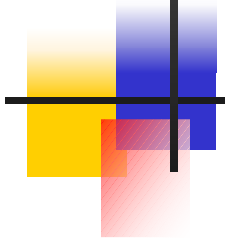




# **Local Governance Approach to Post Conflict Recovery:**

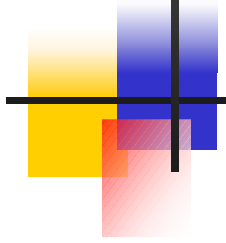
## **Perspective from Cambodia**

**New York  
8 October 2002**



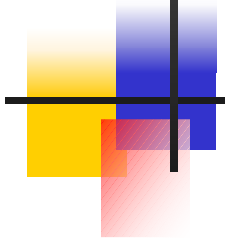
# Cambodian Conflict

- Cold War legacy;
- Non-ethnic, non-religious, mostly non-ideological, based more on personalities and parties backed by outside powers.
- Four parties: Khmer Rouge (China), PRK (Vietnam, USSR), Republican/Royalist (the West)



# Phases of Recovery

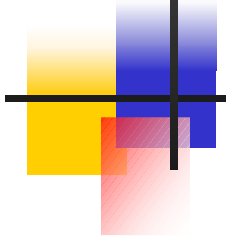
- **Paris Peace Accords** in 1991;
- **UNTAC Period:** 1992-1993 (repatriation and reintegration);
- **Nation building:** 1994-1996 (resumption of civil unrest with Khmer Rouge);
- **Political crisis:** 1997-1998 (collapse of coalition)
- **Peace and Stability:** 1999 onwards (new coalition and collapse of Khmer Rouge).



# Intervention

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- **CAREER1 (1992-1995):** Reintegration of Returnees/IDPs.UNDP “learning by doing” .
- **CAREER2 (1996-2000):** Experiment in decentralization (Seila 1) and Reconciliation.
- **Partnership for Local Governance (2001-2005):** From experiment to national policy and local governance (Seila 2).



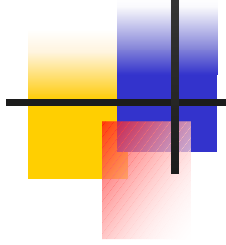
# Reconciliation

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Formal agreement/sustainable process;

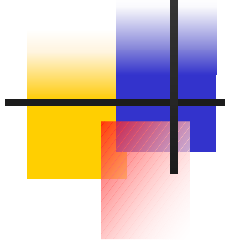
## Strategy

- Trust through Dialogue;
- Immediate rehabilitation activities;
- Participatory local governance.



# Enabling Circumstances

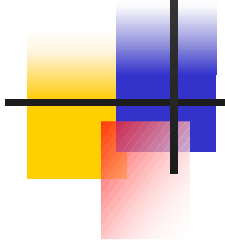
- Policy vacuum and clean slate;
- Homogenous society;
- Willingness of Government to experiment;
- Sub-national focus, low profile at national level;
- Sufficient time and resources.



# Strategic Flexibility

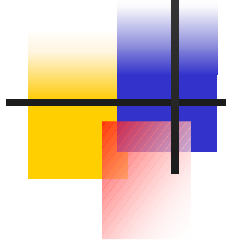
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- Overarching goal but no road map;
- Process oriented but delivering products;
- Core principles: Dialogue, Clarity, Agreement and Respect.
- Continuous reflection/evaluation/revision but changes reached through broad agreement.



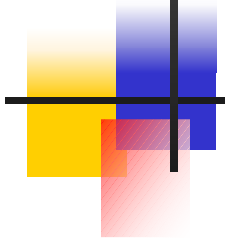
# Capacity Building

- Strategic choice: long-term development and government ownership;
- Structures, mandates, systems, process, training, application, evaluation, revision, learning by doing;
- Confidence building and trust;
- Horizontal/vertical through all levels of government.



# Constituency Building

- Policy formulation from the bottom up;
- 1996-1998: Governors/Provinces as designers: building the foundation;
- 1999-2000: National “authorization”.
- 2000-2001: Policy formulation after four cycles of implementation.



# Results

- Election of Local Governments (1,621);
- Decentralized Regulatory Framework;
- Institutionalized management structures, practices and procedures;
- Attitude change
- Demand for accelerating the reforms;
- Government Framework for resource mobilization and coordination.