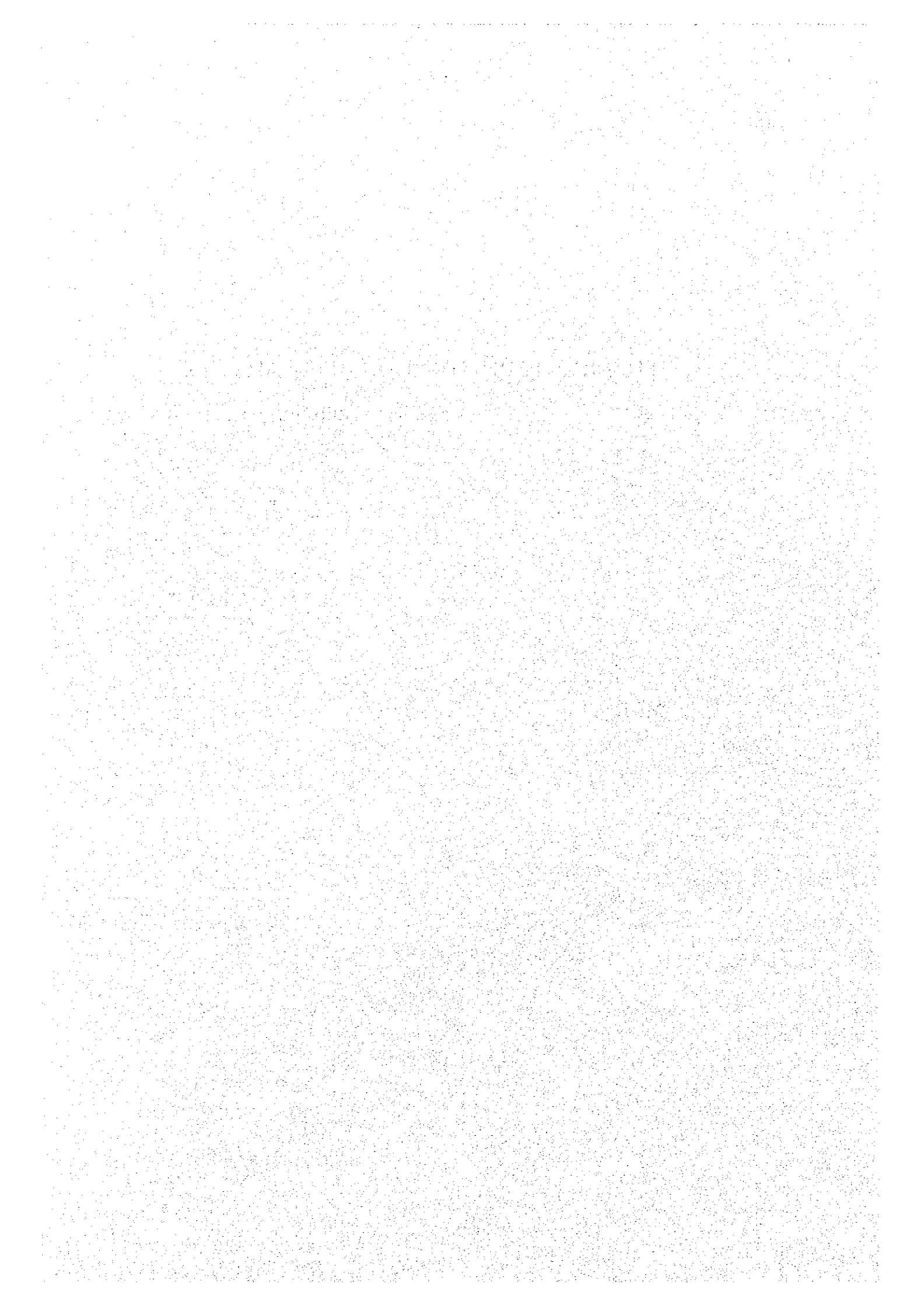


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**PUBLIC ADMINISTRATION REFORM**

**1999-2003**





## SUMMARY

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## EXECUTIVE SUMMARY

1. Once the numerical head count operation of civil servants was successfully conducted nationwide on February 7, 1995 in only one day, the Royal Government of Cambodia (RGC) created a civil servants database at the end of May 1996, with the technical and financial support from the United Nations Development Program (UNDP). With this data, the RGC was then able to remove 6,897 civil servants in 1996, 7,669 in 1997 and 3,119 in 1998, from the civil service payroll lists. So, 17,685 names were eliminated in total.

2. Since then, the computerized and centralized administrative and financial management of civil servants uses this data which allows also an application for the staff payment and budget management. This project is funded by the European Commission with the financial participation from UNDP. The computerized payroll application has been operational since January 1, 1999 in five ministries: Ministry of Commerce, Ministry of Rural Development, State Secretariat of Civil Service, Royal Palace and the Office of the Council of Ministers. Another pilot project is underway concerning six other Ministries: State Secretariat of the Civil Aviation, Ministry of Foreign Affairs, Ministry of Justice, Ministry of Planning, State Secretariat of Relations with the National Assembly and the Ministry of Work and Social Affairs.

3. The RGC has organized an inter-ministerial seminar in August 1996 to review and identify the necessary measures to improve sound management practices of provincial administrations. The RGC has organized for each of the 23 provinces and municipalities a training workshop on administrative management (4 weeks session for each province). In parallel, the Royal Government of Cambodia has achieved the technical decentralization of some activities of the public Administration by transforming them into public enterprises with an economic or administrative character, like APSARA Authority, Electricity of Cambodia, Calmette Hospital, Royal School of Administration or Laboratory of Public Works.

4. Since 1993, more than 1,400 legal and regulatory texts were adopted. All ministries and state secretariats have their own sub-decree defining their duties, their organization and their functioning process. A legal database on CD-ROM was developed and is currently available at the Office of the Council of Ministers (OCM). Furthermore, a file tracking and following-up application was developed. It is now operational at the OCM.

5. For the next coming five years (1999-2003), the RGC should face numerous difficulties. Indeed, Cambodia of today and its people are still affected by numerous imbalances, some of which are the heritage of the past: imbalance between the aspirations for stability and the still vivid traumatism of the period of the war; economic imbalances; imbalances between the needs of the people and the financial means of the country; imbalance between the rural and the urban worlds; etc. To take up these 21<sup>st</sup> century challenges, the RGC needs a public administration that must be neutral, independent, transparent, near to the citizens, a regulator and impulsion maker, and responsible and result oriented.

6. In this context, it is necessary to adopt a global approach to conceive and carry out the reform of the public administration. Therefore, for the next coming five years, the RGC has set itself two major targets to reform the public administration:

1- To bring by all means the number of civil servants down to a reasonable level in comparison with other countries of the region; 2- To transform the current administration into an administration which must be more operational, more efficient and responsible, with an acceptable remuneration level for the civil servants. To achieve these two objectives, the RGC elaborated a four-axis program of actions that complement one another and the last one aim at achieving a significant change in the functioning of the public administration:

*a). Improvement of the functioning of the public institutions and the governmental structures and development of their legal capacity. It is an axis independent from the other main lines. However, it is necessary to assure the success of other main lines of the reform. For, a reform of the administration has a meaning only when there are governmental and inter-ministerial structures capable to boost that reform. The expected results are: 1- All the responsibilities of the state are affectivity assumed by all public institutions; 2- An efficient interministerial coordination is assured; 3- The population et civil servants are fully aware of the legal framework of the country; 4- A culture of respect of the law is promoted; 5- Introduction of well adapted work tools.*

*b). Moving the public administration closer to concerns of the citizens. This is a main line, which leads the administration to be more operational, more productive and more responsible of its acts, in medium and long term. As the matter of fact, in order that the administration is not an unknown body inside a society and could participate actively to the social and economic development of the country, it is necessary that it must be near the citizens and responding rapidly and efficiently to their needs. The expected results are: 1- The state missions are deconcentrated to the province, district and commune level; 3- The public service is reorganized according to the "Client-Supplier" model; 4- The administrative procedures are streamlined, documented and published.*

*c). Modernization of the management of the civil service in medium and long terms. No reform is possible without an improvement of the human resources management. This modernization concerns both the quantitative and qualitative aspects of the civil service. The expected results are: 1- A civil service reasonably proportionate; 2- A civil service equitably remunerated, taking into account the financial means of the country; 3- A legal framework for the management of human resource in a modern civil service; 4- Civil servants received the necessary technical training to improve their competence.*

*d). Creation and functioning of a Group of Civil Servants charged of Priority Missions (GCSPM). It is a main line of the reform in short term which permit the administration to start the immediate change by giving to the government the time to achieve the objectives scheduled for medium and long term. It consists to select qualified civil servants by their competencies and to operate the group following the principle of "Management by Objectives" in the priority sectors of the government. They will receive a compensated remuneration according to their results.*

7. Meanwhile, to insure the efficiency of the implementation of this action program, the implementation of preliminary projects is an absolute necessity. The purpose is to

achieve before the end of 1999, the eight priority projects (cf. chapter IV of the present document) to get the following expected results: 1- the management tools of human resources are available and operational; 2- the professional, personal and family information on civil servants are collected and typed into the database; 3- the ministry needs in terms of organization, positions and workforce are identified; 4- the priority activities and qualified human resources of the administration are analyzed and identified.

8. The implementation of priority projects is done through a process called "pilot group". There are six pilot groups, which are composed of the 27 ministries and State Secretaries. These pilot groups carry out the same priority projects but at different moments. Each pilot group carries out the priority projects which should reach the following expected result: - each ministry of each pilot group will have modern and efficient tools to manage its civil servants and staff budgets; - as far as the civil servants are concerned, each of them has a statutory position and salary indices defined in his particular statutes; - the excess of civil servants are identified and progressively integrated into the civil society with economic and social escort measures. It consists mainly of the anticipated retirement, privatization of some activities of the administration (or transforming them into autonomous enterprises), community development, liberal and artisan professions.

9. So at the end of 1999, the GRC will have at its disposal tools for planning, management and control of the workforce necessary for implementing with success the plan de redeployment of civil servants. Then the GRC will know exactly the civil servants who will be kept and those who must leave progressively the administration during a period of 4 years as from Mai 2000, with the setting up of social et economic accompanying measures to integrating them in the civil society. Beginning from the second trimester of the year 2000, the civil servants that will stay in the administration will be integrated in their new statutory cadre providing them with an acceptable grade-related salary. They will benefit also allowances related to their function, level of responsibility, nature of their professional activities, geographical location of their work place, etc. From the second semester of the year 2000, the GRC will put in place a training programme for developing the competence of the civil servants, starting by priority sectors like the management, planning, directorial secretariat and foreign languages.

10. The tasks are tremendous and full of traps and resistance to changes. In this context, it is imperative to consider that to succeed the reform should be a participation process that takes into account local reality, and that takes time, patience and sizeable human resources as well as financial means. The timetable of implementation presented in this document reflects the will of the RGC to carry out the reform as quickly as possible. The accuracy of this timetable essentially depends on the availability of laid out financial means. The total cost of these projects for the period (1999-2001) is approximately evaluated at US\$ 24.7 million; US\$ 18.5 million of which will be dedicated to the integration of the excess of the civil servant into the civil society. This cost represents a considerable amount for which the RGC resorts to the international assistance on the occasion of the Consulting Group meeting which is to be held in Tokyo on 25 and 26 February 1999.

## I- PAST ACHIEVEMENTS

11. Within the framework of the National Programme to Rehabilitate and Develop Cambodia (NPRD), the Royal Government of Cambodia (RGC) has attempted to articulate at the outset a comprehensive plan to reorganize its administration capable of responding to the needs of a democratic and pluralistic society operating in a free market environment. With the assistance of the UNDP, an incentive program for administrative reform was articulated and implemented toward the end of 1994. In October of the same year, the National Assembly has enacted and promulgated a Law on the Common Statutes of the Civil Service. On February 7, 1995, a numerical head count of civil servants was conducted nationwide in one day to determine their precise number. This data was subsequently analyzed and incorporated into a database in May 1996, upon which a European Commission funded centralized automated payroll system pilot project was developed. In July 1995, the RGC, in accord with the International Monetary Fund (IMF), initiated a timetable for the retrenchment of 20 percent of the civil service work force. The project study and drafting was entrusted to a team of international experts engaged by the World Bank and seconded to the RGC at the beginning of 1996. Meanwhile, various international consultants were recruited to assist the Government in designing reform projects in other areas, such as streamlining the work of government, strengthening the managerial capabilities of line ministries, building capacity of public administration's human resources, and strengthening managerial capabilities of provincial administrations.

12. Unfortunately, the reform momentum built up in 1995 and early beginning of 1996 was undeniably affected by the country's evolving political and economic changes. In fact, the country has merely recovered from years of war. Both concepts of a free market economy and democratic pluralism did not exist but after the signing of the Peace Accords in Paris in October 1991. Thus, the rehabilitation and development of Cambodia was as much a new discovery and a great challenge to both the Cambodians themselves and the international community. In this perspective, it is admittedly not possible to think about rehabilitation of the country in terms of purely enacting laws, particularly for a Cambodian society traumatized by nearly 20 years of violence and isolation. It is, foremost, a complex long-term process, which can only be tackled through the involvement of the Cambodians themselves and through the allocation of appropriate means and requires an important technical and financial support from the international community. We can not hope thus to undertake the process of public administration reform solely under a technical perspective. The success of any reform will need to take into account the country's historical, political and social dimensions in order to strengthen and sustain peace and stability.

13. Despite a recent period of instability and heightened tension, the RGC has nevertheless pursued diligently the following reform activities: more than 1,400 legal texts was adopted; all ministries and state secretariats have their own sub-decree, which defined their duties, their organization and their functioning process; an inter-ministerial seminar was organized in August 1996 to review and identify the necessary measures to improve sound management practices of provincial administrations; training workshops on administrative management have been organized for each of the 23 provinces and municipalities (4 weeks session for each province); 6,897 civil servants were effectively removed from the civil service in 1996, with another 7,669 and 3,119 civil servants in 1997 and in 1998, respectively (so a total number of 17,685



names has been removed from civil service pay-roll list); a file tracking and follow-up system was developed and operational for the use of the Office of the Council of Ministers (OCM); a legal database on CD-ROM was developed and is currently available at the OCM; an administrative and financial management computerized information system was developed and utilized as a pilot project since December 1998. In Parallel, the Royal Government of Cambodia has achieved the technical decentralization of some activities of the public Administration by transforming them into public enterprises with an economic or administrative character like APSARA Authority, Electricity of Cambodia, Calmette Hospital, Royal School of Administration or Laboratory of Public Works.

14. While these achievements are by themselves not up to our expectations, they represented nonetheless a solid and essential base for future reform activities in the years ahead. Today, the RGC is quite conscious of the urgency with which they must proceed to implement concrete and tangible initiatives in reforming the public administration, as recently acknowledged and reiterated during Prime Minister Samdech Hun Sen's speeches on 22 October and 30 November 1998. Proof of the Government's commitment to administrative reform was evidenced by the decision of the Council of Ministers on 11 December 1998, to begin work on the automatic payroll system for five pilot ministries (Commerce, Rural Development, Civil Service, Royal Palace, and Office of the Council of Ministers) starting 1 January 1999.

## II. ROLES OF THE STATE AND THE ADMINISTRATION

15. To rehabilitate and develop Cambodia, the RGC has constantly strive to instaurer peace and stability without which the country would not be unified and prosper. Since 1993, major reforms were undertaken toward a free market economy and a democratic and pluralistic society with the ultimate aim of assuring the well being of its population. Its new policies, adopted by the National Assembly on November 30, 1998 reflect the main objectives for the next five years, namely the reduction of poverty through economic development.

16. To achieve these objectives, the RGC asserts its roles as strategist and manager of development. It hopes to achieve a fair, just and peaceful society through an acceleration of the rate of economic growth, by working in close cooperation with the international community and by acting as an efficient partner with the private sector and the civil society. This means that the State would like to act as the catalyst of social and economic forces of the country and intend to let other actors do their shares. To strengthen national cohesion, efforts will not spared to encourage the participation the civil society in the development of the country, through the rule of law and good governance. Through this approach, the State seeks to optimize the sustainable use of its natural resources and to ensure an equitable distribution to its population the fruits of this growth.

17. Cambodia integration in ASEAN represents a very significant step in its development spectrum. The 1999-2003 period is a period during which Cambodia will have to confront a number of obstacles and difficulties. The RGC acknowledges the unequivocal need to adapt national institutions and their operational modes to reflect

Cambodia's new political, economic and social structures within the context of a region which, once their financial and monetary crises are over, is considered to be extremely dynamic and of high economic growth potentials.

18. In this new context, the State must demonstrate its resilience in terms of anticipating and planning the future while proving at the same time that it is capable of displaying sound management practices to meet the daily needs of the great society at large. To achieve this end, the RGC must have an efficient public administration capable of adjusting its public service functions with the demands of a market economy. With that in mind the RGC has articulated long-term programme based on the following role and main characteristics of the Cambodia's public administration:

- *A neutral and independent Administration:* The public administration must be, above all, an administration of the State, regardless of which government is in power. It is the only way to assure and maintain the permanency of public institutions. For this to happen, the administration must be seen as neutral and detached from political parties and social, economic, or cultural organizations.
- *A transparent administration:* The public administration must be transparent to insure that the principles of the rule of law are equitably applied and respected throughout the whole society. This notion of transparency will imply that the administration treats everyone equally with regards to their rights and obligations within a clearly defined regulatory and judicial framework. Transparency in the administration will contribute to the Government's efforts to fight corruption.
- *An Administration closer to the people:* In order to ensure social equity and justice, the public administration must be close to the people and sensitive to their immediate concerns. This would mean that the public services must be made available whenever there are perceived needs of the population. In fact, deconcentration of the administration is the most effective mode of governance in light of Cambodia's political and economic situation.
- *An Administration, which regulates and promotes.* In a free market economy, private sector initiatives are the engine of growth. For this reason, the public administration should not substitute for private sector initiatives but, on the contrary, it should facilitate them through the issuance of appropriate regulatory measures and by providing them with support.
- *Proactive (results-oriented) and responsible Administration:* In an environment where all economic and social actor's expectations are high, the public administration must be responsible and results-oriented. Dynamism, innovation, and professionalism are expected of them to better control public expenditures, and to allocate government spending on priority social programs. In another word, the public administration should be restructured and its civil servants' competence enhanced in order to increase productivity and improve the quality of service delivery to the people.

### III. OBJECTIVES AND THRUSTS OF THE REFORM

19. In order to achieve these goals, the reform of the public administration should not be seen merely as a reform of government structures over the long haul but at the same time it should expect to bring about concrete and tangible changes in the immediate term. For the next five years, public administration reform should evolve around the theme of “mobilizing human resources to bring about and manage changes.” They are focused on two main objectives:

- *Reduce by all means the personnel of the public administration to a reasonable level according to the means of the country and similar to other countries in the region.*
- *Transform the public administration into a more operational, more productive and more responsible one, with an acceptable level of remuneration.*

20. To archive these objectives, le RGC has set up a five years programme of public administration reform, which are focus on four areas:

- *Improvement of the functioning of the public institutions and the governmental structures and development of their legal capacity. It is an axis independent from the other main lines. However, it is necessary to assure the success of other main lines of the reform. For, a reform of the administration has a meaning only when there are governmental and inter-ministerial structures capable to boost that reform. The expected results are: 1- All the responsibilities of the state are affectivity assumed by all public institutions, 2- An efficient interministerial coordination is assured, 3- The population et civil servants are fully aware of the legal framework of the country, 4- A culture of respect of the law is promoted, 5-Introduction of well adapted work tools.*

- *Moving the public administration closer to concerns of the citizens. This is a main line, which leads the administration to be more operational, more productive and more responsible of its acts, in medium and long term. As the matter of fact, in order that the administration is not an unknown body inside a society and could participate actively to the social and economic development of the country, it is necessary that it must be near the citizens and responding rapidly and efficiently to their needs. The expected results are: 1- The state missions are deconcentrated to the province, district and commune level; 3- The public service is reorganized according to the “Client-Supplier” model; 4- The administrative procedures are streamlined, documented and published.*

- *Modernization of the management of the civil service in medium and long terms. No reform is possible without an improvement of the human resources management. This modernization concerns both the quantitative and qualitative aspects of the civil service. The expected results are: 1- A civil service reasonably proportionate; 2- A civil service equitably remunerated, taking into account the financial means of the country; 3- A legal framework for the management of human resource in a modern civil service; 4- Civil servants received the necessary technical training to improve their competence.*

*- Creation and functioning of a Group of Civil Servants charged of Priority Missions (GCSPM). It is a main line of the reform in short term which permit the administration to start the immediate change by giving to the government the time to achieve the objectives scheduled for medium and long term. It consists to select qualified civil servants by their competencies and to operate the group following the principle of "Management by Objectives" in the priority sectors of the government. They will receive a compensated remuneration according to their results.*

21. These reform thrusts represent a programme, which may seem ambitious. But it is a reform of the Administration in its whole, which encompassed a multitude of actions from all front. Thus the necessity to adopt a global approach in order to achieve all the objectives. This does not mean that they can't be undertaken by component. As a matter of fact this document presents the reform under four main thrusts each one of them further subdivided into smaller projects. Each project implementation should be handled in a very flexible manner taking into account the difficulties, human resource and financial means, etc. The project implementation timetable could be revised in light of the above. However, regardless of these potential changes, we should loose sight of the global characteristic of the reform and the interactions between the various projects.

22. The implementation of these reforms requires the happening of some technical prerequisites, which are expanded under Section IV. Each thrust, which will be explained in a more detailed manner (Sections V, VI, VII, and VIII) will contain the followings: - technical content of its actions; -expected outcomes; -project implementation timetable. The whole process is reflected in the two attached synthesis charts.

## **IV- PREREQUISITE TECHNICAL ACTIONS**

### **IV.1)- Technical Description**

#### **IV.1.1)- Completing ongoing projects**

P.1. Continue work on the automatic payroll system for five pilot ministries (Commerce, Rural Development, Civil Service, Royal Palace, and Office of the Council of Ministers) starting 1 January 1999. Full implementation throughout all ministries will take place toward the end of September 1999.

P.2. Conceive the application of budgetary control of civil servants starting May 1, 1999. Recruitment of new civil servants will be strictly controlled and will require prior budgetary allocation. Full implementation will take place starting January 2000.

P.3. Gradually introduce to ministries the application of the positions/skills starting January 1999. This application will be an extension to automatic payroll system and will be used also for the undertaking of the census.

#### **IV.1.2)- New projects**

P.4. Compile personal and professional profiles of civil servants and identify their professional qualifications, job descriptions, and salary levels through a quantitative and qualitative survey throughout the whole civil service. This information will then be inputted into the existing database, which will serve, as a tool to match positions and skills required.

P.5. Study accompanying social measures for the gradual integration of excess civil servants into the civil society starting January 2000. The study have to be done in priority on the anticipated retirement, privatization of some activities of the administration (or transforming them into autonomous enterprises), community development, liberal and artisan professions.

P.6. On the basis of sectoral policies and responsibilities of each ministry and state secretariat, identify the actual needs in terms of organization, positions, personnel that will allow the administration to have a functional cadre.

P.7. Identify priority activities of the RGC and establish modality for their organization and functioning (method of selection of civil servants, remuneration, monitoring of results) for the GCSPM.

P.8. Study an implementation plan for the GCSPM: determine key positions in priority sectors define their qualification requirements, implementation of the GCSPM. All will be used in the Operationalization of the project P6.

### **IV.2)- Expected Results**

- The management tools of the human resources are available and operational,
- The personal, family and professional information are gathered and put in the civil service data base,
- The needs of the ministries in term of organization work posts and workforce are identified.

- The activities and resources having priority of the administration are identified.

### IV.3)- Timetable of Implementation

PREREQUISITE TECHNICAL ACTIONS				
#	Description of Project	Expected Results	Start	End
P1	Implementation of a computerized payroll system.	All pay rolls are printed by computers. The manual pay roll is not authorized anymore.	01 / 99	09 / 99
P2	Implementation of an application of budgetary control of civil servants.	The application is used to control any change, which can modify the remuneration of civil servants.	05 / 99	12 / 99
P3	Gradually introduce to ministries the application of the positions/skills.	The application is used to manage gradually any job in the public administration.	01 / 99	06 / 99
P4	Compile personal and professional profiles of civil servants and identify their professional qualifications, job descriptions, and salary levels through a physical census.	The personal and professional information of civil servants are identified and put in the existing civil servants database.	03 / 99	11 / 99
P5	Study accompanying social measures for the gradual integration of excess civil servants into the civil society.	The measures for the integration of excess civil servants into the civil society are identified with a unity cost (sector by sector).	06 / 99	12 / 99
P6	Identify the actual needs of each ministry and state secretariat in terms of organization, positions and personnel.	The needs of ministries are identified in term of quantitative and qualitative.	04 / 99	11 / 99
P7	Identify the modality for creation and functioning (method of selection of civil servants, remuneration, monitoring of results) of the GCSPM	The priorities sectors of activities are identified. The modality for creation of GCSPM is established.	05 / 99	07 / 99
P8	Study an implementation plan for the GCSPM	The priority jobs and qualified resources are identified. A timetable of implementation of GCSPM is established.	08 / 99	10 / 99
Note: The P4, P5, P6 and P7 projects required international expertise assistance. The available of these resources could create a direct consequence to the implementation timetable.				

## **V- IMPROVING THE FUNCTIONING OF PUBLIC INSTITUTIONS AND GOVERNMENT STRUCTURES AND DEVELOPMENT OF THEIR LEGAL CAPACITY.**

### **V.1)- Technical Description**

23. The administrative reform will be meaningless unless it operates with governmental and interministerial structures capable of promoting such reform. This thrust is aimed at establishing the necessary context for success of the reform.

24. The first area is focused on the improvement of the functioning of public institutions and governmental structures with the ultimate objectives of strengthening the sovereignty of the state, improve the interministerial works, and enhance the efficiency of the Administration. Maximizing on the functional analysis, it is necessary to make sure that all the responsibilities of the state are taken into account.

25. Improvement of the functioning of the RGC is also related to the strengthening of ministerial cabinets so as to relieve the work pressure load of members of government. Particular efforts will be devoted to improve governmental work and streamlining interministerial structures and their modus operandi. The establishment of technical expertise centers (units tasked with studies, advise and proposals) under the Council of Ministers or with ministries, depending on the actual needs of the country, will greatly contribute to efficient capacity building of the RGC to better manage its day to day preoccupations and plan for the future.

26. The second area of reform relates to the improvement of public institutions and the legal capacity-building in government in terms of production capabilities, systematic dissemination of legal texts, and enforcement of laws, with the aims of strengthening the respect for the rule of law. In the first place, it is necessary to improve quantitatively and qualitatively the existing legal framework followed by increase better access for citizens to legal information through the regular publication of a more modernized Official Gazette. Government efforts will be focused in particular on the improvement of interministerial work and access by the people to the country's body of laws through the implementation of an information and awareness program, and a training program for civil servants in the legal field.

27. The last area relates to the instruments and tools, which are necessary for undertaking reform activities such as the harmonization and standardization of Khmer computer fonts. Norms and standards will be defined to avoid incompatibility and waste in the information data exchange. A legal terminology and translation centre will be also established.

### **V.2)- Expected Results**

- All the responsibilities of the state are affectivity assumed,
- An efficient interministerial coordination is assured,
- The population et responsible administrators are fully aware of the legal framework of the country,
- A culture of respect of the law is promoted,

- Introduction of well adapted work tools.

### V. 3)- Timetable of Implementation

I – IMPROVING THE FONCTIONING OF PUBLIC INSTITUTIONS				
#	Description of Projects	Expected Results	Start	End
1.1	Ensure that responsibilities of the state are affectivity assumed by all public institutions.	The responsibilities of the state are affectivity assumed by all public institutions.	03 / 99	09 / 99
1.2	Strengthening of capacity of ministerial cabinets.	The ministerial cabinets get more responsibilities by delegation and are more competent by training.	06 / 99	12 / 02
1.3	Streamlining interministerial structures and their modus operandi.	The interministerial works are improved in efficiency.	04 / 99	09 / 99
1.4	Establishment or Strengthening of technical expertise centers.	The expertise centers attached to the OCM are strengthening (OBSES, Computer Center, etc.)	07 / 99	06 / 00
1.5	Strengthening of the existing legal framework.	Application sub-decrees are progressively adopted. The existing texts are improved.	01 / 99	12 / 02
1.6	Strengthening and modernization of the Official Gazette.	The Official Gazette is published regularly by publication modern tools.	07 / 99	06 / 01
1.7	Updating the legal database.	The Database is updated and can be acceded by the network.	05 / 99	12 / 00
1.8	Awareness programme on the country legal framework for population.	A 5 years period awareness programme is established and implemented.	06 / 99	12 / 03
1.9	Training program for civil servants in the legal field.	A 5 years period training programme is established and implemented.	07 / 00	12 / 03
1.10	Organization of seminars or study trips.	A programme of 1 Seminar and 2 study tours per year on "leadership", "good governance", are planned and implemented.	07 / 99	12 / 03
1.11	Standardization of Khmer computer fonts.	The Khmer Computer fonts are standardized on all computer systems of the public administration.	05 / 99	12 / 99
1.12	Creation of a terminology and translation centre.	A national expert team in charge of terminology is created. A national expert team in charge of translation is created. A 3-languages vocabulary database is created.	07 / 99	12 / 00



## **VI- BRINGING THE ADMINISTRATION CLOSER TO THE PREOCCUPATIONS OF THE CITIZENS**

### **VI.1)- Technical Description**

28. For the Administration to be perceived as part of the society and being actively involved in the social and economic development of the country, it is critical that they are geographically close to the population and responsive to their needs. The first area of reform will, on the basis of sectoral policies and responsibilities of each ministry and state secretariat, aim at meeting the actual needs in terms of organization, positions, personnel, and management tools. The reorganization of ministries and state secretariats will be undertaken after the conduct of a detailed functional analysis as presented in Section IV below.

29. The second area is aimed at improving the relationship "client-supplier". Each operational or functional unit of the Administration is both a client and a supplier. It is a supplier because it renders services to others. While at the same time rendering these services, it requires services from others; it is therefore also a client. As client, each unit demands that the services provided are of good quality. This demand for quality, by the intermediary of the relationship "client-supplier" imposes some pressure on each unit to feel more accountable for its own services rendered to others. It constitutes an important factor to increase productivity and quality of public services delivery and a stimulant for the establishment of a culture of professionalism within the Administration.

30. The third area which focuses on the gradual deconcentration of state responsibilities to the provinces is perceived as a real need taking into account the will of the government to organize rapidly the communal (Khums) elections. The deconcentration of responsibilities is a necessity to promote initiatives, innovations and local partnerships that allows the administration to be closer to the concerns of the population. This approach will invigorate the cooperation between the civil society and the agents of the State in each level of the administration. The deconcentration process will require also the redefinition of the roles and responsibilities of the central administration and the Operationalization of information systems which will enable an efficient management and coordination of operations as well as a good communication exchanges between the central administration and the deconcentrated departments. The roles of provincial governors as being the agents of the State and the agents of the local collectivities need to be clearly delineated also. The State has to redefine the degree of responsibilities of the district (*Srok*) which are tasked with economic, social and cultural development with the necessary support of all the departments at the provincial level. The deconcentration of the administration must go hand in hand with a national policy on land planning whereby each province is responsible for developing its own "master plan".

31. The fourth area refers to the clarification and simplification of administrative procedures for easier access by the greatest number of users to the administration. The idea is to establish gradually, step by step, sector by sector, province by province, and the one stop service of public services delivery.

### VI.2)- Expected Results

- Efficient administrations who know well what they must do and do them well,
- A population satisfied by its administration because they are responsive to their needs and geographically easier to access.

### VI.3)- Timetable of Implementation

II – BRINGING THE ADMINISTRATION CLOSER TO THE PREOCCUPATIONS OF THE CITIZENS				
#	Description of Projects	Expected Results	Start	End
2.1	Reorganization of ministries according to the needs identified by the Functional Analysis Operation.	The ministries are reorganized following results of functional analysis.	10 / 99	05 / 01
2.2	Improvement of the relation "Administration-Users" by restructuring the civil service following the "client-Supplier" models.	The ministries are restructured following the "customer-supplier" model.	04 / 00	12 / 03
2.3	Establishment of a deconcentration programme	A deconcentration programme is established and endorsed.	05 / 99	10 / 99
2.4	Implementation of the deconcentration programme.	The deconcentration programme is implemented.	11 / 99	12 / 00
2.5	Streamlining of administrative procedures.	The administrative procedures are documented and published. They are streamlining gradually.	06 / 00	12 / 03

## **VII- OVERHAULING THE MANAGEMENT OF THE CIVIL SERVICE.**

### **VII.1)- Technical Description**

32. No reform is possible without an efficient management of the State human resources. The overhaul will touch the quantitative and qualitative aspects of the civil service.

33. The first area of reform attempts to overhaul the management of the entire civil service. Foremost, the RGC will eliminate "ghost" civil servants, reduce the irregulars, impose retirement plans, penalize absenteeism, and above all, encourage leave without pay. Recruitment will require a prior budgetary allocation before any recruitment could take place.

34. Secondly, using the census as a base, civil servants will be classified according to their personal and professional profiles, by ministry and province prior to the redeployment of excess personnel. This plan will undertake after a functional analysis of ministries and state secretariats and a study of accompanying social measures for the gradual integration of excess civil servants into the civil society.

35. Third, the RGC will continue drafting and adopting specific statutes, which are indispensable for a more rational management of civil servants and particularly for the implementation of the new remuneration system. The integration of civil servants in this new cadre as defined in their specific statutes will be gradually implemented starting January 1, 2000.

36. Fourth the RGC will study and introduce a new remuneration system, which separate the base salaries from allowances, especially for those related to official duties. A new grading scale and remuneration system for civil servants which will be implemented in early 2000. This new system will motivate civil servants to accept positions in the provinces. Fifth, capitalizing on the management of positions/skills, a training program will be prepared and instituted for civil servants early 2000.

### **VII.2)- Expected Results**

- A civil service which a reasonably size.
- A civil service equitably remunerated, taking into account the financial means of the country.
- A legal framework for the management of human resource in a modern civil service.

### **VII.3)- Timetable of Implementation**

<b>III – OVERHAULING THE MANAGEMENT OF THE CIVIL SERVICE</b>				
<b>#</b>	<b>Description of Projects</b>	<b>Expected Results</b>	<b>Start</b>	<b>End</b>
3.1	Elimination of "ghost" and irregular civil servants.	The "Ghosts" and irregular civil servants are eliminated from the computerized pay roll.	01 / 99	12 / 03
3.2	Classification of civil servants according to their personal and professional profiles.	The civil servants are identified by a unique identification code and also by their professional profiles.	12 / 99	02 / 00
3.3	Establishment of redeployment plan for excess civil servants.	The redeployment plan is established following results of physical census, functional analysis and study on social and economic measures.	11 / 99	04 / 00
3.4	Integration of excess civil servants into the private sector.	The excess of civil servants is progressively integrated into civil society with the implementation of a control and evaluation mechanism.	05 / 00	12 / 03
3.5	Drafting and adopt specific statutes of civil servants.	The specific statutes are drafting by each concern ministry.	02 / 99	12 / 99
3.6	Integration of civil servants in their new cadre as defined in their specific statutes.	The civil servants are integrated progressively into their new cadre with a position in the new pay scale.	12 / 99	06 / 00
3.7	Study and adoption of a new remuneration system.	A new pay scale is studied and adopted. A new allowance system is also studied and adopted.	04 / 99	08 / 99
3.8	Establishment of an implementation plan for the new remuneration system.	A timetable of implementation is established with a good definition of criteria.	09 / 99	11 / 99
3.9	Operationalization of the new remuneration system.	The Operationalization is accompanied by the implementation of a control and evaluation mechanism.	02 / 00	09 / 00
3.10	Design and implementation of training program for civil servants.	A training programme for civil servants is established and well implemented.	02 / 00	12 / 03

## VIII- GROUP OF CORE CIVIL SERVANTS TASKED WITH PRIORITY MISSIONS OF THE RGC

### VIII.1)- Technical Description

37. The area of reform which is a short term initiative calls for the establishment of a group of core civil servants tasked with priority missions of the RGC (GCSPM). The group's mandate will be to facilitate and accelerate the implementation of keys significant changes in the public administration. These civil servants will be selected according to their professional qualifications and based on clearly defined selection guidelines. They will assume priority positions and undertake high priority activities on behalf of the RGC, according to the principle of "management-by-objectives." They will benefit from all the perks as envisaged under the administrative reform programme such attractive remuneration and, when needed, additional focused training. Their performances will be quantitatively evaluated whenever possible with a correlatively linked to the remuneration.

38. The main thrust of the public administration's reform package will be through the immediate creation and Operationalization of the GCSPM group. The objective of the RGC is to proceed to the structural reform of the administration while allowing at the same the gradual reinsertion of excess civil servants back into the main stream civil society in a manner that is socially and economically acceptable. Through this approach, the reduction of the number of redundant civil servants will represent only one of the elements within the overall plan to equip the State with an administration that is neutral, independent, transparent, accessible, responsive, and results-driven.

### VIII.2)- Expected Results

The RGC has immediate human resources selected accordingly to their skills and motivated to implement its action programme.

### VIII.3)- Timetable of Implementation

IV - GROUP OF CORE CIVIL SERVANTS TASKED WITH PRIORITY MISSIONS OF THE RGC ( GCSPM )				
#	Project Description	Expected Results	Start	End
4.1	Operationalization of the GCSPM.	The qualified civil servants are selected following their professional profiles to work in the priorities sectors of activities of the RGC.	11 / 99	12 / 01

## IX- IMPLEMENTATION

39. Considering the large number of preliminary and priority activities to carry out simultaneously, the action program of the administration reform is implemented by groups of pilot ministries, which are six (a table of these pilot ministries is attached in annex). The six pilot groups carry out the same projects but at different times (a timetable of implementation per pilot group is attached in annex). These projects are:

- Elimination of "ghost" and irregular civil servants from pay-roll (project 3.1),
- Implementation of a computerized pay-roll application (project P.1),
- Implementation of a Staffing Budgetary Management Application (project P.2),
- Implementation of a Positions / Skills Management Application (project P.3),
- Physical Census Operation to identifying civil servants (project P.4),
- Functional Analysis Operation to identifying needs of public institutions (project P.6),
- Drafting and adopt specific statutes of civil servants, (project 3.5),
- Establishment of redeployment plan for excess civil servants, following results of physical census operation (project 3.3).
- Reorganization of ministries and State secretariats following results of functional analysis operation (project 2.1),
- Integration of civil servants in their new cadre as defined in their specific statutes, after the implementation of a new remuneration system (project 3.6).

40. In this way, in the end of these projects, each ministry of each pilot group will have the exact workforce, an organization and a mode of functioning according to its own needs. Each ministry will have modern and efficient tools to manage its civil servants and staff budgets. As far as the civil servants are concerned, each of them has a statutory position and salary indices defined in his particular statutes. The excess of civil servants is identified and will be progressively integrated into the civil society with economic and social escort measures.

## IX- MEANS OF IMPLEMENTATION

41. To implement this reform strategy over the next five years, the RGC has recently established the Superior Council for State Reform (SCSR), in early January 1999, which was empowered to supervise and coordinate the State's overall reform program which includes public finances reform, public administration reform, judiciary reform, and army and security forces reform.

42. The High Commissioner for the Public Administration Reform (HCRA) was also created in early January 1999 and operates under the oversight of the SCSR. It is comprised of the followings: 1- Minister of the Office of the Council of Ministers [High Commissioner]; 2- Secretary of State of the State Secretariat of Civil Service [Commissioner]; 3- Secretary of State of the Ministry of Economy and Finances [Commissioner]; 4- Secretary of State of the Ministry of Interior [Commissioner]; 5- Secretary of State of the Ministry of Territorial Management, Urban Planning and Construction [Commissioner]; 6- Secretary of State of the Ministry of Social Affairs, Labor, Vocational Training, and Youth Rehabilitation [Commissioner]. The HCRA

maintains a General Secretariat, which is responsible for implementing, coordinating, and monitoring the public administration reform program.

43. Over the next five years, the Government intends to implement about 20 key projects as outlined below for which the total costs are estimated to be around 40 million US dollars, an amount for which the Government must appeal to the international community for assistance. These costs will be clarified and more accurately assessed as the project implementation evolves. During the course of implementation, throughout 1999, the cost of 11 projects will be around 2.2 million US dollars, including the cost of technical assistance. By the year 2000, the expenditures will be increased to 12.5 million US dollars of which 10.5 million US dollars will be required for the integration of excess civil servants into the civil society. In 2001, the cost of the reform will decrease to 10 millions US dollars.

XXXXXXXXXX

## XI- ANEXES

### 1- Pilot Group Table

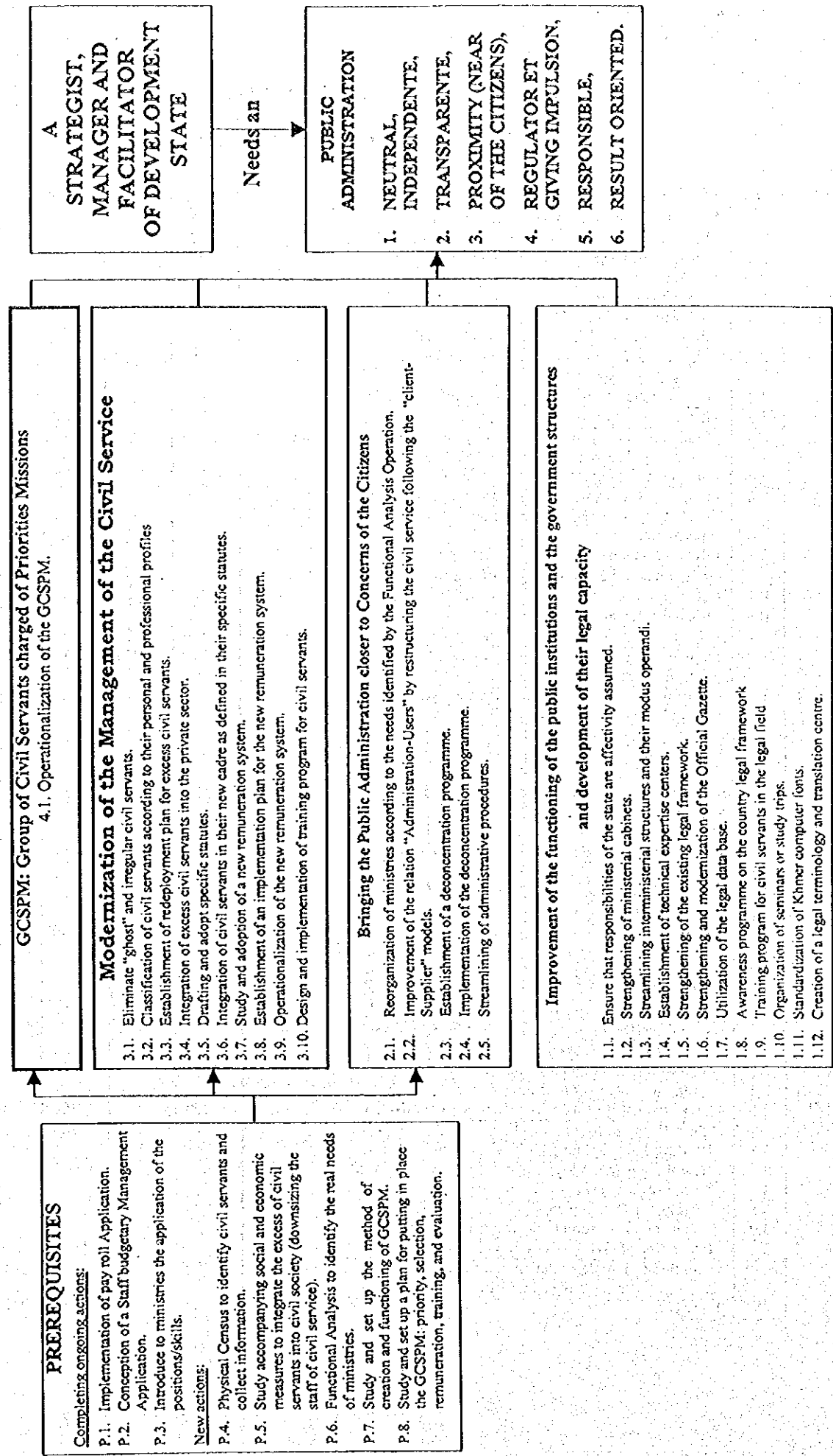
Pilot Group Table			
Projects to be done			
<ol style="list-style-type: none"> <li>1. Elimination of "ghost" and irregular civil servants from pay-roll (project 3.1),</li> <li>2. Implementation of a computerized pay-roll application (project P.1),</li> <li>3. Implementation of a Staffing Budgetary Management Application (project P.2),</li> <li>4. Implementation of a Positions / Skills Management Application (project P.3),</li> <li>5. Physical Census Operation to identifying civil servants (project P.4),</li> <li>6. Functional Analysis Operation to identifying needs of public institutions (project P.6),</li> <li>7. Drafting and adopt specific statutes of civil servants, (project 3.5),</li> <li>8. Establishment of redeployment plan for excess civil servants, following results of physical census operation (project 3.3).</li> <li>9. Reorganization of ministries and State secretariats following results of functional analysis operation (project 2.1),</li> <li>10. Integration of civil servants in their new cadre as defined in their specific statutes, after the implementation of a new remuneration system (project 3.6).</li> </ol>			
	<b>MINISTERES</b>	<b>DEBUT</b>	<b>FIN</b>
	<b>GROUP 1</b>	<b>01 / 99</b>	<b>03 / 00</b>
1	Royal Palace		
2	Commerce		
3	Rural Development		
4	Civil Service (State Secretariat)		
5	Office of Council of Ministers		
	<b>GROUP 2</b>	<b>02 / 99</b>	<b>05 / 00</b>
6	Foreign Affairs and International Cooperation		
7	Aviation Civil (State Secretariat)		
8	Justice		
9	Planing		
10	Relation with Parliament and General Inspection		
11	Social Affairs, Labor, Vocational Training, Youth Rehabilitation		
	<b>GROUP 3</b>	<b>03 / 99</b>	<b>06 / 00</b>
12	Education, Youth and Sports		
	<b>GROUP 4</b>	<b>03 / 99</b>	<b>05 / 00</b>
13	Agriculture		
14	Economy and Finances		
15	Interior		
16	Health		
	<b>GROUP 5</b>	<b>06 / 99</b>	<b>04 / 00</b>
17	Women Affairs and Veterans		
18	Environment		
19	Information		
20	Industry, Mines and Energy		
21	Public Works and Transports		
22	Tourism		
	<b>GROUP 6</b>	<b>03 / 99</b>	<b>06 / 99</b>
23	Post and Telecommunications		
24	Cultures and Fine-Arts		
25	Cults et Religions		
26	Water Resources and Meteorology		
27	Territorial Organization, Urbanization and Construction		



## 2- Forecasted Budgets 1999 - 2001

FORECASTED BUDGETS 1999 - 2001					
000 SUS					
#	List of Projects	Total	1999	2000	2001
	Management and Coordination of the programme.	450	200	150	100
	- Implementation of civil servants administrative and financial management system. There are 3 applications :	290	190	100	
P.1	- Computerized Pay Roll.				
P.2	- Staff Budgetary Management.				
P.3	- Positions / Skills Management.				
3.1	- Elimination of « Ghost » and irregular civil servants.				
P.4	- Physical census to collect personal and professional informations of civil servants.	250	250		
3.2	- Classification of civil servants by profile categories.				
3.3	- Establishment of redeployment plans.				
P.5	- Study accompanying social measures for the gradual integration of excess civil servants into the civil society.	80	80		
3.4	- Integration of excess civil servants into civil society.	18.500		10.500	8.000
P.6	- Functional Analysis to identify the actual needs of each ministry and state secretariat in terms of organization, positions and personnel.	80	80		
2.1	- Reorganisation of ministries according to identified needs.				
	Group of Civil Servants charged of Priority Missions (GCSPM) :				
P.7	- Study on the modality for creation and functioning,	80	80		
P.8	- Implementation Plan,				
4.1	- Operationalization of the implementation plan.	1.500	500	500	500
	Strengthening of the functioning of public institutions and government structures :	550	250	200	100
1.1	- Ensure that responsibilities of the state are affectivity assumed by all public institutions.				
1.2	- Strengthening of capacity of ministerial cabinets.				
1.3	- Streamlining interministerial structures and their modus operandi.				
1.10	- Organization of seminars or study tours.				
1.11	- Standardization of Khmer computer fonts.				
1.12	- Creation of a terminology and translation centre.				
	Development of legal capacity of public institutions :	150	150		
1.4	- Establishment or Strengthening of technical expertise centers.				
1.5	- Strengthening of the existing legal framework.				
1.6	- Strengthening and modernization of the Official Gazette.				
1.7	- Updating the legal database.				
	Dvelopment of the respect of right culture :	650	150	250	250
1.8	- Awareness programme on the country legal framework for population.				
1.9	- Training program for civil servants in the legal field.				
2.2	Improvement of the relation "Administration-Users" by restructuring the civil service following the "client-Supplier" models.	250		150	100
	- Deconcentration Programme :	150	150		
2.3	- development of a programme.				
2.4	- Implementation of the programme.				
2.5	- Streamlining of administrative procedures.	200		100	100
	Human Resource Management :	220	120	100	
3.5	- Drafting and adopting specific statutes of civil servants				
	- New Remuneration System :				
3.7	- Study on a new system,				
3.8	- Implementation plan,				
3.9	- Operationalization of the implementation plan.				
3.6	- Integration of civil servants into their new cadres.				
3.10	Definition and implementation of a training programme for civil servants remaining in the administration.	1.300		450	850
	<b>TOTAL</b>	<b>24.700</b>	<b>2.200</b>	<b>12.500</b>	<b>10.000</b>

### 3- Implementation Scheme



#### PREREQUISITES

- Completing ongoing actions:
- P.1. Implementation of pay roll Application.
  - P.2. Conception of a Staff budgetary Management Application.
  - P.3. Introduce to ministries the application of the positions/skills.
- New actions:
- P.4. Physical Census to identify civil servants and collect information.
  - P.5. Study accompanying social and economic measures to integrate the excess of civil servants into civil society (downsizing the staff of civil service).
  - P.6. Functional Analysis to identify the real needs of ministries.
  - P.7. Study and set up the method of creation and functioning of GCSPM.
  - P.8. Study and set up a plan for putting in place the GCSPM: priority, selection, remuneration, training, and evaluation.









### 5- Implementation Timetable by Pilot Groups

PROJECTS BY PILOT GROUP	1999												2000												2001																
	J	F	M	A	M	J	J	J	A	A	S	O	N	D	J	F	M	A	M	J	J	J	A	A	S	O	N	D	J	F	M	A	M	J	J	J	A	A	S	O	N
<b>GROUPE 1</b>																																									
3.1 Eliminate "ghost" and irregular civil servants																																									
P.1. Pay-Roll Application																																									
P.2. Staff Budgetary Management Application																																									
P.4. Civil servants identification by a physical census																																									
P.6. Ministry needs identification by Functional Analysis																																									
3.5. Drafting and adopt specific statutes for civil servants																																									
3.3. Establishment of a redeployment plan for excess civil servants																																									
2.1. Reorganization of ministries according to their needs																																									
3.6. Integration of civil servants in their new cadre																																									
<b>GROUPE 2</b>																																									
3.1 Eliminate "ghost" and irregular civil servants																																									
P.1. Pay-Roll Application																																									
P.2. Staff Budgetary Management Application																																									
P.4. Civil servants identification by a physical census																																									
P.6. Ministry needs identification by Functional Analysis																																									
3.5. Drafting and adopt specific statutes for civil servants																																									
3.3. Establishment of a redeployment plan for excess civil servants																																									
2.1. Reorganization of ministries according to their needs																																									
3.6. Integration of civil servants in their new cadre																																									
<b>GROUPE 3</b>																																									
3.1 Eliminate "ghost" and irregular civil servants																																									
P.1. Pay-Roll Application																																									
P.2. Staff Budgetary Management Application																																									
P.4. Civil servants identification by a physical census																																									
P.6. Ministry needs identification by Functional Analysis																																									
3.5. Drafting and adopt specific statutes for civil servants																																									
3.3. Establishment of a redeployment plan for excess civil servants																																									
2.1. Reorganization of ministries according to their needs																																									
3.6. Integration of civil servants in their new cadre																																									

### 5- Implementation Timetable by Pilot Groups (Ended)

PROJECTS BY PILOT GROUP	1999												2000												2001											
	J	F	M	A	M	J	J	J	A	A	S	O	N	D	J	F	M	A	M	J	J	J	A	A	S	O	N	D	J	F	M	A	M			
<b>GROUPE 4</b>																																				
3.1. Eliminate "ghost" and irregular civil servants	[Gantt bar: 1999 Jan - 1999 Feb]																																			
P.1. Pay-Roll Application	[Gantt bar: 1999 Mar - 1999 Apr]																																			
P.2. Staff Budgetary Management Application	[Gantt bar: 1999 May - 1999 Jun]																																			
P.4. Civil servants identification by a physical census	[Gantt bar: 1999 Jul - 1999 Aug]																																			
P.6. Ministry needs identification by Functional Analysis	[Gantt bar: 1999 Sep - 1999 Oct]																																			
3.5. Drafting and adopt specific statutes for civil servants	[Gantt bar: 1999 Nov - 1999 Dec]																																			
3.3. Establishment of a redeployment plan for excess civil servants	[Gantt bar: 2000 Jan - 2000 Feb]																																			
2.1. Reorganization of ministries according to their needs	[Gantt bar: 2000 Mar - 2000 Apr]																																			
3.6. Integration of civil servants in their new cadre	[Gantt bar: 2000 May - 2000 Jun]																																			
<b>GROUPE 5</b>																																				
3.1. Eliminate "ghost" and irregular civil servants	[Gantt bar: 1999 Jan - 1999 Feb]																																			
P.1. Pay-Roll Application	[Gantt bar: 1999 Mar - 1999 Apr]																																			
P.2. Staff Budgetary Management Application	[Gantt bar: 1999 May - 1999 Jun]																																			
P.4. Civil servants identification by a physical census	[Gantt bar: 1999 Jul - 1999 Aug]																																			
P.6. Ministry needs identification by Functional Analysis	[Gantt bar: 1999 Sep - 1999 Oct]																																			
3.5. Drafting and adopt specific statutes for civil servants	[Gantt bar: 1999 Nov - 1999 Dec]																																			
3.3. Establishment of a redeployment plan for excess civil servants	[Gantt bar: 2000 Jan - 2000 Feb]																																			
2.1. Reorganization of ministries according to their needs	[Gantt bar: 2000 Mar - 2000 Apr]																																			
3.6. Integration of civil servants in their new cadre	[Gantt bar: 2000 May - 2000 Jun]																																			
<b>GROUPE 6</b>																																				
3.1. Eliminate "ghost" and irregular civil servants	[Gantt bar: 1999 Jan - 1999 Feb]																																			
P.1. Pay-Roll Application	[Gantt bar: 1999 Mar - 1999 Apr]																																			
P.2. Staff Budgetary Management Application	[Gantt bar: 1999 May - 1999 Jun]																																			
P.4. Civil servants identification by a physical census	[Gantt bar: 1999 Jul - 1999 Aug]																																			
P.6. Ministry needs identification by Functional Analysis	[Gantt bar: 1999 Sep - 1999 Oct]																																			
3.5. Drafting and adopt specific statutes for civil servants	[Gantt bar: 1999 Nov - 1999 Dec]																																			
3.3. Establishment of a redeployment plan for excess civil servants	[Gantt bar: 2000 Jan - 2000 Feb]																																			
2.1. Reorganization of ministries according to their needs	[Gantt bar: 2000 Mar - 2000 Apr]																																			
3.6. Integration of civil servants in their new cadre	[Gantt bar: 2000 May - 2000 Jun]																																			



6- Table of prerequisites activities in detail and its costs in 1999

#	Principle Activities	Start	End	Results / Benefits	Assistance Needs	1999
P.1 P.2 P.3	<p>Central and computerized system of administrative and financial management of State civil servants:</p> <ul style="list-style-type: none"> <li>- "Computerized Pay-Roll" application,</li> <li>- "Staff budgetary Management" application,</li> <li>- "Positions/ skills" application.</li> </ul> <p>a)-Tasks to be achieved by the Public Function State Secretariat</p> <ul style="list-style-type: none"> <li>- Information meeting with the pilot ministries,</li> <li>- Edition and dispatching of pay-rolls to pilot ministries,</li> <li>- Supervision of updating operations,</li> <li>- Management of staff files,</li> <li>- Monitoring of supporting documents,</li> <li>- Administrative visa for any action management,</li> <li>- Coordination, monitoring and follow up.</li> </ul> <p>b)-Tasks to be achieved by group of pilots</p> <ul style="list-style-type: none"> <li>- Validation of pay-rolls,</li> <li>- Up dating of the database,</li> <li>- Use of computerized pay-roll application,</li> <li>- Provision of supporting documents for any staff management,</li> </ul> <p>c)-Tasks to be achieved by the Ministry of Finance</p> <ul style="list-style-type: none"> <li>- Financial visa for any transfer of staff (birth, wedding, recruitment, transfer, promotion, etc.) regarding the salary of civil servants</li> </ul> <p>d)-Tasks to be achieved by the Public Treasury</p> <ul style="list-style-type: none"> <li>- Monthly monitoring of supporting documents for any management action</li> <li>- Payment of salaries.</li> </ul> <p>e)-Tasks to be achieved by the PCM</p> <ul style="list-style-type: none"> <li>- Verification and validation of computerized pay-roll before dispatching to pilot ministries,</li> <li>- Visa / authorization on any transfer of staff regarding the salary of civil servants</li> </ul>	<p>01 / 99</p> <p>05 / 99</p> <p>01 / 99</p>	<p>09 / 99</p> <p>12 / 99</p> <p>06 / 99</p>	<ul style="list-style-type: none"> <li>- any management action is centralized and computerized;</li> <li>- no recruitment is possible without a planned budget heading;</li> <li>- any movement is under administrative (by the FPSS) and financial (by the MEF) monitoring;</li> <li>- The Public Treasury monthly controls that actions are done properly with supporting documents.</li> <li>- The access to the system is locked by a keyword. Each ministry has a specific keyword that gives access to the system.</li> <li>- Edition of the pay-rolls at the PCM;</li> </ul> <p>-----</p> <ul style="list-style-type: none"> <li>- Elimination of errors from manual Payrolls system;</li> <li>- Payrolls are more realistic.</li> </ul> <p>-----</p> <ul style="list-style-type: none"> <li>- Each ministry knows the exact number of its workforce;</li> <li>- Each ministry can improve its staff management;</li> <li>- Each ministry can control the evolution of its workforce;</li> <li>- Each ministry can set up a forward-looking management in terms of human resources;</li> <li>- Each ministry can manage efficiently its positions in relation to its staff skills.</li> </ul> <p>-----</p> <p>The RCC can control the workforce; The RCC can control its workforce budget;</p> <p>-----</p>	<p>A computer scientist is to be appointed for one year to the FPSS to insure on one hand the exploitation and the maintenance of the system and on the other hand to train a five Cambodian relief team. This relief team is necessary to ensure the durability of the project.</p> <p>-----</p> <p>Provision of computerized payroll edition for the first year: (Paper A4, Printer ink, photocopier and printer purchases, toners, maintenance)</p> <p>-----</p> <p>11.000 pages x 2 per month = 44 rams / month</p> <p>-----</p> <p>Annual costs for the exploitation and the maintenance of the system (computer equipment purchases, maintenance, upgrading of the equipment of the server, etc.)</p> <p>-----</p> <p>Encouragement incentives for a 10 people team (including two typists).</p> <p>-----</p> <p>Computer equipment for the 15 ministries to be connected to the system.</p> <p>-----</p>	<p>75.000 \$</p> <p>-----</p> <p>25.000 \$</p> <p>-----</p> <p>12.000 \$</p> <p>-----</p> <p>18.000 \$</p> <p>-----</p> <p>60.000 \$</p> <p>-----</p> <p>Total =</p> <p>190.000 \$</p>

6- Table of prerequisites activities in detail and its costs in 1999 (continued)

#	Principle Activities	Start	End	Results / Benefits	Assistance Needs	1999
P.4	<p>Physical census of civil servants for a better knowledge of their professional profiles and their current positions</p> <p>a)- Preparation and training</p> <ul style="list-style-type: none"> <li>- Verification of the smooth running of the position/skill application,</li> <li>- Definition and validation of the census process,</li> <li>- Setting up of a working team for the coordination, the follow up of the operation,</li> <li>- Setting up of a timetable of implementation,</li> <li>- Analysis and edition of the questionnaire,</li> <li>- Setting up of a census team per ministry,</li> <li>- Preparation and edition of a census guidebook,</li> <li>- Edition of census individual form,</li> <li>- Training,</li> </ul> <p>b)- The course of the operation</p> <p>The course (starts in central direction and then in provincial directions) occurs by pilot group under the supervision and the coordination of the Public Function and the PCM.</p> <p>c)- Database entry of information</p> <p>The data entry of information from the census occurs as the census goes further in the premises of the Public Function from workstations put at the disposal of the ministry representatives. A correction and monitoring team is set up.</p> <p>d)- Classification of Personnel files</p> <ul style="list-style-type: none"> <li>- Definition of a mode of classification of personnel files,</li> <li>- Edition of typed information,</li> <li>- Grouping census forms together with files from the counting,</li> <li>- Classification of files.</li> </ul> <p>e)- Tasks to be achieved by the PCM</p> <ul style="list-style-type: none"> <li>- Verification and validation of the computerized payroll before dispatching to the pilot groups,</li> <li>- Visa of authorization on any transfer of personnel regarding the pay of civil servants.</li> </ul>	03/99	12/99	<ul style="list-style-type: none"> <li>- Personal, family and professional information on civil servants are collected and stocked in the database. The information is useful for an efficient position/skill management.</li> <li>- The collected information are:                             <ul style="list-style-type: none"> <li>- a true record of civil status,</li> <li>- the family status,</li> <li>- level of education or/and length of service in the Administration,</li> <li>- the professional profile,</li> <li>- the fulfilled position,</li> <li>- level of remuneration,</li> <li>- place and structure of work,</li> <li>- the professional experiences.</li> </ul> </li> <li>- Each ministry knows better:                             <ul style="list-style-type: none"> <li>- the profile of civil servants,</li> <li>- the position structure of ministry,</li> <li>- Each ministry can manage efficiently its positions in relation to the staff skills,</li> <li>- Each ministry can set up a forward-looking management in terms of human resources.</li> </ul> </li> <li>- There is a better management of civil servants in relation to their potentiality and their ability profile,</li> <li>- The motivation of civil servants will be reinforced.</li> <li>- The RGC has at its disposal sufficient data on civil servants to implement an efficient management policy of human resources of the Administration.</li> </ul>	<ul style="list-style-type: none"> <li>- Printing of the individual census form (3 pages) then two photocopies for the 167,000 civil servants = 167,000 x 3 x 2 = 1,002,000 A4 copy papers = 2,004 Rams.</li> <li>- Printer inks = 400 units,</li> <li>- Toners = 501 units,</li> <li>- Maintenance costs for these two machines.</li> </ul> <p>-----</p> <p>Training for trainers:</p> <ul style="list-style-type: none"> <li>- 8 trainers from the Public Function,</li> <li>- 3 trainers / ministry (central directions)</li> <li>- Training for census takers in the province.</li> </ul> <p>-----</p> <p>Data Entry Operation: \$0.2 per form, including the correction.</p> <p>-----</p> <p>Classification of personnel files from the census. There are important supporting documents to be archived in the Public Function State Secretariat. The filing is done in the archiving room of the Public Function.</p> <p>-----</p> <p>Encouragement incentives for a 15-people permanent team from the Public Function for the whole duration of the operation (9 months), for the coordination, the technical support and assistance, the inspection, supervision of the data entry operation, etc.</p> <p>-----</p> <p>Equipment:</p> <ul style="list-style-type: none"> <li>- one high-speed printer = \$5,400</li> <li>- a photocopier = \$5,700</li> <li>- 4 air conditioners for the archiving room = \$2,200</li> <li>- Tables &amp; chairs for the archiving room = \$ 800</li> </ul> <p>-----</p> <p>Short term consultant for 3 months</p> <p>-----</p>	<p>48,000 \$</p> <p>-----</p> <p>23,000 \$</p> <p>-----</p> <p>33,000 \$</p> <p>-----</p> <p>80,000 \$</p> <p>-----</p> <p>22,000 \$</p> <p>-----</p> <p>14,000 \$</p> <p>-----</p> <p>30,000 \$</p> <p>-----</p> <p>Total = 250,000 \$</p>

6- Table of prerequisites activities in detail and its costs in 1999 (continued)

#	Principle Activities	Start	End	Results / Benefits	Assistance Needs	1999
P.5	<p>Setting up of study on social and economic measures to be implemented to integrate the excess of civil servants in the civil society.</p> <p>The project is implemented with an international consultant</p> <p>The study fields are orderly as follows:</p> <ul style="list-style-type: none"> <li>- Pre-retirement leaves (examples: bonus leave, creating of retirement funds for the private sector),</li> <li>- Privatization (or autonomy) of some activities, examples: Maintenance, security, commercial activities, etc.</li> <li>- Possibilities to combine with advocated measures by the demobilization,</li> <li>- The community development (example: land allocation, + credit + accommodation + rural infrastructure),</li> <li>- The (liberal) professions that do not require investment in infrastructures but which need vocational trainings (examples: mechanical engineerings, computers, secretarial works, accounting, etc.),</li> <li>- The activities that the State can subcontract with small and medium firms or partnerships ,</li> <li>- Manpower exportation.</li> <li>- Agreements with the private sector (regarding some activity sectors) so as they promise to recruit civil servants (% to be defined),</li> <li>- Voluntary leaves.</li> </ul> <p>It is also important that the study focuses on the economic impact that favors the proposed measures.</p> <p>It is obvious that, for efficiency and economic reasons, this study should be done in close collaboration with related public institutions having already not inconsiderable information.</p>	06 / 99	12 / 99	<ul style="list-style-type: none"> <li>- The readjustment of the size of the public function occurs rationally in relation to the local situation.</li> <li>- The reduction in the administration staff is beneficial operation for the country and the civil servants, because the expenses made will contribute to:</li> <li>- the increase in the economic activities of the country and the incomes of the civil servants leaving the public service;</li> <li>- a more reasonable size of the public administration</li> </ul>	<ul style="list-style-type: none"> <li>- The recruitment of an international consultant for a duration of six months. He works within a national team in charge of this project.</li> <li>- The running costs of the project, including the encouragement incentives for the national team.</li> </ul>	<p>60,000 \$</p> <p>_____</p> <p>20,000 \$</p> <p>_____</p> <p>Total</p> <p>=</p> <p>80,000 \$</p>

6- Table of prerequisites activities in detail and its costs in 1999 (continued)

#	Principle Activities	Start	End	Results / Benefits	Assistance Needs	1999
P.6	<p>Implementation of the detailed functional analysis to identify the real needs of the ministries in terms of organization positions required profiles and workforce.</p> <p>a) Preparation</p> <ul style="list-style-type: none"> <li>- Recruitment of a short-term consultant.</li> <li>- Setting up of a three-people team per ministry in charge of the functional analysis of their respective ministry.</li> <li>- Writing by the consultant of a methodology manual on the functional analysis in order to train the officials of ministries in charge of conducting the analysis in their respective ministries.</li> <li>- Organization by the consultant of 5 training sessions (one session per pilot group, knowing the pilot groups 3 and 4 are in the same session).</li> </ul> <p>b) Course</p> <ul style="list-style-type: none"> <li>- The consultant assists the starting of the analysis with two pilot groups.</li> <li>- The analysis should be focused on the following points:                             <ul style="list-style-type: none"> <li>- the interpretation of the allocated missions.</li> <li>- the adequation between the mission and the structure.</li> <li>- Identification of positions in relation to the missions.</li> <li>- Definition of the position profiles and required qualifications.</li> <li>- Determination of the required staff.</li> <li>- Setting up of an adapted mode of functioning.</li> <li>- Identification of necessary tools.</li> </ul> </li> </ul>	03 / 99	11 / 99	<ul style="list-style-type: none"> <li>- The ministries and State Secretariats have at their disposal necessary information to reorganize themselves in relation to their needs.</li> <li>- The RCC can make profits in terms of work efficiency and financial economy.</li> <li>- The civil servants are more motivated because the responsibilities are well defined.</li> <li>- The people will have a clearer vision on the functioning of the public services.</li> </ul>	<ul style="list-style-type: none"> <li>- The recruitment of an international consultant for a duration of six months. He works within a national team in charge of this project.</li> <li>- The running costs of the project, including the encouragement incentives for the national team.</li> </ul>	<p>60.000 \$</p> <p>20.000 \$</p> <p>Total = 80.000 \$</p>

6- Table of prerequisites activities in detail and its costs in 1999 (ended)

#	Principle Activities	Start	End	Results / Benefits	Assistance Needs	1999
P.7	GCSPM : Group of civil servants charged priority missions - Study on the creation and functioning modalities of GCSPM, - Setting up of an implementation plan.	05/99	10/99	- The competent and dynamic civil servants will be rewarded in relation to their effort and efficiency in their works. - The RGC can rely on competent and motivated civil servants to achieve quickly its political agenda	- The recruitment of an international consultant for a duration of six months. He works within a national team in charge of this project. ----- - The running costs of the project, including the encouragement incentives for the national team. -----	60.000 \$  20.000 \$ -----
P.8	The project is implemented with an international consultant. Tasks to be achieved From the Government political plate-form, the consultant achieve the following actions: - Identification and selection of the priority sectors of the Government; - Identification and selection of priority activities; - Identification of optimum position profiles; - Definition of qualified resources; - Definition of selection criteria of resources; - Setting up of objectives to reach by type of activity; - Setting up of means of measures; - Development of a responsibility takeover process by the selected civil servants; - Development of a management mechanism of the selected civil servants; - Setting up of an implementation and evaluation plan.					Total ----- 80.000 \$

