

Dynamics of Administrative Reform in Timor Leste

Carolina da Cruz

Universidade Oriental Timor Lorosa'e, Timor Leste

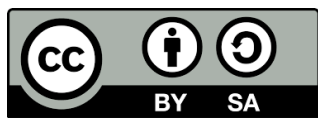
Email: linacruz4492@gmail.com

Keywords:

administrative reform; public
administration; governance;
timor-leste; bureaucratic
modernization.

Abstract

Administrative reform is a crucial aspect of post-independence nation-building, particularly in Timor-Leste. Since gaining independence, Timor-Leste has faced significant challenges in establishing an effective, transparent, and accountable public administration system due to limited resources, institutional capacity constraints, and the legacy of previous administrative structures. This study aimed to analyze the dynamics of administrative reform in Timor-Leste, including the factors that facilitated and hindered its implementation. The research employed a qualitative case study approach involving the analysis of policy documents, government reports, and in-depth interviews with public officials and administrative experts. This approach enabled a comprehensive understanding of the reform process, practical challenges, and adaptive strategies implemented in practice. The findings indicated that administrative reform in Timor-Leste had achieved notable progress, including improvements in transparency, the digitalization of public services, and capacity building for civil servants. However, the reform process continued to face structural constraints, including bureaucratic overlap, limited availability of skilled human resources, and resistance to organizational cultural change. In conclusion, the success of administrative reform in Timor-Leste largely depends on inter-institutional coordination, human resource capacity development, and active public participation in evaluating bureaucratic performance. This study provides significant implications for policymakers in designing more effective and sustainable reform strategies.



This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.

Copyright © 2026 by Author. Published by
International Journal Labs

INTRODUCTION

Public administration reform is a global phenomenon that has emerged as public demands for effective, transparent, and accountable governance have increased. In recent decades, the public administration paradigm has shifted from Old Public Administration to New Public Management and Good Governance, prompting bureaucratic modernization to address complex social, economic, and political dynamics. Globalization, advances in information technology, and increasing public awareness of service quality have accelerated the transformation of government structures and processes in various countries. Developing and post-conflict countries face greater pressure to build institutions that are effective, responsive, and adaptive to development challenges (Haraké & Viola, 2026; Mohamed et al., 2026; Mohammed et al., 2026; Paudel et al., 2023)

Theoretically, administrative reform is understood as a process of systemic change that includes institutional restructuring, strengthening bureaucratic capacity, improving the quality of public services, and enhancing accountability mechanisms. Modern governance theory emphasizes integrity, inter-institutional coordination, public participation, and the use of digital technologies to improve government efficiency and effectiveness. In the context of a country

undergoing democratic consolidation, administrative reform is not merely technocratic but is also integral to strengthening democracy and ensuring the sustainable development of state institutions. This process often occurs gradually and is influenced by political factors, fiscal capacity, and human resource readiness.

The transition from a colonial system of government to a democratic state created an urgent need to establish new, modern, and professional administrative institutions. Many postcolonial countries faced weak bureaucratic structures, inadequate regulatory frameworks, and limited institutional capacity. Therefore, administrative reform is regarded as a fundamental foundation for establishing a state capable of providing fair, effective, and reliable public services to its citizens. Timor-Leste, as the youngest country in Southeast Asia, has also entered a phase of administrative reform aimed at building strong governance oriented toward public welfare (휴고, 2025).

Timor-Leste, which regained independence in 2002, inherited a highly fragile bureaucracy in terms of institutional structure, regulatory systems, and human resource capacity. During the Portuguese and Indonesian occupations, public administration was not developed to support autonomous governance. Consequently, at the time of independence, the state had limited professional administrative personnel, management systems, and regulatory frameworks. The destruction of infrastructure following the 1999 referendum further worsened the situation, as many government buildings, official documents, and administrative systems were damaged or destroyed, requiring the bureaucracy to be rebuilt from the ground up (McBride, 2022)

At its inception, Timor-Leste relied heavily on administrative support from UNTAET to perform essential government functions. After authority was transferred to the national government, challenges emerged in policy formulation, public service management, financial system strengthening, and the recruitment and training of civil servants. The initial bureaucratic structure was highly centralized, with authority concentrated within central ministries, while local governments at the district and suco levels had limited capacity and authority.

Over the past two decades, the government has undertaken various reform efforts, ranging from strengthening the legal foundations of public administration, establishing new institutions, planning decentralization through Municípios, reforming public services, and developing digital government systems. However, significant obstacles remain, including budget constraints, dependence on oil revenues, weak inter-ministerial coordination, excessive bureaucratic procedures, and uneven competency among public officials. These conditions indicate that administrative reform in Timor-Leste is occurring within a complex political transition, requiring a balance between institutional development, human resource capacity improvement, and governance modernization (Pinto et al., 2026; 휴고, 2025).

Despite the reform efforts undertaken, public administration in Timor-Leste continues to face fundamental challenges that hinder effective and responsive governance. Institutional fragmentation is reflected in overlapping authorities among ministries and unclear divisions of functions between central and local government levels. This fragmentation creates inefficiencies in decision-making, extends bureaucratic procedures, and weakens policy implementation coordination. Suboptimal horizontal and vertical coordination mechanisms

also reduce policy harmonization, resulting in fragmented government programs without adequate integration.

Another challenge relates to bureaucratic capacity. Although the number of civil servants has increased, technical and managerial competencies remain unevenly distributed. Recruitment processes often lack strong merit-based mechanisms, while training and capacity development programs remain limited. These conditions affect the quality of public services and slow the preparation and implementation of government programs. A patrimonial and hierarchical bureaucratic culture also continues to constrain innovation and professionalism.

Additional challenges include slow administrative digitalization and limited utilization of information technology in public services. Despite the introduction of e-government initiatives, implementation remains limited and lacks integration across government agencies. Manual administrative processes increase bureaucratic burdens and create potential errors and delays in service delivery. Dependence on oil revenues also creates financial uncertainty for reform initiatives, while political dynamics influence program sustainability (AlShurafa et al., 2026).

Previous studies have generally focused on legal or normative aspects rather than examining the implementation dynamics of administrative reform and its impact on public services in depth. Analyses of laws, regulations, and sectoral evaluations dominate the literature, while institutional interactions, human resource capacity, and political factors influencing policy implementation remain underexplored. International studies often employ macro-level approaches, resulting in limited attention to the specific conditions of Timor-Leste as a young state with distinctive socio-political characteristics. Empirical studies on public service innovation, digital system integration, and the effects of decentralization on administrative effectiveness remain limited (Al-Muttaqin & Nugroho, 2025; Kassen, 2026)

This research is important for addressing the literature gap regarding administrative reform in post-conflict countries and providing practical contributions to government administration. The findings are expected to strengthen institutional capacity, improve public service quality, accelerate administrative digitalization, and support more effective and inclusive decentralization strategies. This research contributes to the field of public administration and provides practical insights into the development of democracy, good governance, and social justice in Timor-Leste (Baptista, 2025; Brincat & Barreto Soares, 2026; Guterres & Maschietto, 2025; Oliveira et al., 2023; Pinto et al., 2026; 휴고, 2025).

The research aims to: (1) analyze the dynamics of administrative reform in Timor-Leste within contemporary historical and policy contexts; (2) identify the main achievements and obstacles in reform implementation; (3) evaluate the effectiveness of decentralization, public service modernization, and public financial management; and (4) provide strategic policy recommendations to strengthen public administration, enhance accountability, and realize transparent, inclusive, and efficient public services.

The problem formulation consists of the following questions: (1) What have been the dynamics of administrative reform in Timor-Leste since the post-independence period? (2) What factors support or hinder the implementation of administrative reform at the central and regional levels? (3) How does the application of Good Governance principles, including

transparency and public participation, influence the effectiveness of administrative reform in Timor-Leste?

The Evolution of Public Administration Theory: From Traditional to Hybrid Governance

The theory of public administration originated from the classical/traditional approach, in which state administration was seen as a formal bureaucracy with hierarchy, strict rules, and an orientation to stability and procedure. Classical figures in this tradition, such as Max Weber, emphasized rationality, formal procedures, bureaucratic professionalism, and clear division of duties (Weber, 1978). However, classical bureaucracy was often "too rigid, sluggish, and less adaptive to socio-political changes" (da Silva, 2018).

Over time, the pressure on the ineffectiveness of public services and demands for efficiency, transparency, and accountability gave rise to a new paradigm: New Public Management (NPM). NPM introduced private sector management principles to the public sector — e.g., results-oriented, decentralization of authority, performance measurement, efficiency, and bureaucratic flexibility (Pollitt & Bouckaert, 2024).

However, criticism of NPM suggests that the adoption of private managerial principles into the public sector creates a conflict between legal-political logic and management logic, between public services and commercial efficiency (Denhardt & Denhardt, 2000).

In the context of global change and the complexity of modern state governance, hybrid models are beginning to emerge: Neo-Weberian Public Administration, a mixed model of NPM + traditional + governance, as well as New Public Governance (NPG) or hybrid governance — combining formal bureaucracy, flexible management, and network governance with public participation (Aristovnik et al., 2022).

These models are relevant as a conceptual framework for analyzing administrative reforms in developing countries such as Timor-Leste, where colonial bureaucratic legacies as well as post-conflict conditions demand flexible adaptation while still maintaining the legitimacy, accountability, and responsiveness of governments to society.

Principles of Governance, Transparency, Participation, and Good Governance

Good Governance emphasizes transparency, accountability, public participation, rule of law, effectiveness, and responsiveness of governance (Kaufmann et al., 2008). In the context of developing countries and young democracies, these principles are relevant to strengthen public trust in institutions, improve the quality of public services, and reduce corrupt practices and unresponsive bureaucracy (Martins, 2020).

The implementation of governance in public administration requires structural transformation—both institutional, procedural, and organizational culture—so that governance is not only efficient, but also inclusive, fair, and accountable (Gumede & Dipholo, 2014).

Administrative Reform & Developing / Post-Colonial Contexts

Empirical research shows that the implementation of NPM and modern public administration in developing countries varies greatly depending on political context, institutional capacity, and cultural factors (Andrews, 2013).

Recent conceptual articles underscore that governance models are shifting towards hybrid—a combination of traditional bureaucratic models (neo-Weberian), modern management (NPM), and network-based and participatory governance (Aristovnik et al., 2022).

In Timor-Leste, administrative reform needs to be understood in terms of "layered governance" — where elements of formal bureaucracy, modern management, and governance/decentralization/public participation interact with each other (da Silva, 2018, p. 421).

Conceptual Framework

Based on the above literature, the conceptual framework of this research is built on three main dimensions:

- a. Structural & Institutional: the structure of government, public institutions, and administrative regulations in Timor-Leste.
- b. Managerial & Public Performance: implementation of NPM principles — efficiency, performance, decentralization, responsiveness.
- c. Governance & Public Participation: the principles of Good Governance — transparency, accountability, citizen participation, and public trust.

This framework allows for a comprehensive analysis of the dynamics of administrative reform in Timor-Leste: not only from the technical-organizational aspects, but also from political, social and cultural aspects (Pollitt & Bouckaert, 2024).

METHOD

This study employed a qualitative approach using a case study method. The qualitative approach was selected because the study aimed to explore the dynamics of administrative reform in Timor-Leste in depth by examining the complexity of the reform process, stakeholder perspectives, and contextual factors influencing implementation. The case study method was appropriate for investigating contemporary phenomena within their real-life contexts, particularly when the boundaries between the phenomenon and its context were not clearly distinguishable (Yin, 2018). Data were collected through in-depth interviews, document analysis, and participatory observation involving government officials and community representatives in Timor-Leste. The research was conducted over six months, from January to June 2026, in Dili and three municipalities (Ermera, Baucau, and Oecusse) selected based on their diverse socio-economic characteristics and varying levels of administrative capacity.

The study population consisted of government officials involved in administrative reform, administrative experts, and community representatives. A total of 30 participants were selected using purposive sampling, comprising 15 public officials from the ministries of public administration, finance, and local government; 5 administrative experts from universities and international organizations; and 10 community representatives from local NGOs and community organizations. Purposive sampling was applied to select participants with relevant knowledge and experience regarding administrative reform in Timor-Leste. The inclusion criteria for public officials included at least five years of experience in public administration, direct involvement in administrative reform initiatives, and willingness to participate in the study. The criteria for administrative experts included academic or professional expertise in public administration, knowledge of the governance context of Timor-Leste, and willingness to participate. Data were collected through semi-structured interviews, document analysis, and participatory observation. Interviews were conducted in Tetum, Portuguese, or English according to participants' preferences and lasted between 60 and 90 minutes. All interviews were audio-recorded with participants' consent and transcribed verbatim. Document analysis

covered government policies, strategic plans, annual reports, and relevant legislation. Participatory observation was conducted in selected government offices and community meetings to examine administrative practices and interactions.

Data were analyzed using thematic analysis based on the six-step framework proposed by Braun and Clarke (2006): (1) familiarization with the data; (2) generation of initial codes; (3) identification of themes; (4) review of themes; (5) definition and naming of themes; and (6) production of the final report. NVivo 14 software was used to support data organization and analysis. The credibility of the findings was ensured through triangulation of data sources and methods, member checking, and peer debriefing. The research followed ethical principles by obtaining informed consent from all participants, maintaining confidentiality and anonymity, and securing ethical approval from the relevant institutional review board. The study was limited by potential social desirability bias in interviews and the limited generalizability of findings due to the specific research context and sample characteristics.

RESULTS AND DISCUSSION

The dynamics of administrative reform in Timor-Leste since the post-independence period

Since gaining independence in 2002, Timor-Leste has faced complex challenges in building an effective, professional and accountable system of public administration. The dynamics of administrative reform can be analysed through several interrelated phases, influenced by institutional, political, social and economic factors:

Post-Conflict Institutional Consolidation (2002–2007)

In the early stages of post-independence, the main focus was on building an institutional structure of government from scratch, including ministries, technical institutions, and public service units. The government faced several obstacles:

- a. Low human resource capacity, as many experienced public servants have been lost due to conflict or migration.
- b. Regulatory ambiguity and overlapping authority, which leads to slow and inconsistent administrative procedures.
- c. Dependence on international assistance, both in technical and financial form, affects the priorities of administrative reforms and policies (da Silva, 2018).

During this period, administrative reforms were emergency and pragmatic, aimed at ensuring the continuity of basic public services, such as population administration, education, and health.

Modernization and Implementation of New Public Management Principles (2008–2015)

After the consolidation phase, the Timor-Leste government began to adopt the principles of New Public Management (NPM) to improve the efficiency and performance of public administration. Efforts made include:

- a. Digitization of public services in several ministries, including document management, budget, and human resource management systems.
- b. Civil servant training program, to improve technical and managerial competence.
- c. Reform of public service procedures, including simplification of administration and performance measurement based on performance indicators.

Despite significant progress, challenges remain: digital infrastructure is limited at the district level, bureaucratic cultural resistance to change is still high, and the technical capacity of employees in some regions is uneven (Aristovnik et al., 2022).

Strengthening Good Governance and Public Participation (2016–present)

In this phase, administrative reform in Timor-Leste began to emphasize the principles of Good Governance, namely: transparency, accountability, public participation, and the rule of law. Its implementation includes:

- a. Participatory programs for public service evaluation, such as public consultation forums and service complaint mechanisms.
- b. Strengthening coordination across agencies, to harmonize policies at the central and regional levels.
- c. Integration of governance principles in national regulations and strategies, such as decentralization policies and reform of public service units.

However, limited institutional capacity, misalignment between political and technical priorities, and low community participation in some districts remain major obstacles (Soares et al., 2025).

Dynamics and Determinants of Reform

Overall, the dynamics of administrative reform in Timor-Leste are gradual and multidimensional, influenced by:

- a. Post-conflict context, which requires institutional reconstruction while maintaining political stability.
- b. International donor intervention, which helps fund and technical reforms, but sometimes gives rise to external dependencies and priorities.
- c. Local bureaucratic culture, including resistance to transparency and new procedures.
- d. Social pressures and societal demands, especially in access to public services and participation in decision-making.

Overall, the dynamics of administrative reform in Timor-Leste are gradual and gradual, influenced by the interaction between institutional capacity, political pressures, international assistance, and local bureaucratic culture. Reforms show progress in both technical and procedural aspects, but still require strengthening of institutional capacity and public engagement to make the administration more responsive, transparent, and sustainable.

Factors Supporting the Implementation of Administrative Reform

Political Support and Government Commitment

The Government of Timor-Leste formally supports administrative reform through national policies, development strategies, and medium-term plans that emphasize Good Governance, transparency, and improved public services. This support provides legitimacy and direction for reforms at the central and regional levels.

International Assistance and Cooperation

Technical and financial assistance from international organizations, such as UNDP, the World Bank, and bilateral donors, has helped strengthen institutional capacity, train human resources, digitize services, and build administrative infrastructure.

Human Resources Capacity Building Program

Training and competency development of civil servants, both at the central and regional levels, support bureaucratic professionalism. Mentoring programs and managerial workshops improve the technical and management capabilities of public units.

Technology and Digitalization of Public Services

The implementation of management information systems and e-government accelerates public services, increases accountability, and facilitates coordination across agencies. This supports transparency and more accurate performance measurement.

Community Awareness and Demands

Increasing public awareness of the right to public services encourages government officials to be more responsive and accountable, particularly in complaint mechanisms and participatory forums (da Silva, 2018).

Factors Hindering the Implementation of Administrative Reform

Institutional Capacity Limitations

Many government agencies at the central and regional levels still lack quality human resources, limited budgets, and adequate administrative infrastructure. This causes the implementation of reforms to be uneven.

Bureaucratic Culture Resistance

The old hierarchical and closed bureaucracy creates resistance to change, especially regarding transparency, accountability, and new procedures. Employees are sometimes reluctant to abandon old practices that are convenient or personally beneficial.

Weak Cross-Agency Coordination

Administrative reform requires collaboration between ministries, institutions, and local governments. However, differences in capacity and priorities between units lead to overlapping functions, asynchronous policies, and slow decision-making.

Dependence on International Aid

Although donor assistance supports reform, over-reliance sometimes gives rise to external priorities that are not fully aligned with local needs, so the sustainability of reform could be compromised if aid is stopped.

Limited Community Participation

Public participation in service evaluation and decision-making is still limited, especially in remote areas. Low administrative literacy and lack of systematic participatory mechanisms reduce the effectiveness of Good Governance-based reforms (Soares et al., 2025).

Overall, the implementation of administrative reforms in Timor-Leste is influenced by the interaction of internal and external factors. Political support, human resource capacity, digitalization, and community demands are the main supporting factors, while institutional constraints, bureaucratic resistance, weak coordination, donor dependency, and low community participation are obstacles. Successful reform requires an integrated strategy that strengthens institutional capacity, improves bureaucratic culture, and increases public participation in a sustainable manner.

Application of Good Governance Principles in Timor-Leste

Good Governance in the context of public administration emphasizes transparency, accountability, public participation, rule of law, and responsiveness¹. In Timor-Leste, the

application of these principles is one of the key factors influencing the effectiveness of post-independence administrative reforms.

Transparency

Administrative transparency is realized through:

- a. Publication of official government documents and regulations, including budget policies, strategic plans, and public service procedures.
- b. Digitization of administrative systems, which allows the public and officials to monitor the processes and results of public services in real-time².

The positive impact is that transparency increases public trust in the government, minimizes corrupt practices, and makes it easier to evaluate agency performance. However, limited infrastructure and human resources in some regions reduce the consistency of implementation.

Public Participation

Community participation is carried out through:

- a. Public consultation forums and public service complaint mechanisms.
- b. Citizen involvement in program planning and evaluation at the local level.

The findings show that public participation increases bureaucratic responsiveness to community needs, encourages employees to work more accountably, and improves service quality³. However, participation is still limited in remote districts due to low administrative literacy, limited access to technology, and an old hierarchical culture.

Accountability and the Rule of Law

Accountability is strengthened through an employee performance evaluation system and internal audits of government agencies. The rule of law is implemented through formal regulations that regulate administrative procedures, decentralization of authority, and public complaint mechanisms⁴. The application of this principle ensures that the administrative reform process is not only symbolic, but can also be measured and accounted for.

Influence on the Effectiveness of Administrative Reform

- a. Improving the quality of public services: Transparency and participation make the bureaucracy more responsive to the needs of the community.
- b. Strengthening institutional legitimacy: The public trusts the government more because the decision-making process becomes clear and monitorable.
- c. Driving sustainability reform: The implementation of Good Governance builds a new work culture that emphasizes results and accountability, so that reform is not only temporary.

However, obstacles remain, including bureaucratic resistance to openness, capacity imbalances between the central and regional governments, and limited resources to ensure equitable public participation⁵.

Overall, the application of Good Governance principles in Timor-Leste plays a crucial role in improving the effectiveness of administrative reforms. Transparency, public participation, and accountability not only improve the quality of services and legitimacy of the government, but also help build a more adaptive, professional, and results-oriented bureaucratic culture. However, long-term success requires strengthening institutional capacity, expanding community participation, and simultaneously changing bureaucratic culture.

CONCLUSION

Administrative reform in Timor-Leste has been gradual and multidimensional, beginning with post-conflict institutional consolidation, followed by the modernization and digitalization of public services and the strengthening of Good Governance principles. Despite significant progress in service procedures and administrative mechanisms, the implementation of reforms has continued to face challenges, including limited institutional capacity, bureaucratic cultural resistance, and disparities among regions.

Supporting factors include political support, government commitment, international assistance and cooperation, service digitalization, human resource capacity building, and public awareness of the right to access public services. Inhibiting factors include limited institutional capacity, bureaucratic cultural resistance, weak inter-agency coordination, dependence on external assistance, and limited public participation. The interaction between these factors influences the effectiveness and sustainability of administrative reforms.

The application of Good Governance principles, including transparency, accountability, and public participation, has strengthened the effectiveness of administrative reform in Timor-Leste. Transparency enhances public trust and facilitates oversight, public participation promotes bureaucratic responsiveness, and accountability supports the sustainability of reform initiatives. However, challenges such as bureaucratic resistance, disparities in inter-agency capacity, and uneven levels of public participation must be addressed to achieve a professional and sustainable public administration system.

REFERENCES

- Al-Muttaqin, F. A., & Nugroho, R. A. (2025). Effectiveness of digital-based public service innovation: Case study of population services in Indonesia's local government. *JAKPP: Jurnal Analisis Kebijakan dan Pelayanan Publik*, 11, 1–16.
- AlShurafa, M. A., Alotaibi, K. O., & Aldaihani, M. R. (2026). From oil dependency to resilient economies: The dynamics of sustainable finance and investment in GCC markets. *Journal of Islamic Accounting and Business Research*, 1–25.
- Andrews, M. (2013). *The limits of institutional reform in development: Changing rules for realistic solutions*. Cambridge University Press.
- Aristovnik, A., Murko, E., & Ravšelj, D. (2022). From neo-Weberian to hybrid governance models in public administration: Differences between state and local self-government. *Administrative Sciences*, 12(1), Article 26.
- Baptista, M. J. (2025). Legal politics in the Democratic State of Timor-Leste. *Jurnal Sosial Teknologi*, 5(4), 1102–1109.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101.
- Brincat, S., & Barreto Soares, L. 'Mica.' (2026). Understanding Timor-Leste today: Beyond scholarly and practical limitations in existing research. *Global Discourse*, 1–24.
- da Silva, J. (2018). Reforming public administration in post-conflict states: The case of Timor-Leste. *Public Administration Review*, 78(3), 415–425.
- Denhardt, R. B., & Denhardt, J. V. (2000). The new public service. *Public Administration Review*, 60(6), 549–559.
- Gumede, N., & Dipholo, K. B. (2014). Governance, restructuring and the new public management reform: South African perspectives. *Journal of Educational and Social Research*, 4(6), 39–46.
- Guterres, J. C., & Maschietto, R. H. (2025). The path to peace and democracy: The case of

- Timor-Leste. *Frontiers in Political Science*, 7, 1439480.
- Haraké, M. F., & Viola, J. M. (2026). A paradoxical view of resilient and sustainable growth in post-conflict rural areas: The case of Iraq. In *Rural futures* (pp. 89–124). Jenny Stanford Publishing.
- Kassen, M. (2026). Blockchain and public sector innovations: Understanding decentralized models of technology adoption in e-government. *Innovation: The European Journal of Social Science Research*, 39(3), 1174–1206.
- Kaufmann, D., Kraay, A., & Mastruzzi, M. (2008). *Governance matters VII: Aggregate and individual governance indicators 1996–2007* (World Bank Policy Research Working Paper). World Bank.
- Martins, F. (2020). *Digitalization and public administration reform in Timor-Leste*. UNDP.
- McBride, S. (2022). *Escaping dystopia: Rebuilding a public domain*. Policy Press.
- Mohamed, A. A., Addan, O. A., Ahmed, H. I., & Mohamud, A. A. (2026). Social cohesion and community resilience in post-conflict Somalia: Community perspectives on sustainable development and social stability. *Frontiers in Political Science*, 8, 1859635.
- Mohammed, M. A., Mansoor, H. O., Al-Sabaawe, Y. M. K., & Al-Obaidy, N. A. S. (2026). Institutional capacities building of universities in post-conflict context: A dynamic managerial capabilities perspective: Early post-conflict recovery assessment (2019–2020). *F1000Research*, 15, 231.
- Oliveira, C., Saldanha, E. S., & Muni, J. (2023). Examining the interplay of government policy, social security and quality of life: A study of public officers in Timor-Leste. *Timor Leste Journal of Business and Management*, 5, 14–27.
- Paudel, P., Winterford, K., & Selim, Y. (2023). Exploring the need for an integrated conflict sensitivity framework in development assistance that contributes to peaceful and sustainable post-conflict societies. In *Integrated approaches to peace and sustainability* (pp. 11–31). Springer.
- Pinto, C. A. B., Amaral, A. S., & CBB, G. D. (2026). Timor-Leste public administration in the age of populism, poly-crisis, and technological transformation as dilemmas, dynamics and directions. *International Scientific Journal of UNPAZ Timor-Leste*, 1(1), 563–570.
- Pollitt, C., & Bouckaert, G. (2024). *Public management reform: A comparative analysis*. Oxford University Press.
- Soares, E. M. P., Amaral, A. S., & Lino, M. N. (2025). Political power influences public administration system to achieve good governance (Timor-Leste case study). *International Journal of Integrative Sciences*.
- Weber, M. (1978). *Economy and society: An outline of interpretive sociology*. University of California Press.
- Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.
- 휴고. (2025). *A study of the factors affecting state of civil service and public administration reform in Timor-Leste*. 서울대학교 대학원.