Royal Government of Cambodia

Council for Administrative Reform

THE NATIONAL PROGRAM FOR ADMINISTRATIVE REFORM

"Serving People Better"

March 2010

National Program for Administrative Reform
Serving People Better
2009 – 2013

Prologue

The mass destruction and genocide of the Pol Pot regime have destroyed the human and institutional capacity of the Country. By 1979, the government needed to rebuild the Administration from scratch. The present Administration is the results of peace and reconciliation imperatives and a direct consequence of the Win-Win strategy to unify the Administration in early 1999. It is time to transform "public administrators" into "service providers".

A performing and accountable Administration is an institution of strategic importance to the future of the country. It is one of State institutions that are necessary to secure ongoing peace and political stability, to sustained development and social justice, and to reduce poverty.

The Rectangular Strategy singles out the Public Administration Reform as one of core reforms necessary to achieving the Royal Government objectives.

We have made remarkable achievements in Public Administration Reform which contributes to the country's peace and stability. As the world is facing financial crisis and other crises, Public Administration Reform shall be a priority to be pursued. Conditions necessary to deepen the Public Administration Reform are in place.

The goal is to serve people better for the wellbeing of citizens and the prosperity of the Nation. Improving the quality and delivery of public services is one of the top four priorities of the Royal Government.

To serve the people and the Nation effectively is a most noble act that entails values of motivation, loyalty, professionalism and service to meet needs where and when needed.

During the National Seminar held on February 2009 a very broad consensus emerged on how best to deepen and widen the reform. This NPAR – Serving People Better provides practical framework to implement that consensus. It is now time for implementation partnerships involving ministries, development partners and stakeholders to be finalized.

The importance of transforming the Administration into an effective provider of public services and a trusted development partner can not be underestimated.

PREFACE

Last February 2009, the Royal Government held a National Seminar involving some 700 participants on "Dissemination of NPAR Vision and Strategy and Preparation of NPAR Action Plan for 2009-2013". **The Prime Minister HUN SEN** concluded the seminar by emphasizing the need to continue to rapidly improve the quality and delivery of public services. This NPAR – Serving People Better builds on the consensus reached during the seminar.

There are significant achievements to date in national and sectoral reforms. Ministries shall continue to lead the way to further reform their services. This NPAR provides an enabling environment, effective tools to reform and facilitate change in the management of the Administration.

The NPAR – Serving People Better is designed to

- o gradually change attitude and behavior
- o enhance human and institutional performance and accountability
- o develop human and institutional capacity to implement and sustain
- o mobilize and deploy requisite resources for implementation

It is articulated around five policy thrusts:

- o Improving Transparency & Quality in the Delivery of Public Services
- o Improving Accountability & Efficiency in Public Services
- o Developing Human & Institutional Capacity
- o Improving HR Management & Compensation
- o Improving cadre Management & Deployment

Ministries and institutions are responsible for implementing the reform within their jurisdiction. The Council for Administrative Reform will provide impetus and facilitate. The Royal Government together with development partners will provide the means through partnership arrangements.

However, success will not be possible without the dedication and active participation of thousands of civil servants to serve people better.

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TABLE OF CONTENTS

Page N.

ACRONYMS

CAR	Council for Administrative Reform
CD	Capacity Development
D&D	Decentralization and Deconcentration
DPs	Development Partners
HRD	Human Resource Development
HRM	Human Resource Management
MAP	Ministry Action Plan
MEF	Ministry of Economics and Finance
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NPAR	National Program for Administrative Reform
NSDP	National Strategic Development Plan
OCM	Office of the Council of Ministers
P&A	Performance and Accountability
PAR	Public Administrative Reform
PD	Position Description
PFM	Public Finance Management
PMAS	Performance Management and Accountability System
RGC	Royal Government of Cambodia
SOAs	Special Operating Agencies
TA	Technical Assistance
TWGs	Technical Working Groups

INTRODUCTION

The Administration is an institution of strategic importance to the future of the country. A performing and accountable Administration is a key to sustaining peace, political stability and social justice, sustainable development, inevitable factors to the well being of the people and the prosperity of the Nation, without which little else is possible. An effective Administration is one that is supported by loyal, motivated, professional and service oriented people and by sturdy, capable and trusted institutions anchored in the country's reality.

The Royal Government has identified the Administrative Reform as an essential component of the Rectangular Strategy for Growth, Employment, Equity and Efficiency. Both the Rectangular Strategy and the National Strategic Development Plan emphasize that strengthening institutions and improving governance are immediate and necessary conditions to sustainable development and poverty reduction. Both single out the Administrative Reform as a key to achieving the goals and objectives of the Royal Government.

The Public Administration has been an important instrument of the Win-Win strategy of inclusion to facilitate national reconciliation and winning the peace. Various administrations were unified into one Public Administration. The present Public Administration is barely ten years old. At the beginning of the fourth mandate of the Legislature, the Royal Government wants to deepen and widen the Administrative Reform building on significant and sustainable achievements to date.

The Royal Government has established the Council for Administrative Reform (CAR) to guide and to spearhead administrative reform efforts. Working under the general direction of the Supreme Council of State Reform, chaired by the Prime Minister, the CAR primary mission is foremost that of a catalyst, coordinator and facilitator. A General Secretariat itself assisted by inter-ministerial teams responsible for implementing projects to enhance ownership and to focus and coordinate efforts better supports it. Individual ministries and agencies are responsible for implementation within their respective jurisdiction.

The NPAR – Serving People Better is organized in three sections:

1. A first section about the context of the reform that describe the current situation;
2. A second section about the vision, strategies, policies and modalities of the reform;
3. Finally, an Action Plan to guide the reform and facilitate the establishment of partnerships to implement.

SECTION 1 – THE SITUATION

This section outlines the context within which the Administrative Reform evolves.

1.1 Historical Perspective

With the signing of the Paris Peace Accord in 1991, the country was determined to win the peace. Successive Royal Government undertook to rehabilitate and develop the country. Years of conflicts had destroyed institutions and decimated human capacity. Peace was fully restored in 1998, following the "Mekong Miracle" national elections and the dismantling of the Khmer Rouge administrative and military organization.

Following the UN supervised elections, during the first mandate of the Legislature (1993 – 1998), the fundamentals were put in place: a new constitution was promulgated, new institutions were established (the National Assembly and the Senate, the National Audit Authority) and others were strengthened (national ministries and the sub-national administration). It is during this period that core elements of the legal framework for the Public Administration were put in place (the Common Statute, the Particular Statutes). In addition, a headcount was carried out resulting in the elimination of some 18,000 ghosts.

The Public Administration was finally unified early in the second mandate of the Legislature. The Win-Win policy of inclusion allowed the national government, for the first time in over 500 years, to exercise sovereignty all over the country. Institutions and processes to manage the Public Administration were further reinforced (public finances, establishment control and management, sub-national administration, for example). A first census on the composition of the Public Administration was completed in 2001. A first Governance Action Plan was implemented. The Country committed to Millennium Development Goals.

With the start of the third mandate of the Legislature in 2004, the Royal Government accelerated the reforms. The Prime Minister promulgated the Rectangular Strategy at the heart of which is the pursuit of good governance. The National Strategic Development Plan and the Governance Action Plan II were developed to better coordinate efforts. They both covered a broad spectrum of reforms ranging from the Legal and Judicial Reform and the Administrative Reform to sectoral reforms in the management of natural resources.

1.2 The present

The Royal Government enters the fourth mandate committed to the cause of peace, development and prosperity for all. The Rectangular Strategy was updated to account for progress and evolving circumstances. Improving the quality and delivery of public services is one of four core strategic priorities. The Administrative Reform together with other reforms such as the Reform of Public Finances and Deconcentration and Decentralization and sectoral reforms in every sector from health and education to land management is viewed as a key to unlocking capacity for poverty reduction and sustainable development, for years to come.

The Royal Government is a government of reforms. State institutions will be reformed in fundamental ways for effective governance and to enhance the management of equity and effectiveness. Behavior will change, the capacity of people and institutions will be developed and Cambodian resources will be mobilized towards priority needs, effectively and equitably utilized, and be duly accounted for.

In the words of Samdech Prime Minister, Cambodia has no better choice but to reform to be competitive on the world stage. The Royal Government approach to state reforms is based on three core principles:

1. Securing peace, stability and security are necessary conditions to sustainable development, social justice and poverty reduction
2. Effective governance, performance and accountability are necessary conditions to an Administration that is loyal, motivated, professional and service oriented; and,
3. Making public services more transparent and more responsive to people needs is essential to building trust for the well being of people and the prosperity of the Country.

The Royal Government wants to deepen and widen the Administrative Reform based on sustainable achievements to date. Important milestones have been reached:

- The integration of all civil servants into unifying systems more conducive to motivation has been completed;
- Average compensation within the Civil Service has more than quadruple;
- Innovative instruments are being deployed to enhance performance and accountability (Special Operating Agencies, Performance Management and Accountability System);
- The reform is at the leading edge of harmonization and alignment to implement the Paris and Accra agreements;
- There is a broad consensus on how best to proceed .

1.3 The National Seminar

On February 17 and 18, the Royal Government organized a National Seminar which the **H.E. Sok An**, Deputy Prime Minister and Chairman of the Council for Administrative Reform presided. **The Prime Minister** concluded the seminar with a set of clear directives stressing the importance of reforms and the need to improve public services. Some 700 high ranking officials from ministries and institutions at the national and sub-national levels discussed how best to reform the Public Administration. Participants noted the significant achievements to date but stressed that much more must be done to make the Administration an effective instrument to serve people better.

During discussion in plenary or in working groups, participants enthusiastically supported the need for reform and stressed the following:

- the critical importance of improving the quality and delivery of public services;
- innovative instruments such as SOAs, should be prudently deployed to enhance performance, accountability and to gradually change behavior;
- the need for better coordinating sectoral reforms with national reforms;
- the importance for development partners to harmonize and align their support to government needs;
- the **NPAR** shall introduce programs to develop institutional capacity and to enhance the management, development and deployment of human resources.
- The **NPAR** shall be a coherent program of practical, carefully sequenced actions to facilitate sectoral reforms.

SECTION 2 – THE FUTURE

This section outlines the prospective for the reform

2.1 The Challenges

H.E. Sok An, Deputy Prime Minister, Chairman to the Council for Administrative Reform has often outlined challenges the reform is confronting. Recent studies draw attention to priorities the Administrative Reform should pursue. These challenges and priorities entail the following:

- improve the quality and delivery of public services;
- change the attitude and behavior of public officials from administrators to service providers;
- make institutions trustworthy and effective;
- develop human and institutional capacity to implement and to sustain;
- improve performance and accountability using innovative instruments in a controlled manner;
- manage human resources based on principles of performance, merit and fairness;
- motivate civil servants with adequate compensation and promising career perspectives;
- carefully manage risks associated with the deployment of instruments such as SOAs;
- develop the capacity of the CAR Secretariat and of ministries to plan, manage and monitor the reform; and,
- finalize the policy framework.

2.2 The Vision

The Administration is of vital national interest. How well it performs and how efficiently it operates are of critical importance to the wellbeing of people and the prosperity of the Nation. A performing and accountable Administration shall meet the complex needs of today's Cambodia in a globalized world. In effect, an effective Administration is a condition to implementing the Rectangular Strategy II, to the country's integration into the world community and to its international competitiveness.

The goal is to serve people better for the wellbeing of the people and the prosperity of the Nation by upholding the following four values:

Motivation "Wanting to do the best you can with determination and honesty"
- Working at all time with enthusiasm and dedication to perform assigned responsibilities
- Civil servants are pro-active and readily assume responsibilities;
- Civil servants are engaged for the common good

Loyalty "Being an agent of the people, the State and the Royal Government"
- Civil servants respect authority, colleagues and subordinates
- Civil servants provide attentive support through reliable and impartial advice and effective implementation of decisions and programs
- Civil servants identify with the mission, mandate and ethos of their institution

Professionalism "Doing the best possible efficiently with available means"
- Civil servants exercise due diligence and work conscientiously to achieve agreed results
- Civil servants are committed to personal development and to using competencies optimally and honestly
- Civil servants dutifully focus on results with perseverance working with others
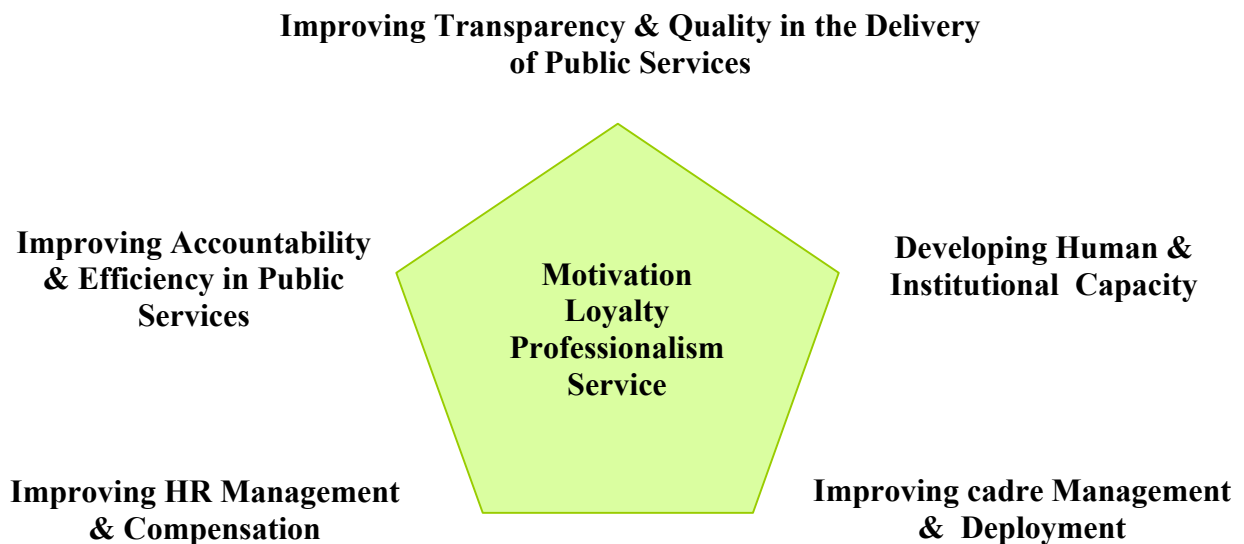
Service "Being a provider of services, not an administrator of rules"
- Institutions nurture a culture of service and pro-poor behaviors and gender issues
- Civil servants are respectful, honest and fair in serving people
- Civil servants are responsive to needs and accountable for their actions

The strategy is to transform the Administration into an effective service provider and to change attitude and behavior of civil servants accordingly by enhancing transparency, accountability, capacity, motivation and discipline within the Administration

2.3 The Program

The following diagram illustrates the program of Administrative Reform:

Improving Transparency & Quality in the Delivery of Public Services

Improving Accountability & Efficiency in Public Services

Developing Human & Institutional Capacity

Motivation
Loyalty
Professionalism
Service

Improving HR Management & Compensation

Improving cadre Management & Deployment

2.3.1 Improving Transparency & Quality in the Delivery of Public Services

This element of the program focuses on improving the institutions, systems and processes used to deliver public services.

Expected Results
- Public Services are more accessible, responsive to needs and available where and when they are required
- Service delivery processes are transparent and terms and conditions of services are simple and clear and regulations well understood
- Service delivery of key activities in priority sectors is enhanced as a priority

- User-oriented ICT based service delivery mechanisms are utilized to support service delivery
- Cross-sectoral and sectoral reform activities are harmonized.

Activities
- Continue to facilitate and monitor the implementation of the Policy on Public Service Delivery;

- Complete and disseminate the Compendium on Public Services in order to make public services more accessible and transparent;

- Promote the use of ICT to enhance the efficiency, transparency and responsiveness of service delivery processes and to facilitate access to information on public services;

- Facilitate the development and establishment of user feedback mechanisms;

- Cooperate with ministries and institutions in compiling the Governance Action Plan III that focuses on improving the quality and delivery of priority public services in each of the seven categories of public services;

2.3.2 Improving Accountability & Efficiency in Public Services

This element of the program focuses on transforming "administrators" into "service providers".

Expected Results
- Civil servants work diligently and efficiently to achieve expected results at the least cost;
- Performance and accountability are enhanced;
- Service delivery system are efficient and responsive;
- Behaviour is consistent with the four values.

Activities
- Review service delivery systems, including the use of efficiency tools such as operational reviews and the simplification of procedures;

- Deploy Priority Operating Costs (POC) schemes to enhance performance in public service delivery

- Deploy performance management and accountability systems such as position descriptions and personal contracts as instruments to increase personal accountability and to gradually change behavior

- Continue the development and deployment of SOAs as wedges to enhance performance and accountability in the delivery of public services;

- Develop and implement a Civil Service Code of Service

- Develop and implement recourse mechanisms;

- Promote recognition of best practices e.g. awards

- Develop tools for use by ministries to enhance the efficiency of service delivery

processes such as process engineering, benchmarking, input costing

2.3.3 Developing human and institutional capacity

This element of the program targets improvement in the use of existing capacity and the development of new capacity to implement government policies and programs. Knowledge, skills, and experience are not sufficient - an enabling environment and supportive institutions are essential.

Expected Results
- Meet today's capacity needs and better prepare to meet future needs;
- Roles, responsibilities and organization are clearly defined;
- The work environment is conducive to productivity;
- Institutions enable performance and sustainability;
- Co-ordination of capacity development and HRD initiatives across ministries is improved;
- Skills and knowledge gained through training is retained and effectively utilized;
- Capacity development content and processes are cambodianized and demand driven;
- Utilization of existing capacity is enhanced

Activities
- Finalize policy and guidelines on
  - Capacity Development
  - Human Resource Development

- Develop methodologies and carry out operational reviews to enhance institutional performance;

- Rationalize organizational structures and processes to plan and manage capacity development by
  - Strengthening cross sector mechanisms supporting capacity development
  - Developing tools to enhance the capacity of ministries to develop capacity and develop human resources

- Develop and implement a demand driven and cambodianized training and mentoring program (distance learning, pool funding) to enhance the capacity of corporate functions
  - Generic skills (analysis, planning, monitoring, management)
  - Training of trainers
  - Personnel management

- Develop capacity of HR units within ministries and institutions
  - Provide targeted training on the legal and regulatory framework, the responsibilities and duties of ministries and on gender issues
  - Establish a network for capacity development and HRD specialists
  - Enhance coordination of training programs across institutions (information)

- Develop mechanisms to enhance the aid effectiveness of TA to facilitate the transfer of skills within the context of the reform (tutoring, mentoring…)

- Ongoing improvements in ICT applications to support human resources units e.g. HRMIS, networking, internal communications

- Develop a mechanism for retention and effective deployment of staff completing external studies

2.3.4 Improving Human Resource Management & Compensation

This element of the program focuses on strengthening of human resource management to make them more effective and efficient and to continue to enhance remuneration and benefits.

Expected Results
- The Administration is able to attract, retain and motivate capable professionals;
- Transparent, merit-based HRM systems and processes are applied consistently across ministries;
- Recruitment and deployment is demand-driven and meets the current and future needs of the Administration;
- Promising career paths are available to civil servants;
- HRMIS provides reliable and timely information to ministries for effective HRM decisions;
- Compensation is effective to motivate people and it is affordable and sustainable;
- HR/Personnel units provide effective HR advice and support to managers.

Activities
- Finalize the HRM policy and initiate implementation (HRM Manual and Handbook);
- Strengthen HRM processes to enhance their effectiveness and make them performance and merit based (e.g. recruitment, career progression, retirement, redeployment)
- Strengthen measures to enforce discipline (e.g. attendance)
- Implement the annual 20% increase in basic salary, and review functional allowance schemes;
- Continue to enhance compensation (remuneration and benefits) across the Administration with due regard to principles of coherence, affordability and sustainability principles;
- Continue to phase out salary supplementation practices by development partners and establish effective mechanisms to mobilize available resources;
- Develop and implement mechanisms to attract, motivate and retain highly skilled professionals;
- Establish a network of ministerial workgroups to facilitate implementation of NPAR;
- Update legal and regulatory framework to enhance performance and accountability (e.g. recruitment, promotion)
- Gradually deploy elements of the PMAS (position descriptions, competency profiles, personal service contracts, periodic appraisals…)
- Ongoing development of human resource management information system (HRMIS) to enhance functionality, reporting and reliability (budget planning, skill management, support to redeployment of staff, reporting…)
- Strengthen recruitment strategy and selection systems to better address operational needs (demand driven recruitments)
- Develop capacity of HR units (training, databases…)
- Continue to strengthen payroll processes and management through ICT

2.3.5 Enhancing Cadre Management & Deployment

This element of the program seeks to enhance establishment control and to improve the regulatory system and its enforcement.

Expected Results

- The size, composition and structure of the establishment is strictly controlled to meet policy and operational needs;
- Redeployment is demand-driven and meets implementation needs;
- Establishment control is based on accurate information, effective redeployment systems and retirement planning;
- Enhanced flexibility and means to redeploy staff in support of sectoral strategies and programs;
- There is a clear understanding of terms and conditions of employment by all civil servants;
- Civil service laws and regulations are applied consistently and transparently and in a timely manner;
- Staff attendance and leave monitoring is effective;

Activities

- Develop and implement the Policy on Redeployment;

- Carry out headcount and updating of census of civil servants

- Deploy ID smart card system;

- Ongoing cadre management and deployment while maintaining the number of civil servants stable over time

- Strengthen establishment control and monitoring mechanisms (audit function)

- Ongoing implementation and strengthening of retirement policy using ICT

- Ongoing implementation and modernization of classification system to account for high skills and career progression

- Establish databank of laws and regulations relating to the management of the Civil Service

The Action Plan to implement the policy is outlined in Section III. The Action Plan includes a sixth program element which relates to enhancing the capacity to implement the reform. Annex B outlines the Monitoring and Evaluation framework. Elements of both the plan and the framework will be made more specific as partnership arrangements are established

2.5 The Approach

Reforming is more art than science. Reforming State institution is foremost a political venture that requires a broad base consensus and strong commitment to change. Reforming an institution such as the Public Administration shall focus on what can be done and sustained as opposed to

what should be done. Reforming can only be a prudent step-by-step undertaking anchored in a country's reality and capacity to implement. It requires dedication, commitment and perseverance.

The Royal Government has demonstrated its commitment to reforms in general and to the Administrative Reform in particular. The approach is inclusive and participative. The NPAR provides direction and the CAR facilitates implementation. Government ministries and institutions are responsible for the implementation of reforms within their organizations.

Once the NPAR is approved by the Royal Government and endorsed by development partners, implementation partnerships involving ministries, development partners and stakeholders will be developed and deployed. A SWAP type arrangement will be established to support NPAR implementation. It will specify expected results, resources mobilization, responsibilities etc. much like what is being done in the context of P & A instruments.

2.5.1 Roles and Responsibilities

The following table details the roles and responsibilities of the various institutions involved in the design, implementation and monitoring and evaluation of the NPAR – Serving People Better.

Institution	Management and Coordination Role

Council for Administrative Reform (CAR)	CAR is responsible for
	  o the establishment and approval of NPAR
	  o coordination of NPAR with other cross-sectoral and sectoral reforms
	  o facilitation and advocacy
	  o oversight and monitoring of implementation of NPAR

Secretariat to the CAR	The CAR Secretariat is responsible for
	  o assisting in the development of the NPAR
	  o facilitating the implementation of NPAR across ministries and government institutions through the development of tools and processes, the provision of advice and support
	  o monitoring and evaluating implementation of the NPAR across ministries and government institutions
	  o coordinating the implementation of with other cross-sectoral and sectoral reforms

Ministries and Government Institutions	Ministries and government institutions are responsible for
	  o the implementation of NPAR within their respective jurisdictions
	  o planning, monitoring, evaluation and reporting on NPAR implementation activities

Network of ministerial work groups	The network is responsible for
	  o steering the implementation of NPAR within sectors
	  o coordinating and monitoring the implementation of NPAR
	  o coordinating with other reforms

Technical Working Groups *(role of PAR TWG)*	The PAR TWG is responsible for
	  o planning, monitoring, evaluating and reporting on JMIs for implementing NPAR
	  o identification of technical and financial support requirements to implement JMIs

Development Partners	Development partners are responsible for

	o the provision of financial and technical support to CAR and to ministries and institutions to implement NPAR

2.5.2 Implementation, Monitoring and Evaluation Mechanisms

Under the supervision of the Council for Administrative Reform, the General Secretariat will prepare, in consultation with ministries and development partners, a monitoring and evaluation framework specifying expected results and indicators of progress. This framework will be developed as implementation arrangements and partnerships are established. Technical assistance deployed in the context of projects will assist regarding the identification of both qualitative and quantitative indicators in areas under their purview. Programming missions will propose indicators of interest to partners. Annex C refers.

The network of ministerial workgroups is established to provide a means to facilitate planning, implementation, monitoring and evaluation of NPAR. Terms of reference provide a performance management framework and the PMAS provides the basis for developing M&E frameworks. Annex D refers.

The reporting responsibilities of ministries and institutions concerning the implementation of NPAR, and its policies and programs, will be clarified. As part of their monitoring and evaluation activities, ministries will be encouraged to establish user feedback and grievance mechanisms. Information generated may be used as part of their reporting requirements.

The CAR Secretariat will consolidate reports into an annual progress report, which will be submitted to the CAR for approval prior to dissemination. Other monitoring and evaluation and reporting processes may be agreed as part of specific program design to complement.

2.6 Conclusion

The Royal Government is committed to deepening and widening the Administrative Reform as a core element to implementing the Rectangular Strategy. The Council for Administrative Reform has undertaken an ambitious program including the completion of the Policy Framework and the deployment of innovative instruments to enhance performance and accountability. Along with other core reforms such as the Legal & Judicial Reform, the Reform of Public Finance, Deconcentration and Decentralization and together with sectoral reforms, the Administrative Reform will gradually transform the Civil Service into **an effective provider of services to "Serve People Better".**

The Council for Administrative Reform and its General Secretariat will follow a consensual approach. It will be anchored in Cambodia's reality, adapted to evolving circumstance and supportive of RGC policy imperatives.

SECTION 3 – THE ACTION PLAN

The action plan was developed to facilitate the mobilization of requisite resources and to facilitate the establishment, management and monitoring of partnerships arrangements to implement the reform. The actions have been grouped under 6 major thrusts: the five strategic thrusts of the program and an additional thrust to further develop the capacity to implement the reform.

1. Improving Transparency & Quality in the Delivery of Public Service

2. Improving Accountability & Efficiency in Public Services

3. Developing Human and Institutional Capacity

4. Improving HR Management and compensation

5. Enhancing Cadre Management and Deployment

6. NPAR Implementation, Monitoring and Evaluation

The plan provides a detailed overview of what can and should be done to deepen and widen the reform. It will be for implementation arrangements to specify outputs, results and indicators and to sequence projects. The pace will be determined by policy priorities of the Royal Government and the capacity to implement.

The plan does not specifically address which sectoral reforms, the CAR and partners will directly support and how. Nor does it address how coordination between the Administrative Reform and other national reforms will be enhanced. These are matters to be worked out overtime in light of requirements.

A timeline in three phases is included to provide an indication of when a specific action is likely to take place:
- o Phase I (to the end of 2010)
- o Phase II (2011 – 2012)
- o Phase III (2013 and on

TABLE
NPAR ACTION PLAN 2010 -2013

	1. Improve Transparency & Quality in Public Service			
	Activities	**Actions**	**Phase**	**Expected results**
1.1	Facilitate and monitor implementation of Policy on Public Service Delivery	Develop monitoring and evaluation framework Conduct periodic evaluation	Phase II Phase II, III	Improved service delivery Evaluation reports published
1.2	Complete, disseminate and update the Compendium on Public Services	Completion and updating of Public Service Compendium Dissemination of Public Service Compendium Update Compendium on Public Services	Phase I Phase I Phase II	Approval of Compendium on Public Services Dissemination of Compendium on Public Services to ministries and public Quality of information and ease of access
1.3	Promote the use of ICT to enhance the delivery of public services	Put compendium on Public Service online Development of standards and norms for ICT service delivery Development of new ICT service delivery mechanisms	Phase I, II Phase II Phase III	Increasing use of ICT in delivery of public services Increase in ICT-based delivery of public services and information
1.4	Facilitate the development and establishment of user feedback mechanisms	Establishment of user feedback mechanisms in ministries Establishment of grievance reporting and redress mechanisms	Phase II	Availability of user feedback mechanisms that are effective and utilized User feedback mechanisms demonstrate improved service delivery Grievance reporting mechanisms in place and being used
1.5	Review service delivery systems	Update GAP III Development of tools to improve the quality and delivery of public services Targeted use of tools such as process re-engineering, operational reviews to improve the quality and delivery of public services	Phase I Phase I, II Phase II, III	Service delivery system reviews conducted in ministries

2. Improving Accountability and Efficiency in Public Services			
	Activities	**Actions**	**Phase**	**Expected results**
2.1	Deployment of Priority Operating Costs (POC) schemes	Finalization of the POC scheme Deploymenent POCs as temporary measure Monitoring and evaluation of scheme	Phase I Phase II Phase III	Enhanced performance and accountability Optimum utilization of available resources Gradual change in attitude
2.2	Further develop and improve performance management and accountability systems	Further develop concept of position description and personal service contract Establish appraisal and evaluation system Develop capacity to establish, manage and monitor	Phase I, II Phase II Phase II	Enhanced effectiveness Gradual change in behaviour
2.3	Establishment of SOAs and other new service delivery mechanisms	Ongoing establishment of SOAs to address improved service delivery needs Conduct evaluation of SOA instrument framework Further develop service delivery mechanisms	Phase II Phase II Phase II, III	SOAs established Improved service delivery Evaluation reports published New Service Delivery Mechanisms implemented
2.4	Develop and implement a Code of Service	Development, consultation and approval of Code of Service Implementation of Code of Service Evaluate effectiveness of code	Phase II Phase II Phase III	Code of Service approved Code of Service implemented according to plan
2.5	Develop and implement recourse mechanism	Establish mechanism Conduct information campaign Evaluate mechanism	Phase II Phase II Phase III	Enhanced accountability Gradual change in behaviour
2.6	Develop tools to enhance service delivery	Development of guides on best practices Promote recognition of best practices Develop capacity in use of tools	Phase I, II Phase II Phase II, III	Enhanced efficiency Gradual change in behaviour

3. Develop Human and Institutional Capacity				
	Activities	**Actions**	**Phase**	**Expected results**
3.1	Finalize policy and guidelines on Capacity Development	Development of Capacity Development policy Dissemination of policy Build capacity to implement	Phase I	Capacity Development policy approved
3.2	Finalize policy and guidelines on Human Resource Development	Development of HRD Policy Development of HRD Guidelines Dissemination of policy and guidelines Build capacity to implement	Phase I	HRD policy approved HRD Guidelines approved and disseminated
3.3	Develop methodologies and tools to enhance institutional performance	Deployment of analytical tools such as operational reviews, process re-engineering, operational reviews and sharing of best practice Enhance internal communications Support functions to support improvements to HRD functions	Phase II Phase II	Review tools developed and available Function and process reviews conducted in ministries
3.4	Enhance the capacity to develop human and institutional capacity and optimize aid effectiveness	Rationalize structures and processes to plan and manage CD Develop tools to better use existing capacity Develop TA management framework for capacity development Establish functions to assist ministries	Phase I, II Phase I, II Phase II	Enhanced capacity to develop capacity TA management framework established
3.5	Develop and implement a demand driven and cambodianized HRD programs	Establish distance learning and tutoring capability Baseline study to determine existing programs Needs analysis to identify corporate function training needs Develop training and tutoring program Implement Cambodianized train-the-trainer program	Phase I Phase I, II	Cost effective training and tutoring Increased competencies within target groups Enhanced performance
3.6	Develop capacity of HR units within ministries	Provide targeted training on the legal and regulatory framework, the responsibilities and duties of ministries and on gender issues Establish a network for capacity development and HRD specialists	Phase II Phase II	Enhanced effectiveness
3.7	Strengthen cross sector mechanisms supporting capacity development	Develop and implement coordination and monitoring MIS Establishment of a training provider database Establish network of HRD professionals	Phase II	Enhanced monitoring and coordination mechanism (CDI)
3.8	Enhance retention and effective deployment of staff completing external study	Develop retention and deployment mechanism	Phase III	Retention and deployment mechanism developed and implemented

4. Improve HR Management & Compensation				
	Activities	**Actions**	**Phase**	**Expected results**
A. HR Management				
4.1	Finalize policy and implementation plan for HR Management	Development of HRM Policy Development of HRM implementation plan Dissemination of policy Develop capacity to implement	Phase I Phase I, II	HRM Policy approved HRM Policy implementation plan approved Implementation progressing as per plan
4.2	Strengthen HR management and personnel processes (recruitment, promotion, retirement, deployment)	Update Census Strengthening of personnel processes Improve HR planning Develop capacity to implement and sustain Dissemination of HR Manual and Handbook Enhance the management of conduct and discipline Review and strengthening of HRM processes	Phase I Phase I Phase I, II Phase I, II Phase II Phase III Phase III	Improved control of the Civil Service Enhanced effectiveness of HRM to meet needs Transparent, fair, performance and merit based HRM
4.3	Enhance organization of work	Development and deployment of tools to improve organization of work Update roles and responsibilities to avoid overlaps	Phase I. II	Minimum overlap among ministries and within ministries
4.4	Develop capacity of ministerial HR units	Establish HRM training program Establishment of a library and database on CS laws, regulations Establishment of network of HR professionals	Phase I, II Phase II	Training provided to HR teams in key HR processes Civil service laws & regulations database available in Khmer and English
4.5	Ongoing improvements in ICT applications to support ministerial human resources units	Update CAR website as information center on NPAR and related programs Develop and disseminate HRM manuals and handbooks Establishment of an inter-ministerial online forum for HR professionals	Phase I Phase I, II Phase II	CAR website operational and up to date Ministry intranet established
4.6	Ongoing development of human resource management information system (HRMIS)	Review of HRMIS functionalities Enhance interface with database Develop capacity to manage and use	Phase II Phase III	Timeliness of data is maintained Improved data relevance and reliability Management needs are met
4.7	Facilitate gender mainstreaming	Implement gender mainstreaming plans Training on gender mainstreaming	Ongoing	Effective focus on gender mainstreaming
4.8	Further develop archives system for personal records of civil servants	Improve security and sustainability of records	Phase I, II	Improved access to secured archives

B. Improve Compensation				
	Activities	**Actions**	**Phase**	**Expected results**
4.9	Implement the annual 20% increase in basic salary, and further develop functional allowance schemes	Implement approved increases in base salary Develop and implement policy on allowance schemes	Ongoing Phase II	Annual 20% increase is implemented Functional allowance schemes completed and implemented Improved motivation
4.10	Develop and implement a sustainable compensation policy (remuneration and benefits)	Conduct requisite studies Update and secure database Develop compensation policy Consensus, approval and funding	Phase II Phase I, II Phase II Phase II	Compensation Policy is approved and implemented Enhanced motivation and performance
4.11	Develop and implement a policy relating to the use, management and remuneration of contractuals and other groups	Conduct requisite studies and surveys Develop draft policy to control and manage contractuals Secure consensus and approval Build capacity to implement	Phase II Phase II, III	Policy is approved and implemented Effective control of contractuals
4.12	Ongoing implementation and modernization of classification system	Complete needs analysis Review classification system to account for performance and high and specialized skills	Phase II	Classification system more conducive to performance and career progression Improved mobility within the Civil Service
4.13	Ongoing modernization of pay systems	Further secure the database Continue streamlining of payroll to ensure accuracy and timeliness Continue to improve payment systems through the use of the banking system	Phase II	Remuneration is received in full and on time

5. Enhancing Cadre Management and Deployment

	Activities	Actions	Phase	Expected results
5.1	Develop and implement the Policy on Redeployment	Development and approval of Redeployment Policy Development of redeployment support mechanisms Development of M&E mechanisms Implementation of policy including capacity development	Phase I Phase I, II Phase II Phase II, III	Redeployment policy approved Effective redeployment support mechanisms deployed e.g. Standards of good practice, mobility allowances, local recruitment, periodic rotation, initial appointments Redeployment policy implementation plan established and implemented
5.2	Carry out headcount and update census	Develop methodology Carry out field work Update data base Analysis of data	Phase I Phase I Phase I Phase I, II	Removal of ghosts Improved knowledge of composition and distribution of civil service Improved knowledge of skills inventory
5.3	Develop and implement electronic smart card ID system	Identification of needs System design and implementation Further develop functionalities and capacity to use	Phase I Phase I Phase II, III	Leave and attendance policy revised Electronic attendance system implemented in central ministries
5.4	Ongoing cadre management	Strengthen retirement practices and processes Establishment and management of pyramid Modernization of classification system	Phase I Phase II Phase III	Enhanced efficiency
5.5	Strengthen establishment control and monitoring mechanisms	Develop and implement M&E framework Strengthen coordination mechanisms Facilitate implementation of HRM and HRD priorities	Phase I Phase I, II Phase II, III	Improved effectiveness in controlling the establishment
5.6	Establish Audit function	Establish function including methodologies Inform ministries and train staff Develop capacity to implement Completion of establishment audits	Phase I Phase I, II Phase II, III Phase III	Review tools developed and available Function and process reviews conducted in ministries Enhanced effectiveness
5.7	Establish databank of laws and regulations relating to the management of the Civil Service	Develop functionalities of databank Capture data Make information available	Phase II Phase II Phase III	Enhanced transparency and efficiency

6. NPAR Implementation, monitoring and evaluation				
	Activities	**Actions**	**Phase**	**Expected results**
6.1	Develop and implement M&E framework for NPAR	Design draft framework Consultation, consensus and approval Developing capacity to use	Phase I	Acceptance of framework as useful tool Publication of the periodic reports
6.2	Establish a network of ministerial workgroups on NPAR	Design network in consultation with ministries and DPs Co-ordinate network establishment with PFM and other reforms Establish network as extension of CAR and PAR TWG	Phase I	Establishment of a workgroup within each ministries Implementation of NPAR per arrangements Enhanced communications and coordination Sharing of best practices
6.3	Facilitate involvement and participation	Deployment of participatory mechanisms Dissemination of information Establishment of communication instruments	Phase I	Effective internal and external communications
6.4	Ongoing capacity development at the CAR Secretariat	Implementation of CARS capacity development plan Technical assistance and tutoring Targeted training	Phase I	Capacity development plan is finalized general recognition of competence and professionalism
6.5	Coordinate cross sectoral and sectoral reforms	Develop a mechanism for coordination of cross-sectoral and sectoral reforms across and within ministries	Phase I	Coordination mechanism in place and being utilized to coordinate reform activities across/within ministries
6.6	Establish and manage partnership arrangements to implement NPAR	Development of projects Establishment of a SWAP type arrangement to mobilize and coordinate resources Ongoing management of partnership arrangements	Phase I	Effective implementation of arrangements
6.7	Establish technical and advisory support functions available to ministries	Review and prioritize needs Establish support functions Implement capacity development plan for functions	Phase I	Effective support functions

ANNEXES

ANNEX A – THE POLICY FAMEWORK

ANNEX B – MANAGEMENT AND MONITORING

ANNEX C – NETWORK OF MINISTERIAL WORKGOUPS

Annex A: THE POLICY FRAMEWORK

The Council for Administrative Reform is completing a set of six policies to guide the reform and to transform gradually the Administration to realize fully the vision and the strategy of the reform. The policy framework is being developed in close cooperation with ministries and institutions. It is based on the premise that ministries and institutions are responsible for implementing reform priorities within their sector.

1. **Policy on the Delivery of Public Services**
    To enhance the quality of public services where and when needed throughout the country, thereby serving people better. To be of quality, public services will be made more effective, transparent, responsive. Service providers will be held to account.

    The policy was approved in May 2006 and implementation is underway. Seminars involving senior officials at the national and sub-national levels are being held to inform and sensitize them. The legal and regulatory base for Special Operating Agencies is in place. A guide to facilitate their establishment and management is being disseminated. A Compendium of public services is being prepared for broad circulation. Already the compendium on services relating to business and trade has been prepared and is being circulated. Compendium on the other six groups of service are being finalized for dissemination.

    The policy is based on the premice that while the Administration is ultimately responsible, it need not be the direct provider of services. It highlights the need for ministries and agencies to bring delivery mechanisms closer to the users and to simplify processes using a mix of instruments including One Window Service Centers, decentralization and deconcentration and the use of alternative delivery mechanisms such as contracting out, special operating agencies, public establishments, public enterprises and privatization.

2. **Policy on Capacity Development**
    To enhance the effectiveness of the Administration as an institution and the performance of individual civil servants by increasing returns from capacity development investments. The policy would provide a framework to complement the other policies targeting the management and development of human resources.

    The policy will be based on the premice that capacity development is a strategic investment to transform the Administration into an effective provider of services and trusted development partner. It is also based on core principles: demand driven programs; the Cambodianization of both content and delivery; and, results shall be sustainable. It will facilitate urgent improvements in coordination and monitoring and better use of technical assistance.

    The policy will focus on such issues as: using existing capacity better, enhancing performance through ongoing learning; reinforcing demand driven mechanisms (e.g. PMAS); introducing a program approach; improving coordination; increasing the value of technical assistance; clarifying roles and responsibilities; and, generally improving transparency and accountability. It will also target the need to develop capacity to develop capacity.

3. **Policy on Human Resources Development**
    To enhance performance within the Public Administration through developing knowledge, skills and experience and gradually changing attitude and behavior in order to increase effectiveness today and to better prepare for the future. The policy will assist individual civil servants achieve their potential.

The policy will be based on the premice that ministries are responsible for effective HRD within their jurisdiction and individual civil servants are responsible for continuously developing their competencies. It will facilitate the provision of an enabling environment. It will seek to make a better use of existing competencies and it will target the acquisition of new ones. It also singles out early operational priorities: the establishment of coordinating mechanisms for demand driven learning; the Cambodianization of training; the establishment of distance learning capability; and, the empowerment of HRD institutions and personnel.

The policy will encourage the development of ministerial HR Development Plans. National priorities will be sequenced and their implementation closely coordinated and monitored. Implementation will be closely coordinated with the implementation of the HRM policy as the two policies complement and reinforce one another. It will promote the use of PMAS as a basis for demand driven HRD.

4. **Policy on Human Resources Management**
   To meet policy and operational priorities of the government through performance based processes. The policy seeks to enhance the management and control of the establishment so that motivated resources are deployed where needed on time. As the HRD policy, it is also about helping individuals civil servants achieve their potential.

   The policy is based on the premise that HRM is a service to ministries, management and staff. It is also based on the principles of performance, accountability, merit and transparency. HRM is responsive to evolving priority policy needs. The policy will target consistency and uniformity in application across the Administration in six areas: 1) the organization of work, 2) human resources planning, 3) personnel management, 4) performance management, 5) the management of discipline, 6) the management of benefits.

   The policy and the implementation plan will be completed by the end of the year. A HRM Manual will complement the policy by specifying HRM practices and processes for consistent application. Once approved, the policy will provide the necessary backbone to making HRM services effective, efficient and transparent. The manual will be finalized in close consultation with ministries and partners.

5. **Policy on Compensation**
   To increase gradually overall compensation for civil servants through a mix of sustainable increases in base salary and targeted incentives and allowances, that respect coherence among state institutions, that foster performance and that uphold budget prudence (affordable) and macro-economic stability. Compensation is one of the means to enhance motivation, dedication and discipline and to recognize merit and performance.

   Since 1998, average compensation has quadrupled through a mix of increases in base salary, the introduction of targeted allowances and incentives and reforms in the social safety net. Although much has been accomplished, international comparators suggest that more could be done. Reforming compensation is foremost an issue of affordability and sustainability. Work is underway to inform on options.

   Already, the Prime Minister has announced a yearly 20% increase in base salary as a cornerstone to a mid term policy on remuneration. The policy will also focus on using available funds to improve performance incentives and other benefits. In particular, it will target service delivery needs and priority functions and skills essential to implementing the government's policy agenda. It will facilitate improvements in social benefits such as pension and health benefits.

6. **Policy on Redeployment in the Public Service**

   To optimize the deployment of staff in support of evolving policy and program priorities of the Royal Government, ministries and institutions.

   The policy will be based on the premice that it is fundamental for the Administration to be able to service needs when and where needed throughout the Country. It is also based on principles of practicality, affordability and sustainability; and that practices and processes are efficient and transparent.

   The policy will seek to control the overall size of the Administration while redeploying the workforce to meet operational needs better. The approach would be i) to streamline core services using alternative service delivery mechanisms; ii) to redeploy staff to meet service needs and be closer to the people; iii) to recruit and train staff locally; and iv) to provide necessary incentives for local employment.

ANNEX B   MANAGEMENT AND MONITORING

Monitoring and evaluation will take place at various levels to provide information and to enable the effective implementation of NPAR. Monitoring and evaluation will be conducted at the national level by the CAR and at ministerial level to better manage the implementation of the National Program for Administrative Reform.

1. Monitoring Mechanisms

Ministry level

A planning, monitoring and evaluation tool will be developed and established for use by ministries, based on the Ministry Action Plan (MAP) to plan reform activities to be completed. The MAP will be based upon the requirements of NPAR, other reforms and the ministry's specific needs. Ministries will monitor and report progress against the MAP on a periodic basis and will complete a final MAP evaluation report at the end of the period.

As part of their performance monitoring and evaluation activities, ministries will develop user feedback mechanisms and grievance and redress mechanisms. Ministries will include information on public service use (number and type), user feedback information, and information on number and nature of grievances as part of their reporting requirements. Performance reporting requirements will be determined as part of partnership arrangements involving the CAR, ministries and development partners.

National level

The CAR Secretariat will facilitate the establishment of workgroups in ministries and institutions link together to facilitate coordination. These workgroups will provide a channel for communication with ministries and government institutions to enable planning, monitoring and evaluation of activities related to the implementation of the NPAR 2009-13.

CAR will monitor the implementation of the NPAR on an annual basis. Information will be consolidated from the annual MAP evaluation reports provided by ministries and gathered from internal monitoring mechanisms, and an annual monitoring report will be prepared and made available to ministries and development partners.

2. Evaluation Mechanism

Periodic evaluations will be conducted to track progress and inform on required management and programming. Reports will be widely disseminated. The Monitoring and Evaluation Framework provides a template for such a framework. Specifics, including qualitative and quantitative indicators will be set as part of partnership arrangements to implement NPAR.

3. Management Mechanisms

The challenging nature of the NPAR 2009-13 requires effective management and coordination. Key mechanisms proposed to support the implementation of the NPAR 2009-13 are set below.

The NPAR Action Plan	Presents priority activities in the context of three phases. Provides indicators to track progress
Coordination Mechanisms	Assign roles and responsibilities of institutions involved in the design, implementation and monitoring and evaluation of the NPAR. Provide efficient services to meet operational needs.
Engagement Mechanisms	The network of ministerial workgroups facilitate the planning, monitoring and coordination of NPAR implementation across ministries. Ministry Action Plans support planning, monitoring and evaluation of ministry reform activities
Support and Advice Mechanisms	Recruitment of technical advisors and specialist support will be strengthened. Support functions will be established to assist ministries and institutions implement required reforms
Capacity Development	Capacity to develop capacity will be developed. Plans to develop human and institutional capacity will be implemented
Resourcing Mechanisms	The use of SWAT type arrangements and pool funding will be encouraged.
Monitoring and Evaluation Mechanisms	Mechanisms for monitoring implementation of NPAR at the national level and within ministries will be strengthened. The CAR will anchor the system, ministerial workgroups will facilitate monitoring and evaluation.
Mechanisms for alignment with other reforms	Mechanisms to support alignment with cross-sectoral reforms at a national level and with cross-sectoral and sectoral reforms at a ministerial level will be reinforced. Ministerial workgroups will work with other reform networks at ministerial level.
Partner Engagement Mechanisms	Mechanisms for consultation with and reporting to ministries, development partners and other stakeholders will be reinforced. The PAR TWG and its secretariat will facilitate implementation. Multi party and multi year implementation arrangements will be negotiated.
Risk Management Mechanisms	Mechanism to identify and manage risks will be established. An early priority includes managing deployment and monitoring of P & A instruments.

ANNEX C:
   NETWORK OF MINISTERIAL WORKGROUPS – TERMS OF REFERENCES

A.   Introduction

The RGC is committed to transforming the Civil Service into an effective provider of public services and a trusted development partner to serve people better so as to enhance the well-being of citizens and the prosperity of the country. The National Program for Administrative Reform 2009-13 (NPAR) is being established to achieve this vision.

The CAR will lead, facilitate and monitor the implementation of the NPAR across the Civil Service, while ministries will be responsible for implementing the administrative reform within their jurisdiction. The CAR will be supported by an implementation mechanism involving representatives from ministries and institutions. A network of ministerial workgroups is established across ministries to act as the focal point for PAR implementation activities.

B.   Objective

The main objective of the network is to mobilize key staff within ministries within workgroups to implement NPAR within the ministry. These staffs will also be responsible for coordinating NPAR implementation with other cross-sectoral and sectoral reform activities within the ministry.

C.   Scope

The primary role of NPAR ministerial workgroups is to conduct activities related to administrative reform, including:
   o co-ordination of NPAR implementation activities;
   o establishment of P&A instruments;
   o implementation of policies including HRM, HRD, capacity development, compensation and redeployment; and,
   o capacity development to implement NPAR

These ministerial groups will be linked into a network of practitioners to:
   o improve on consultations and decision making;
   o enhance consistency, coordination and monitoring; and,
   o facilitate communications and the exchange of experiences.

The network will work in synergy with networks established to support other cross-sectoral reforms. There is a need for co-ordination of reform activities through these networks to ensure effective use of resources and achievement of reform objectives.

D. Design

Within CAR

CAR will be responsible for the establishment, coordination and administration of the network. A Network Coordinator position will be established for maintaining and servicing the network. This position will coordinate communications, meetings, monitor network activities and follow up on issues.

Within each Ministry

A NPAR working group will be established to facilitate the implementation of NPAR. The working group will be headed by a PAR Coordinator who is the primary focal point for administrative reform activities within the ministry and is responsible for the planning, monitoring and evaluation of PAR activities within the ministry. Other PAR working group members would provide skills and experience necessary to advise and monitor NPAR activities within the ministry, including:
  o implementation of CD, HRM, HRD and redeployment policy initiatives;
  o establishment, management and monitoring of P&A instruments;
  o administration of PMAS within ministries
  o coordinating cross-ministry HRM and HRD activities, e.g. recruitment and selection, participation in training and mentoring programs.

In addition to administrative reform activities, NPAR workgroups may form ad-hoc committees to consult on specific HR issues e.g. annual recruitment, establishment of HRD training program and database, etc.

E.   Activity Planning, Monitoring and Evaluation

Each ministry will develop annually a NPAR Ministry Action Plan (MAP). The MAP will address
  o required ministry/sector administrative reform activities under the NPAR;
  o capacity development needs related to administrative reform;
  o co-ordination of reform activities with other cross-sectoral reform activities.

The NPAR Coordinator is responsible for development of the MAP, for facilitating the implementation of MAP activities and for monitoring and evaluation and reporting activities against the MAP. The MAP will be signed off by the ministry and the CAR to demonstrate commitment and availability of resources.

The Performance Management and Accountability System (PMAS) will be used to provide staff with work objectives and work plans, and to monitor performance against objectives and to identify capacity development needs. The PMAS will be linked to the MAP.

F.   Establishment and Implementation

The number of positions and their respective roles and responsibilities in each ministerial PAR working group will be determined centrally in consultation with concerned ministries. Position descriptions and a transparent selection process will be provided to each ministry, who will be responsible for conducting selection activities and making recommendations on appointments to each position. These recommendations will be endorsed by the CAR prior to confirmation of appointment.

Indicators of performance will be set annually against policy and operational objectives decided through the government wide planning cycle and the work of concerned TWGs.

A copy of Sub Decree 113 specifying modalities of the network is attached for reference.

Attachment I :

Kingdom of Cambodia
Nation Religion King

Royal Government of Cambodia
No. 113 RNK

Sub Decree

On

The Establishment of CAR ministerial workgroups

The Royal Government of Cambodia

- Having seen the Constitution of the Kingdom of Cambodia
- Having seen the Royal-Decree No. NS/RKT/0908/1055 dated September 25, 2008 on the appointment of the Royal Government of Cambodia
- Having seen the Royal-Kram No. 02/NS/94 dated July 20, 1994 promulgated the Law on the Organization and Functioning of the Council of Ministers
- Having seen the Royal-Kram No. 06/NS/94 dated October 30, 1994 promulgated the Law on the Common Statute of Civil Servants of the Kingdom of Cambodia
- Having seen the Royal-Decree No.NS/RKT/0904/284 dated September 27, 2004 on the Establishment of the Supreme Council of State Reform
- Having seen the Royal-Decree No.NS/RKT/0308/346 dated March 28, 2008 on the Common Principle of the Establishment and Functioning of Special Operating Agency
- Having seen the Sub-Decree No. 51 RNK dated June 10, 1999 on the Establishment of the Council for Administrative Reform
- Having seen the Sub-Decree No. 20 RNK dated January 12, 2009 on the Organization and Functioning of the General Secretariat of the Council for Administrative Reform
- Having seen the Sub-Decree No. 29 RNK dated April 02, 2008 on the Implementation of Merit Based Performance Incentives
- Having seen the Sub-Decree No. 62 RNK dated April 22, 2009 on the Establishment and Functioning of Priority Mission Groups
- Having seen the Sub-Decree No. 68 RNK dated April 27, 2009 on the Establishment of Performance and Accountability Committee
- Referring to request of Chairman of the Council for Administration Reform

Decides

Article 1.

The establishment of CAR focal point network in each Ministry and Institution to coordinate the implementation of programs, strategies, and all the activities of the Administrative Reform in the Ministry or Institution under directed by the Council for Administrative Reform.

Article 2.

CAR focal point network in each Ministry and Institution shall lead and managed by Minister or Head of Institution.

The compositions of CAR focal point network are:
- Secretary of State / Under Secretary of State or the equal rank in the organization chart
           01 Chairman
- Director General / Deputy-Director General / Secretary General or Deputy-Secretary General / General Inspection or Deputy General Inspection
           01 Member
- Director of Department / Deputy-Director of Department Expert or the equal rank in the organization chart   01 Member
- Skilled Officials   01 Assistant

Article 3.

CAR focal point team in each Ministry and Institution has the roles and duties as follow:
- Responsible to Minister or Head of Institution in terms of the management and leadership which related to programs, strategies, and all the activities of the Administrative Reform in the Ministry or Institution.
- Coordinate all Administrative Reform tasks between line ministries or institutions with the General Secretariat of the Council for Administrative Reform and Sector Reform.
- Coordinate and encourage the implementation of policies, strategies, and administrative reform activities.
- Monitor, evaluate, and make the progress report on the implementation of reform program to minister or head of institution and the Council for Administrative reform.

Article 4.

CAR focal point team in each Ministry and Institution shall perform as performance and accountability team. And facilitate on making proposal on the launching of managing and monitoring the implementation of Priority Mission Group, Merit Based Performance Incentive, and Special Operating Agency.

Article 5.

Head of CAR focal point network in each Ministry and Institution shall perform as deputy or member of the Performance and Accountability Committee.

Members of CAR focal point network in each Ministry and Institution as title Director General / Deputy Director General or Secretary General / Deputy Secretary General or General Inspection or Deputy-General Inspection or the equal rank in the organization chart shall perform as Director of Priority Mission Groups (PMGs).

Members of CAR focal point network in each Ministry and Institution could perform in other sectors upon the appointment of the Minister or Head of Ministry which could be related to the Administrative Reform sector.

Article 6.

The appointment of the composition of CAR focal point network in each Ministry and Institution shall approve on the decision of the Chairman of the Council for Administrative Reform through the proposal of Minister or Head of Institution.

Article 7.

All provisions which contrary to this Sub-Decree are considered as abrogated.

Article 8.

Minister in charge of the Office of the Council of Ministers, Minister of Economy and Finance, Chairman of the Council for Administration Reform, Ministers and Secretaries of State of all Ministries and Institutions shall be effectively implement this Sub-Decree from the date of signing.

Phnom Penh, dated 28 July, 2009

Prime Minister

SAMDECH AKKAK MOHA SENA PADEI TECHO HUN SEN

Submitted and requested to the Prime Minister
for Signature by the Deputy Prime Minister and
Chairman of the Council of Administration Reform

Sok An

CC:
- Ministry of Royal Palace
- General Secretariat of Constitutional Council
- General Secretariat of Senate
- General Secretariat of the National Assembly
- General Secretariat of the Royal Government
- Cabinet of Samdech Prime Minister
- General Secretariat of the Supreme Council of the State Reform
- As mentioned in Article 21
- The Royal Gazette
- Archives