

Public Administration Reform in Post Conflict Countries - Lessons of Experience

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Preamble

- Task is to share hands-on experience of working on public admin reform in post conflict environments like Liberia.
- Liberia is emerging from a ruinous civil war and only just now rebuilding its institutions.
- The Canadian Public Service and its world class management traditions have so much to offer.
- Our PS managers both current and former have skills and experiences that are in high demand for rebuilding weakened systems.

Preamble contd..

- Role in program implementation provides on the ground, hands-on experience and opportunity to observe post conflict reconstruction.
- Offers a vantage position to observe:
 - National response – ownership, policy lead, capacity to manage, etc.
 - Development partners support – priorities, real time response, etc.



Premise - International Development as Peace building

- Post conflict countries have undercurrents of conflict which makes rebuilding challenging.
- Development assistance/TAs must see their work as part of the confidence building for lasting peace.
- Development interventions in post conflict zones must be done differently - service delivery must transcend pre-conflict conditions .



Key Considerations in Post Conflict Service Delivery

- War/conflict not the sole cause of the devastation.
- New political arrangements are fragile; lack of trust among the polity.
- National agendas not well developed.
- Delivering interventions is done with speed; everything is a priority.
- Extreme weak capacity in people and institutions.
- Fear of/suspicion of foreign dominance.

The Liberia Conflict and Peace Process

- Accra Comprehensive Peace Accord (CPA), signed on August 19, 2003.
- Priority setting at the on-set – state security, economic management (GEMAP).
- Building state institutions - mandate and functions review (MFR).
- A Marshall Plan?
- Africa's first democratically elected female President and international goodwill.



Partners in the Reconstruction Process

- UN (UNMIL)
- World Bank
- UNDP
- United States (USAID)
- Germany
- UK
- Sweden
- Denmark
- Foundations: George Soros, Gates, Carter, Humanity United, Scott Family, Omidya, etc

Technical Assistance Arrival - Welcome to Post Conflict

- Post conflict - you'll know when you see it.
- Your emotional readiness.
- Doubts and anxieties - how equipped are you?
- Settling in – your reception hotel is no Hilton.
- For long term stay - housing is a concern.
- Noisy generators mean lights; water – trucked in, etc.
- Social life? Only what you make of it.

The Civil Service Capacity Building Project / CSR Reform Program

- Part of the reconstruction program that includes:
 - Poverty Reduction Strategy (2008-2012).
 - Governance reform (Public Sector Reform).
- CISREP funded by UK DFID and implemented by Adam Smith International.
- Project commenced March 2007, initially for 30 months; now extended.
- CISREP budget = \$5 million.



Six Components of the Civil Service Reform Program

1. Restructuring and right-sizing ministries and agencies.
2. Pay and pension reform.
3. Service delivery improvements.
4. Human resources management.
5. Developing leadership to manage the civil service.
6. Gender equity.

Essential Ingredients for Successful Reform Implementation

- Presence of the highest political commitment.
- Presence or required high level reporting or monitoring – LRDC.
- Ownership at the appropriate levels.
- Formalized reform plans/concrete strategies.
- Priorities and sequencing of action areas.
- Availability of resources.
- Capacity to implement or absorb changes.

Broader Issues Impacting Recovery:

a) *National Environment*

- Coalition government comprising warlords.
- Low international response to reconstruction.
- Devastated institutions and people lack the capacity for rebuilding.
- Old habit die hard – old attitudes that led to the war persist.
- There is a perceived lack of transparency.
- Executive Presidency and American traditions.

Broader Issues Impacting Recovery:

b) *Donor Assistance*

- Donor assistance - too short term, fragmented.
- Donor assistance is not coordinated.
- Donors micro manage programs; WB's PMU and UNDP's management responsibilities.
- Counterpart capacity for TAs.
- Need for levelling the field for both external and local partners to be truly partners - local capacity to engage must be ensured.

TA Attributes for Making it Work - Leadership issues

- Knowing your role.
- Asserting your authority.
- Knowledge of the subject matter is critical.
- Team management - the good, the bad and the ugly; the know it all, the competent/professional, the lazy and the incompetent, etc.
- The client or clients - building respect, trust etc.
- Networking with other stakeholders.
- Personal commitment/passion, and hard work.

TA - Factors for Ensuring Success

- Fast action - the Civil Service Reform Strategy.
- Address priorities - listen to what hurts most.
- Focus on ToRs but show flexibility.
- Balance between doing and capacity building - role up your sleeves and just do.
- Address lack of capacity – doing with/for partners.
- Mentoring and other support to the system.
- Logistics, infrastructure – tools/amenities.
- Suspicion of foreign dominance – defer to locals.

Donors/TA - Factors for Ensuring Success

- Align with national agendas and not build parallel systems.
- Harmonize donor agendas and interventions.
- Adapt donor home-style procedures; donor flexibility.
- Modify expectations.
- Deploy culturally sensitive experts.
- Promote cooperation to transcend fragility and fragmentations.



Factors for Ensuring Success

- A dose of good spirit and optimism goes a long way.



Thank you for your attention