

Experts agreed that inclusion, in a political sense, is at the center of all efforts to build sustainable peace and development. The state itself can be exclusionary or inclusive. If exclusion generated conflict in the first place, not addressing it is likely to lead to recurrence of conflict.

A critical test to the sustainability of post-conflict settlements is whether the terms of peace agreements are effectively translated in the national legal framework. When this is not the case, there is a high likelihood that the conditions that fuelled conflict in the first place are still prevailing.

National ownership of the post-conflict development path needs to be inclusive and involve a broad set of stakeholders to create a sense of belonging and inclusion, regardless of political differences. Thus, inclusion stands out both as a goal and an outcome-driven “strategy” for achieving development and sustaining peace.

### **4. The challenge of prioritizing in post-conflict contexts**

Adopting integrated strategies and policies in post-conflict settings is more complicated than in other contexts. The task of prioritizing and allocating resources among SDG areas faces competition from two other urgent tasks: short-term recovery, including re-starting the economy

and restoring delivery of basic services; and rebuilding basic State functions.

This happens in contexts of low national budgets, linked with narrow fiscal space, lower fiscal base due to destroyed assets and low revenue mobilization capacity in public administration, often coupled with extensive debt, all of which limit the ability to address multiple priorities. Limited resources may be compounded by corruption and illicit financial and capital flows, which themselves may fuel further conflict. In the first years after conflict, a significant part of the budget may be provided by external actors. When those leave, countries typically face a “fiscal cliff”, with sharp drops in the national budget, while public expectations are still high.

Therefore, it is clear that post-conflict countries cannot be expected to achieve immediate progress on all fronts, and in particular with respect to building effective, accountable and inclusive institutions. Hard choices have to be made in this regard.



The discussion featured many examples of trade-off and tensions that are specific to post-conflict countries trying to balance expectations under stiff constraints. These include:

- Aiming at fast, visible results through “importing” solutions versus devoting time and resources to build up national capacity;
- Spending on rebuilding state functions versus restoring public services;
- Spending resources and time on enhancing participation versus quickly restoring public services in a centralized way;
- Rebuilding and restoring pre-existing institutions versus creating new ones;
- Increasing participation and legitimacy versus rebuilding government authority;
- Strengthening local governments versus supporting the central government.

All options have their pros and cons. The opportunity to choose one versus the other depends on the country context – there are no cookie-cutter solutions.

## 5. Horizontal and vertical integration in post-conflict contexts

Participants mentioned that integration across sectors and among levels of government can focus on issues of “form” (e.g. interaction among the Executive, Prime Minister and Cabinet offices and interaction between central and local government levels). This involves looking at how the executive works. Integration can also focus on “functions”. This encompasses looking at processes, management and cooperation within different sectors.

Devoting attention to public finance across post-conflict reconstruction is crucial. The Ministry of Finance stands central in coordinating government and investments. The budget is a central instrument for policy coordination. People engagement in the budget process can help overcome fragmentation.

Vertical integration creates trade-offs in post-conflict contexts. Promoting integration and coherence requires balancing political and technical requirements as well as reconciling political decisions at the central level with realities on the ground. Competing national versus local priorities should be managed in a way that allows to build the resilience of local communities.

One of the key trade-offs facing donors, in particular, is how different levels of governments should be supported. The answer is likely to depend on the priorities that are put to different objectives such as restoring access to public services for the majority of the population or for

specific groups that were most affected by conflict, versus rebuilding core government functions. In some cases, mentioned during the meeting, local governments may in the short run have more capacity to deliver on the services front, and there is always the temptation to “push” service delivery as low as possible in the government structure. In many cases, national programmes implemented country-wide need to be managed in a decentralized fashion. Yet, supporting local governments at the expense of strengthening the central government may in the long run lead to negative outcomes.

Participants agreed that decentralization is not a panacea for addressing post-conflict challenges. Sometimes there is a rush to federalism and decentralization, without adequate attention to what can effectively be delivered at the local level, and whether there are adequate capacities and authority to do so. In some places, there is a fine line between decentralization and disintegration of the country. Decentralization may also be seen as a threat by elites whose buy-in is crucial to political stability after conflict.

The issue of centralization versus decentralization misses a deeper question: what model can better work for ensuring service delivery in each context? Choosing the right approach requires assessing how representative and accountable local institutions are, and how to avoid reproducing dysfunctional models that exist at the central level.



## 6. Influence of external actors

Successful prioritization for SDG implementation is also influenced by the presence of international actors. The importance of external actors is exacerbated in post-conflict situations, as their contribution to the national budget is often high and they may also be involved in the delivery of basic State functions such as security. The international community also often plays a key role in putting in place important components of strategies to rebuild countries post conflict, including assessing the public administration, rebuilding the army and vetting officials, and helping the government address corruption.

External actors all have different agendas, which may not match the government's or other stakeholders' priorities. Because of their systemic importance in post-conflict settings, this often creates an additional challenge to integration. In some cases, the involvement of external actors may also exacerbate instability, for instance, in case of proxy wars. This dimension needs careful consideration.

Experts all seemed to agree that international assistance in post-conflict contexts should be driven by the principle of country ownership, be it in terms of financial support, technical assistance and capacity building. They also agreed that there is a long way to go to achieve this goal.

An example discussed during the meeting was that of the Solomon Islands, one of the g7+ countries, where the 2016-2035 national development programme (NDP) is used as a tool to align support from all multilateral partners. One of the five NDP objectives is effective governance in alignment with SDG 16, and the government places great importance on public institutions' forging connections, collaborations and partnerships with national, regional and international bodies in order to acquire the needed support and professionalism to advance peacebuilding.

## 7. Restoring public institutions and administration

The nature and performance of public institutions and public administration are instrumental for lasting development outcomes and peace. Post-conflict reconstruction weighs heavily on state capacity, with limited time and resources. There is a trade-off between the state's capacity to deliver in the short run and the imperative to become more responsive to people needs and expectations. The capacity deficit goes beyond the issue of training public servants, as there are problems of attracting, retaining, compensating and motivating the right people to effectively run public institutions.

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*In the Solomon Islands, a specific ministry of government - the Ministry of National Unity Reconciliation and Peace - was created to support peace and peacebuilding. The ministry facilitates horizontal integration around peacebuilding in the different ministries at the national level.*

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Typically, the initial focus of post-conflict governance is to ensure the functionality of existing public institutions and progress to more systematic reforms once greater political stability is achieved. This avoids the risk of being over-committed to systemic reforms without having the right leadership.

As mentioned above, in rebuilding public administration after conflict, the type of state and its institutional legacies should be considered. In some cases, it will be possible to build on prior “institutional muscle” memory while transforming institutions. Experts mentioned that in restoring or rebuilding state capacity, function is more important than form. What is important is to preserve government function. If informal or traditional institutions are more able to operate at a point in time than formal institutions, they should be used. Although these institutions do not always perform to standards that external actors

would like to see upheld, for example on human rights, they are often seen as legitimate and enjoy people's trust, and it is therefore critical to engage them in post-conflict governance.

Reform is as much about behavioural change as it is about institutional design. Inclusion mechanisms in public administration are important to avoid capture by predatory networks. In the Solomon Islands, a specific ministry of government - the Ministry of National Unity Reconciliation and Peace - was created to support peace and peacebuilding. The ministry facilitates horizontal integration around peacebuilding in the different ministries (tasked with e.g. security, mineral resource policy or economic matters) at the national level. It monitors the alignment of other ministries with peace priorities and ensures that this prioritization is visible in the development of policies and programmes. Regarding vertical integration, the Community Policing Team - recently established under the Royal Solomon Islands Police Force - is mandated to engage local communities to enhance awareness and advocacy (proactive policing) on crime prevention.

One of the key trade-offs that have to be managed in the process of restoring key state functions after conflict is whether to rebuild old institutions, transform them or create new ones. Sometimes, the incumbent institutions were the cause of the conflict or played a critical role in it. In such cases, restoring those institutions could trigger relapse into conflict.



Linked with this, a key challenge is to ensure transition strategies in government and public service that preserve existing capacity, while also

renewing personnel. How to benefit from the knowledge of an “old guard” that may have had a role in the conflict phase, while supporting the emergence of a new generation of public servants who fully support the post-conflict process is a difficult problem. Youth can bring generational renewal in public administration to make it more attuned with the needs of the community it serves. It was mentioned that in Afghanistan for instance, 500 young people have been appointed in senior government positions under the current presidency. Building their capacity also helps developing the next generation of public servants.

Another important factor for preventing relapse into conflict is developing an infrastructure for peace supported by public servants’ mediation ability as well as skills to detect potential causes of grievance and unrest. The importance of imparting these “soft” skills - which is one of the hardest tasks of institutional development - tends to be overlooked by development actors. Yet it is critical for sustaining peace and creating resilient institutions. It was mentioned that in Liberia, after the departure of the United Nations Mission in the country (UNMIL), there was little institutional capacity and limited fiscal space to continue maintaining security in the entirety of the country. The solution found was to create small well trained and well-equipped police units and place them at the service of local communities as hubs in regions known to be prone to conflicts. The country also established platforms for dialogue, particularly at the local level, including civil society organizations and the private sector.

## 8. Participation

Stakeholder engagement is a key factor for successful post-conflict governance. Stakeholder participation in post-conflict assessment, consultations about citizens’ needs and priorities, as well as the design, implementation, review and evaluation of SDG-related actions can help addressing conflict determinants and promote transformation towards sustainable development.

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<sup>1</sup> United Nations Security Council Resolution 2250 of 9 December 2015, S/RES/2250 (2015) reissued on 5 January 2016

Participants mentioned several countries where inclusive processes to determine priorities and sequence policies had been followed, including Colombia, Uganda, and Liberia.

Participants also highlighted the sensitive nature of participation in many countries and its relation to widely varying cultural norms, and highlighted the tensions that often arise between external pressures on governments to enhance people’s engagement in decision-making, and the political realities that may make pushes in that direction politically unsound in volatile contexts post conflict.

Public administration constitutes a key instrument and channel for inclusion. Public servants have to be open to the idea of working with civic groups, the private sector and other stakeholders in providing public services. In doing so, they need to leverage on champions within society who may be ready to take risks while promoting dialogue and inclusion.

Barriers to broad and meaningful engagement are intensified by the complex security environment and low level of trust that often characterize post-conflict contexts. Addressing these challenges does not only have theoretical but also practical benefits in terms of ownership and inclusion.

Both development and peace experts widely agree on the importance of allowing youth to express their needs and aspirations and engaging them in decision-making. Security Council resolution 2250 of 2015 <sup>1</sup> reinforces the significant role that young people can play in post-conflict reconstruction.

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*People engagement needs to be continuous, methodologically coherent, systematically coordinated and embedded in post-conflict governance.*

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Youth have greater incentives to bring about innovation and transformation, but they may also be more easily misguided. This is the case when youth are excluded and marginalized, as is often the case in post-conflict contexts due to lack of economic opportunities and high unemployment. Education is a very important tool for instilling a culture of tolerance and peace among youth. Public institutions and administration have a key role in designing and implementing policies that allow youth to fully participate in post-conflict contexts. A participant highlighted contrasted examples of attempts to address post-conflict divisions and root causes of conflict through education in different country contexts. She highlighted the importance of government support to actions led by other actors (e.g. NGOs) in this regard, and the key role that public administration had to play to make integration of curricula in schools successful, including training the teachers themselves.

There is an agreement among practitioners that the participation of women in mediation efforts makes peace agreements last much longer. Including women's perspectives is critical for inclusive post-conflict reconstruction activities, but also for consolidating women's role in fragile and divided societies. Effective engagement strategies ensure equality of rights, power relations and opportunities between men and women. In addition to addressing barriers posed by lack of education, women engagement includes addressing socio-cultural barriers, barriers of access to land and other productive sources and the disproportionate care burdens women face in the aftermath of conflict, as well as promoting women empowerment.

## **9. Restoring trust in government**

Beyond attaining a minimum functionality, public institutions need to enjoy people's trust. When public institutions are weak, state legitimacy is eroded. This is the case, for instance, when infrastructure (e.g. roads and electricity) and access to productive and natural resources is perceived to benefit only the elites. When the state cannot equally protect its citizens and the judicial system does not provide equal access for all, people are prompted to self-contract, which

leads to escalation of grievances and violence. Preventing the occurrence of such weaknesses and fragilities is vital.

Building trust through a process that meaningfully engages different voices in conflict management, monitoring and accountability helps enhancing legitimacy of institutions and their credibility.

Post-conflict reconstruction is often approached focussing on structural and institutional reconstruction, and it is easy to forget about the people dimension. For instance, a participant mentioned that compensation of people who have lost their subsistence means after violent conflict tends to be missing from reconstruction efforts. Thus, reliable grievance mechanisms are central to increasing trust in government in post-conflict settings.

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*The most successful prevention is endogenous and local, and is undertaken by local and national actors through internal political processes*

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Poverty, vulnerability and hopelessness make people harder to reach. In fact, people that are excluded and feel hopeless and helpless may have incentives to cause conflicts. Hence, the importance of promoting a sense of inclusion and equity, promoting economic empowerment and providing fair compensation. Examples given during the meeting included a programme implemented in Uganda to restock cattle to communities who had lost them and programmes of access to finance. Social services can also be part of compensation programmes. Promoting a sense of inclusion and equity in all groups of the population can be an important way of providing compensation.

## 10. Sustaining peace

Participants highlighted that sustaining peace is more difficult than attaining peace. Addressing the challenges highlighted above is critical to lower vulnerability to relapse into conflict, which has increased and may concern as much as 90 percent of cases, according to the World Bank's World Development Report 2011.

Experts agree that leveraging the peace-development nexus requires analytical frameworks, budgetary arrangements, resources and capacities that help governments and stakeholders understand and anticipate potential sources of conflict. This translates into a broader approach to post-conflict governance, based as much on prevention as on response.

Exclusion is one of the most crucial factors in the onset of or relapse into conflict. Poverty and perceptions of inequalities are important mobilizing factors towards conflict and violence. Understanding grievance and needs and monitoring public perceptions is critical to prevent future instability and violence.

The resolutions on sustaining peace that were adopted by the Security Council<sup>2</sup> and General Assembly in 2016 set new grounds for United Nations involvement in post-conflict contexts. Peace building needs to happen before, during, and after conflict. Governments, with the support of the international community, need to tackle lack of coherence, integration and inclusion. Different strategies can be developed depending on the nature of the conflict and the multitude of external elements. There is also a need for joint studies – such as fragility and peace building assessments - and context-sensitive policy-making and prioritizing by the international community.

The United Nations has been striving to coordinate its responses with other organizations, such as the World Bank. As a whole, United Nations agencies are believed by some experts to be more attuned with integrated approaches than other actors. They need to convey to high-level government officials and other actors the importance of such approaches as well as the value of integrated approaches that engage local actors and communities.

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*The most successful prevention is endogenous and local, and is undertaken by local and national actors through internal political processes*

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Participants stressed that the most successful prevention is endogenous and local - undertaken by local and national actors through internal political processes. In order to prevent conflict it is vital to engage with local actors, including women and youth, and vulnerable groups at the highest political level, (as seen earlier in this report).

Women's associations can engage in decision-making processes to sustain peace. This is the case of the Women's Peace Network in South Sudan, which has engaged youth and women from various African neighbouring nations to sustain peace in the Mano River sub-region. The Association of Female Lawyers in Liberia has helped sensitizing post-conflict societies on the need to enhance gender responsiveness.

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<sup>2</sup> United Nations Security Council Resolution 2282 of 2016, S/RES/2282

## Annex 1: List of participants

<b>Name</b>	<b>Organization</b>	<b>Country/Entity</b>
Ms. Carmen Rosa De León Escribano	Institute of Education for Sustainable Development (IEPADES)	Guatemala
Mr. Peter Mae	Ministry of National Unity Reconciliation and Peace	Solomon Islands
Ms. Fatiha Serour	Serour Associates for Inclusion and Equity	United Kingdom
Ms. Paige Arthur	New York University	United States of America
Ms. Marika Theros	The Institute for State Effectiveness	United States of America
Ms. Sarah Warshauer Freedman	University of California Berkeley	United States of America
Mr. Husam Al-Sharjabi Abdulhabib Saif		Yemen
Mr. Masooma Rahmaty	International Peace Institute (IPI)	International Peace Institute (IPI)
Ms. Erin McCandless	Journal of Peacebuilding and Development	Journal of Peacebuilding and Development
Mr. Amara Konneh	World Bank	The World Bank
Mr. Dirk Druet	United Nations/DPA	United Nations/DPA
Mr. Henk-Jan Brinkman	United Nations/PBSO	United Nations/PBSO
Mr. Jairo Acuña - Alfaro	Bureau for Policy and Programme Support, UNDP New York	United Nations Development Programme
Mr. Hose Cruz-Osorio	Bureau for Policy and Programme Support, UNDP New York	United Nations Development Programme
Ms. Marion Barthelemy	United Nations/DESA	United Nations/DESA
Mr. David Le Blanc	United Nations/DESA	United Nations/DESA
Mr. John-Mary Kauzya	United Nations/DESA	United Nations/DESA
Ms. Valentina Resta	United Nations/DESA	United Nations/DESA

## Annex 2: Agenda

### Expert Group Meeting on Integrating Sustainable Development and Peace in Post-conflict Situations: the Role of Public Institutions and Public Administration

25 October 2017, UNHQ, conference room 8

9:30 – 9:45	<i>Registration</i>
10:00 – 10:15	<p><b><u>Welcome and opening remarks</u></b> (15 min.)</p> <p>Ms. Marion Barthélemy, Director, Division for Public Administration and Development Management (DPADM), DESA</p>
10:15 -11:00	<p><b><u>Session 1: Key challenges in post-conflict governance while advancing sustainable development and peace</u></b></p> <p>This session will highlight challenges involved in post-conflict governance while integrating sustaining peace and sustainable development from a perspective of public administration and institutions (2 speakers)</p> <ul style="list-style-type: none"> <li>• Introduction to the EGM (10 min.), Mr. David Le Blanc, DPADM, DESA</li> </ul> <p>Speakers:</p> <ul style="list-style-type: none"> <li>• Mr. Husam Al-Sharjabi, member of the presidium of the National Authority for Monitoring the Decisions of the National Dialogue Conference, Yemen (10 min.)</li> <li>• Dr. Paige Arthur, Deputy Director of New York University’s Center on International Cooperation (10 min.)</li> </ul> <p>Moderator:</p> <ul style="list-style-type: none"> <li>• Ms. Valentina Resta, DPADM, DESA</li> </ul> <p>Discussion – experts encouraged to share views and perspectives</p>
11:00 -12:00	<p><b><u>Session 2: Integration across sectors and among levels of government - challenges and approaches in post-conflict situations</u></b></p> <p>This session will discuss a) how to promote integrated cross-sectoral approaches for post-conflict recovery and b) the role of local governments as well as successful examples of integrated action for lasting peace and sustainable development (3 speakers)</p> <p>Speakers:</p> <ul style="list-style-type: none"> <li>• Mr. Jairo Acuña - Alfaro, Policy Advisor, Responsive and Accountable Institutions Team, Governance and Peacebuilding Bureau for Policy and Programme Support, UNDP (10 min.) (<a href="#">Presentation</a>)</li> <li>• Ms. Carmen Rosa De León Escribano, Director, Institute of Education for Sustainable Development, Guatemala (10 min.) (<a href="#">Presentation</a>)</li> </ul> <p>Moderator:</p> <ul style="list-style-type: none"> <li>• Ms. Marion Barthélemy, Director, DPADM, DESA</li> </ul> <p>Discussion – experts encouraged to share views and perspectives</p>
12:00 -13:00	<p><b><u>Session 3: Challenges and approaches to people’s engagement in post-conflict situations</u></b></p> <p>This session will examine arrangements that ensure stakeholders’ participation in the design, implementation, review and evaluation of post-conflict governance programmes. It will also</p>

	<p>discuss challenges faced in promoting gender equality and the engagement of local communities including youth, ethnic minorities and other vulnerable groups (2 speakers)</p> <p>Speakers:</p> <ul style="list-style-type: none"> <li>• Dr. Fatiha Serour, Director Serour Associates for Inclusion and Equity (Algeria) (10 min.) (<a href="#">Presentation</a>)</li> <li>• Ms. Sarah Warshauer Freedman, Professor, Graduate School of Education University of California Berkeley (10 min.) (<a href="#">Presentation 1</a>, <a href="#">Matrix</a>)</li> </ul> <p>Moderator:</p> <ul style="list-style-type: none"> <li>• Mr. Dirk Druet, Policy and Planning Unit, DPA</li> </ul> <p>Discussion – experts encouraged to share views and perspectives</p>
13:00 – 15:00	<b>Lunch break</b>
15:00 – 16:30	<p><b><u>Session 4: Implications for sustaining peace</u></b></p> <p>This session will address the role of public administration to support the adoption of public policies and multidimensional conflict-sensitive and development-oriented approaches for sustaining peace (4 speakers)</p> <p>Speakers:</p> <ul style="list-style-type: none"> <li>• Ms. Marika Theros, Senior Researcher, Institute for State Effectiveness, India (10 min.) (<a href="#">Presentation</a>)</li> <li>• Mr. Henk-Jan Brinkman, Chief Policy, Planning and Application, UN PBSO (10 min.)</li> <li>• Mr. Amara Konneh, Manager of Fragility, Conflict and Violence Hub, World Bank (10 min.)</li> <li>• Mr. Peter Mae, Under Secretary for Policy Planning, Policy Planning Programme Development, Ministry of National Unity Reconciliation and Peace (Solomon Islands) (10 min.) (<a href="#">Presentation</a>)</li> </ul> <p>Moderator:</p> <ul style="list-style-type: none"> <li>• Ms. Valentina Resta, DPADM, DESA</li> </ul> <p>Discussion – experts encouraged to share views and perspectives</p>
16:30 – 17:45	<p><b><u>Session 5: Main messages from the EGM</u></b></p> <p>This session will highlight the key messages from the meeting (brief 10-min. introduction) and discuss topics where further collaborative work may be desirable</p> <p>Moderator:</p> <ul style="list-style-type: none"> <li>• Mr. David Le Blanc, DPADM, DESA (<a href="#">Presentation</a>)</li> </ul> <p>Discussion – experts encouraged to share final key messages</p>
17:45 – 18:00	<p><b><u>Closing session</u></b></p> <p>Speaker Ms. Marion Barthélemy, Director, DPADM, DESA</p>