



INNOVATIONS FOR SUCCESSFUL SOCIETIES

Creating Effective Systems in the Wake of Conflict

Yemen and other conflict-affected countries face special challenges in building an effective civil service. Political factions may each lay claim to ministries and populate them with supporters without regard to the skills they bring. Parallel systems, sometimes under the control of other politically important groups, add to the wage bill. This month we feature the experiences of several countries that have wrestled with some of these problems.

Nitish Kumar's reconstitution of administration in Bihar State, India provides helpful examples of effective management in a divided society. See [Coalition-Building in a Divided Society: Bihar State, India, 2005-2009](#) and [Reviving the Administration: Bihar State, India, 2005-2009](#). The Solomon Islands' experience, [Starting from Scratch in Recruitment and Training: Solomon Islands, 2004-2009](#), also offers useful lessons.

Kenya used short-term projects focused on results to help boost effectiveness and overcome discord---[Building A Culture Of Results: Institutionalizing Rapid Results Initiatives In Kenya, 2005-2009](#)---as did Madagascar, [Building Capacity and Changing Norms: Rapid Results in Madagascar, 2005-2009](#).

Rwanda's Protais Musoni and colleagues took a different approach in Rwanda, [Rebuilding the Civil Service After War: Rwanda After the Genocide, 1998-2009](#), where many civil servants became employees of local governments and the center slimmed down.



Panorama of Kesariya Stupa at Bihar. Photo by Sumita Roy Dutta.

Featured ISS Interview

In his interview with ISS, **Nitish Kumar** discusses his term as chief minister in Bihar. He explains the governance reforms he initiated, including securing public spaces, delegating responsibility in government offices, and improving education and infrastructure services. He describes the initial challenges and how the context changed over the course of his administration, with the mood

shifting from fear and mistrust to greater confidence in government.

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+1 609-258-5258 | iss@princeton.edu | successfulsocieties.princeton.edu

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