Reconstructing Public Administration After Conflict

United Nations Public Administration Network
how to reconstruct public administration in post-conflict situations so as to enable it to promote peace and development in countries that have been affected by civil war and destruction. It is a question that has remained unresolved for decades and has brought poverty, despair, and death to people in many corners of the world.
Critical role of effective, inclusive, and citizen-oriented public administration in post-conflict reconstruction

There are no “one-size fits all” solution

Post-conflict situations present not only challenges, but also opportunities
The Report shows that no progress can be made in promoting peace, development and protection of human rights unless:

- public administration institutions are established;
- leadership and human resources capacities are rebuilt;
- citizens are engaged in the process of reconstruction through decentralized participatory mechanisms;
- delivery of public services.
No “one-size fits all”

- Post-conflict situations are heterogeneous
- Public administration reforms need to be tailored to each country’s local needs.
Opportunities

- Not only challenges but also opportunities for positive development:
  - Use of innovative practices in public administration;
  - Opportunity for the application of ICTs in government and service delivery.
Effective Leadership
Transforming mindsets and promoting beliefs, attitudes and skills that build collaboration is key

A Capable and Inclusive Public Service
A central actor in the reconstruction process

Citizen-Centric and Innovative Public Service Delivery
The raison d’Être of public administration post-conflict reconstruction

The key ingredients for rebuilding public administration after conflict

Citizens’ Engagement
An essential ingredient for sustainable peace

Appropriate Institution-Building
Establishing formal rules of governance is not enough; their underlying values and belief systems must also be internalized by all actors
## Recommendations to Rebuild Public Administration after Conflict

1. Rebuilding trust in institutions;
2. Effective leadership;
3. Appropriate institution-building;
4. A capable and inclusive public service;
5. Engaging citizens in post-conflict reconstruction;
6. Citizen-centric service delivery in post-conflict situations;
A Key Challenge: Rebuilding Trust in Government Institutions

<table>
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<tr>
<th>Challenges:</th>
<th>Success depends on:</th>
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<td>• Ensuring peace and security;</td>
<td>• Promotion of an efficient, effective, transparent, accountable and innovative government that works in partnership with all stakeholders.</td>
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<td>• Fostering social reconciliation.</td>
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Effective Leadership

- **Central cause of violent conflict is:**
  - weak governance and institutions;
  - Corruption.

- **Developing leadership requires:**
  - Taking into account pre-existing belief systems and patterns of behaviour;
  - Transform mindsets, promote beliefs attitude and skills that build collaboration.
Establishing formal rules of governance is not enough; their underlying values and belief systems must also be internalized by all actors;

Leadership and institutional development are symbiotic.
Success is dependent on the equitable provision of critical services, embracing all groups of society and therefore combating marginalization;

Quality and integrity of public servants is pivotal for developing and ensuring public trust.
Engaging Citizens in Post-Conflict Reconstruction

- Participation in post-conflict governance of women and minority groups is essential to ensure sustainable peace;

- Tool for participation: \textbf{Decentralization} of power and resources - requires to be planned carefully and managed with proper accountability mechanisms in place to foster social, political and
Citizen-Centric Service Delivery in Post-Conflict Reconstruction

- Is the raison d’être of public administration in post-conflict reconstruction;

- Promotion through:
  - Partnership of governments and non-State actors, including multilateral donors, development organizations and civil society organizations;
  - Allowing for flexibility and innovation.
ICTs

- Information and communications technologies:
  - Is an effective strategy for public service delivery;
  - Should become an integral part of the overall reconstruction of public administration in post-conflict situations;
  - Can help transform the whole operation of government so as to provide citizen-centric, more efficient, transparent and accountable public services.
Thank you.