

**Peacebuilding Commission  
Working Group on Lessons Learned (WGLL)**

**Initial Findings of the Chair  
on “Economic Revitalization and Youth Employment for Peacebuilding - with a  
focus on Youth Employment and Natural Resources Management”**

**I. Introduction**

- (1) “Economic Revitalization” is an essential part of realizing peace dividends in post-conflict settings, but it requires a wide spectrum of policies. To tackle an agenda as diversified as economic revitalization, the Chair of the WGLL emphasizes the need for a targeted approach through which peacebuilding efforts could be further enhanced in order to prevent the relapse into conflict. In this regard, the Chair took note of the *2011 World Development Report on Conflict Peace and Security* which calls for the need to strengthen legitimate institutions and governance through coherent and scaled-up assistance in security, justice and jobs. The United Nations, the World Bank and other relevant institutions are needed to improve ways of doing business to overcome the current incoherent and fragmented approach and to take forward the global peacebuilding agenda, which include the outcomes of the WDR 2011, as well as the recommendations of the Independent Report of the Senior Advisory Group on Civilian Capacity in the Aftermath of Conflict, among other reports.
- (2) A second meeting of the WGLL in July 2011 was organized, focusing on youth employment and natural resource management. These are areas where the international community has not yet found coherent, timely and adequate responses, and thus more work is needed to explore ways to improve in a coordinated manner.
- (3) The WGLL, in the past, has taken up these issues on three other occasions. Based on prior findings and lessons learned, which were put together in the forms of background paper and concept note for the July WGLL meeting, in addition to the briefings and discussion by the meeting’s four panelists, this paper tries to identify ways for more effective engagement of the PBC so that it can bring added-value and a positive impact on the ground in the concerned areas.
- (4) As a result of the discussion in the WGLL, the Peacebuilding Support Office has followed up with Mr. Oli Brown (the panelist from UNIPSIL - UNEP) and is currently in the process of developing a policy paper on Natural Resources Management for peacebuilding. This paper is intended to have implications on

future country-level activities in the area of economic revitalization.

## **II. Youth Employment**

### **(1) Major Findings/Lessons Learned in the past**

Despite the fact that a UN system-wide policy guideline was developed in 2009 for generating employment in post-conflict countries<sup>1</sup>, in which model policies and actions for the short, medium and long term were clarified, many challenges still remain in the field. The following are examples of such challenges:

- Each actor implements a variety of job-related projects without coordination and with different perspectives, spanning from macroeconomic/financial policy assistance, microfinance, private sector development and community development to humanitarian livelihood assistance. Public works perspectives have not been introduced in scale.
- There is frequently no sufficient labor market assessment. The projects are often supply driven and are not properly linked to the needs of the labor market.
- Some short-term employment projects such as “cash for work” or “start-up grants” are often implemented without any subsequent programmes to assure sustainability.
- There is wide recognition of the importance of providing a sense of dignity and of belonging for youth as they are integrated in the local economy through jobs, but the methodologies for this have not been fully developed.
- The importance of agriculture has not fully been mainstreamed as a means of employment in rural areas.

### **(2) Recommended Roles of the PBC**

#### **A: Facilitating policy development**

- The PBC can support the UN, government and other agencies on the ground to help develop appropriate policies, conduct necessary research and assessments, prepare credible data and indicators and conduct community profiling. PBC should work as a facilitator to mobilize assistance from the international community that enables the government to develop appropriate strategies and bring these to fruition for economic revitalization and youth employment.
- The PBC should encourage stakeholders to focus on a demand-driven approach and linkage with the labour market. The PBC should provide oversight of efforts on the

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<sup>1</sup> “UN Policy on Post-Conflict Employment Creation, Income Generation and Reintegration”, United Nations, Geneva, 2009

ground to ensure that the short-term policy and medium/long term policies are coherent and well balanced.

- The PBC should advocate for agriculture to be mainstreamed as an important instrument for pro-poor growth.
- The PBC can advocate for and assist with developing the peacebuilding perspectives of policies, programmes and projects.
- The PBC should actively follow-up on the implementation of the recommendations of the Civilian Capacity Review Report so that economic revitalization and job creation are properly addressed in subsequent reforms.
- The PBC should provide oversight in order to ensure that policies are being identified and tailored for the groups at risk and the inclusion of those vulnerable groups in employment schemes.
- The PBC should ensure that policies and regulations are put in place and institutions are developed to better manage relations with the private sector.

#### **B: Developing mechanisms to enhance coordination among stakeholders**

- The PBC may provide advice to the field as necessary, drawing on good practices elsewhere, on how best to:
  - set up a forum to enhance coordination among stakeholders, including private sector, to assist employment policies and programming; and
  - strengthen coordination and linkages among employment projects in order to ensure their sustainability and improve the quality of those projects.

#### **C: Assisting the field to enhance its competence/capacity and to fill resource gaps**

- The PBC should be attentive and monitor gaps in programming and implementing competence/capacities on the ground so that it can inform/alert UN agencies at headquarters-level to resolve problems. A common framework (joint visions, frameworks, priority plans, etc.) should be developed by the stakeholders on the ground, so that resource mobilization can be effectively supported and performed by the PBC.

#### **D: Promoting good practices**

- The PBC should make best use of its advocacy role to promote good practices, which will benefit the ongoing work on the ground. The following areas in particular **require further knowledge development and sharing**:
  - How to develop a system to link national planning and district planning, such as

linking district economic development management, with plans for public works and national macro-economic policy

- How to encourage job training programs to go beyond skills training to include apprenticeship, mentorship, self-confidence building and teaching of work ethics/discipline
- How to enhance public private partnerships  
For example, how to provide support for: policy advice to establish legal and regulatory frameworks for market institutions, developing integrated value chains, especially in the area of pro-poor investment, promoting entrepreneurship for women and most vulnerable people, aligning private sector corporate social responsibility with development of inclusive markets, etc.
- How to incorporate South-South cooperation at various stages of employment policies and implementation

**E: Reaching out to the World Bank, African Development Bank and private sector, etc.**

- The PBC should encourage close collaboration in the field among the UN system and these institutions at both policy and operational levels. At the same time, the PBC should reach out to these institutions and engage in a policy dialogue at headquarters-level, so as to set a framework of collaboration.
- Concerning outreach to the private sector, the PBC should make full use of existing mechanisms available to the UN organs such as the Global Compact.

**III. Management of Natural Resources**

**(1) Major Findings/Lessons Learned in the past**

- Illegal trade of natural resources has been one of the causes of relapse into conflict as it provides resources for armed groups. It is important to free countries emerging from conflict from the “curse of natural resources” so that not only the legal exploitation of resources is materialized, but also value added industries are developed which can also generate employment for youth. Through these efforts and proper financial management, post-conflict populations should be able to benefit from peace dividends derived from natural resources extracted from their own soil.
- The international community has yet to take coordinated measures to respond to the problem of natural resources management in post-conflict countries. “Global Witness” has called on the United Nations and Member States to developing

coherent policies in the field of sanctions, mediation, peacekeeping and peacebuilding that promote appropriate management of natural resources<sup>2</sup>. The Global Witness has also called for a high-level coordination mechanism to achieve the goal.

- The PBC is not in a position to take a lead in all aspects of natural resource management responses by the UN, but it should be taking the initiative, at least, in the area of peacebuilding, in an effort to coalesce all stakeholders to give more attention to the issue and develop a coherent approach.

## **(2) Recommended Roles of the PBC**

- The PBC can initiate discussions on the management of natural resources in Country-Specific Configurations, so as to share analysis among stakeholders on how to link extractive sectors to employment generation. The PBC can encourage that environmental impact assessments and community profiling are conducted; for example, analyses on how to encourage international corporations to promote local employment and local human resources training, etc.
- The PBC should facilitate the integration of natural resource issues into peacebuilding strategies, and in the context of security sector reform and peacekeeping mandates. In particular, providing support to law enforcement agencies is very important.
- The PBC should urge the government to properly manage revenues and to provide budgets for development and social services that enhance the welfare of the population. The PBC should strive to reach out to relevant institutions to extend support to the government to provide technical assistance and strengthen laws and regulations in terms of financial management.
- The PBC should urge the UN missions and UN Country Team to come up with practical solutions and advice to the government to enhance its negotiation skills when making contracts and concessions with the private sector in extractive industries.
- The PBC should make best use of civil society and the internet to improve transparency. In Liberia, for instance, the government publishes mining contracts on a website to ensure transparency and enhance confidence in contracts negotiated with private companies. The PBC can urge other governments to take similar measures to improve transparency, including through using initiatives such as the

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<sup>2</sup> Global Witness 2010 report “*Lessons Unlearned: how the UN and member states must do more to end natural resources-fuelled conflicts*”

Extractive Industries Transparency Initiative (EITI).

- The PBC should make full use of regional approaches in capacity building for properly managing natural resources, including through South-South cooperation. The efforts by regional organizations to this end should be further encouraged.

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