

Options for consideration and discussion in reviewing:

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Policy on Human Resource Management and Development at Sub-national Administration

1. Introduction

1.1 Background

From the 1990s to the new millennium, the public servant management dramatically changed as a result of reconciliation and integration policy under the wisdom and wise leadership of **Samdech Akka Moha Sena Padei Techo Hun Sen** prime minister of the Kingdom of Cambodia. One of the effective policies that has brought peace and development to Cambodia is “**the integration policy**”. The integration is referred to (1) the combination of civil servants and military personnel of all conflicting parties, resulting from the Win-Win strategy of **Samdech Aka Moha Sena Padei Techo Hun Sen**, and (2) integration of civil servant management into a new employment management system through the Royal Government’s administrative reform program 1999-2003.

It is noted that after the integration, the Royal Government has made significant achievements such as (1) the war was put to an end and the national reconciliation was made (2) the national unity was built and the whole country is at peace (3) the country development has been speeded up, and (4) the civil servants were successfully integrated into the new employment management system.

The Royal Government of Cambodia initiated a reform of decentralisation with the establishment of elected Councils in rural Communes and urban Sangkats with the 2001 Law on the Administration and Management of Communes and Sangkats. On 17 June 2005, the Royal Government officially promulgated the Strategic Framework of Decentralisation and Deconcentration. Resulting from the implementation of its policy of Sub-National Democratic Development (SNDD), as set out in the 2005 Strategic Framework, the legal framework for the current stage of the reform was established by the 2008 Law on Administrative Management of the Capital, Municipalities, Districts and Khans ("Organic Law"). In line with the 2008 Law on the Elections of Capital Council, Provincial Councils, District/Municipal/Khan Councils, the election of these sub-national councils in May 2009 set in motion the second stage of SNDD reform.

Furthermore, the Royal Government aimed to set up a unified administration system to lead and facilitate the process of sub-national democratic development. This change is just a pre-condition for a modification of the public human resources management system in line with the evolution of the strategic framework for decentralization and deconcentration reform.

The new structure of the Capital/Provinces and the Districts/Municipalities/Khans shall consist of the Council as the decision-making body with discretionary resources and control over executive and administrative structures that implement its decisions and are accountable to it; as the executive, the Board of Governors that manages the implementation of Council decisions and the Council Administration that supports the implementation and is accountable to the Council for implementing its decisions.

To oversee the implementation of the RGC's SNDD policies and strategies, the Organic Law established the inter-ministerial National Committee for Democratic Development at Sub-National Level (NCDD). The NCDD developed the National Program for Sub-National Democratic Development 2010 – 2019 (NP-SNDD), and this was approved by the RGC on 28 May 2010. The NP-SNDD was officially launched in 9th, August 2010 at a national forum presided over by Samdech Akka Moha Sena Padei Techo HUN SEN, Prime Minister of Kingdom of Cambodia.

1.2 Rationalization

The Law on Administrative Management of Capital, Provinces, Municipalities, Districts, and Khans requires government ministries and institutions to review and transfer functions and duties to sub-national Councils. Concurrently with the transfer of functions, Councils must also receive the corresponding finances, assets and resources (including personnel) needed to perform the functions (Organic Law, Art. 262; Sub-Decree 68/2012). In addition to these transferred functions, a Council can take the initiative to implement permissive functions related to economic and social matters, social protection, infrastructure and other areas related to the welfare of their communities and may hire personnel to implement those functions.) !

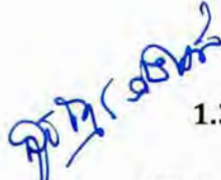
not in Khmer For these purposes as well as for general administrative tasks, a body of personnel needs to be established under the authority of the sub-national administrations. The Organic Law (Art. 263, 264) requires that a statute be approved to govern sub-national personnel so that Councils have authority over their personnel related to recruitment, appointment, management, promotion, termination, salary levels and other benefits, and capacity development (Organic Law, Art. 162, 173-178, 182, 264). Personnel have the role to implement the Council's functions and to perform the day-to-day work of the sub-national administration (Organic Law, Art. 141, 173, 179, 182, 183; Sub-decree 215, Art. 42, 101; Sub-decree 216, Art. 42, 99, 160).

The Capital Council and every Provincial, District, Municipal and Khan Council shall have:

- a Board of Governors appointed by the national level,
- an Administration Director and Deputy Administration Directors appointed by the Ministry of Interior upon the request of the Council and Governor,
- a Chief of Finance hired by the Council upon the approval of the Ministry of Economy and Finance upon request of the Ministry of Interior, and
- other personnel appointed by the Council to work under the direct management and supervision of the BoG.

According to this rationalization, a human resource strategy for longer-term organizational needs of sub-national administrations and individual career development is needed

(Organic Law, Art. 264) in addition to transitional arrangements for the management of staff currently assigned to sub-national administrations.



1.3 Roles and Responsibilities

With this regard, the NCDD shall be responsible for defining policy and strategy for ensuring a proper review and redeployment of personnel. The role of the State Secretariat for Civil Service is to ensure that the transitional arrangements are consistent with current national codes and procedures and to develop new arrangements under the National Program for Public Administration Reform (NPAR). Within the scope of the NPAR, there is a need to address specific aspects of the NP-SNDD, especially those related to (a) the autonomy of SNAs in appointing and managing staff and (b) the nationally agreed remuneration scales and schemes. The NCDD shall define the category of personnel for councils and define measures to review and redeploy these personnel to ensure that the number of civil servants does not increase (OL Art. 264).

2. Definition and Scope



Human resource management and development of sub-national administration refers to the application of action, management and utilization of human resource at sub-national administration within the frame work of efficiency, productivity and responsive to job requirement and an execution of enhancement and expansion of capacity of staff and civil servants through development of knowledge, skills, experiences, and changing behavior and attitude of civil servants from managers to service providers with culture of services, motivation, loyalty, code of conduct and high professionalism.

Actions of human resource management and development at sub-national administration refers to human resource planning, performance management, recruitment and selection, movement of administrative status of civil servants, system of reward and sanction, redeployment of personnel, leave, code of conduct, remuneration system, training, career development and social security scheme for the civil servants.

Personnel within sub-national administration are referred to as council personnel. Council personnel consist of civil servants and non-civil servants. Council personnel who are not civil servants consist of contract staff, part-timers and technical advisors. Those are considered as assisting staff working for units of councils but they are not civil servants.

Council personnel may be shared by two or more Council (Organic Law, Art. 236).

Personnel of sub-national administration include:

1. Integrated personnel: When Councils first took office in 2009, civil servants of the former appointed administrations within the body of Ministry of Interior were integrated into the new sub-national administrations. These personnel, who are mainly administrative, are now managed and supervised by the Council and board of governors. (Organic Law, Art. 281; Sub-decree 215, Art. 144; Sub-decree 216, Art. 206)
2. Hired personnel: Councils are entitled to hire personnel as needed. All Councils must hire a chief of finance that is approved by the Ministry of Economy and Finance upon request of the Ministry of Interior. In the event that integrated personnel (see above) are insufficient for administrative needs, a Council is entitled to hire personnel within the body of civil servants of other Ministries. Hired personnel will be governed by the statute on sub-national personnel. (Organic Law, Art. 173, 176, 177, 268; Sub-decree 215, Art. 144; Sub-decree 216, Art. 206)
3. Appointed personnel: The sub-national Administration Directors and deputies are currently appointed by the Ministry of Interior to work with Councils upon request of the governor as approved by the Council. These personnel are governed by the national civil service legal framework. (Organic Law, Art. 141, 183; Sub-decree 215, Art. 42, 101; Sub-decree 216, Art. 42, 99, 160)
4. Transferred/Re-deployed personnel: The Organic Law provides that when a sectoral function is transferred by a Ministry to a Council, the civil servants who are already implementing that function must be transferred (re-deployed) to become Council personnel. Personnel who are re-deployed to a Council cease to be personnel of the line Ministry and they become personnel of the Council. Re-

deployed personnel will be governed by the statute for sub-national personnel.
(Organic Law, Art. 173, 174, 200, 217, 262)

5. Personnel accompanying functions that are delegated by the Capital or Municipalities: The Capital delegates functions and provides corresponding resources – including personnel – to Khan and Sangkats. The same is the case for Municipalities that delegate functions and provides corresponding resources to Sangkats. (Organic Law, Art. 108, 112; Sub-decree 216, Art. 182; Sub-decree 68, Art. 29)

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This policy applies to sub-national administrations at Capital/Provincial, District/Municipality/Khan levels. The policy and strategy shall result in institutionalizing the system of human resource management and development within sub-national administrations with personnel who are dynamic, motivated and responsive to actual situation and development of the country.

Organization and implementation of policy on human resource management and development within sub-national administration is an essential means to actively participate in enabling sub-national administrations to manage their personnel in accordance with the Organic Law and the Common Statute of Civil Servants and improving efficiency and effectiveness of the implementation of Policy on Human Resource in Public Administration and to be in consistent with:

- Law on Common Statute of Civil Servants of the Kingdom of Cambodia
- Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans
- Law on the Management of Commune/Sangkat
- National Program for Public Administrative Reform
- National Program for Sub-National Level Democratic Development
- Relevant norms and regulations on civil servants management.



3. Vision

The vision of this policy is to develop a system of human resource management and development within the sub-national administrations to ensure the utilization of human resources within the framework of productivity, efficiency and effectiveness in response to the requirement of sub-national democratic development and national development.

4. Goal and objectives

4.1. Goal



The goal of this policy is to translate human resource management and development at sub-national administration to be more competent, productive, loyal, motivated, of high morale and high professionalism.

4.2. Objectives

This policy contributes to this overall goal with the following specific objectives:

Objective 1: to establish a body of personnel of sub-national administration (in line with the definition above).

Objective 2: to develop a permanent system of human resource management and development within sub-national administrations in response to the actual local requirement and in line with national standards.

Objective 3: to strengthen and expand capacity, skills, knowledge, experience, code of conduct, professionalism, and understanding of the legal norms and policies of the Royal Government.

5. Strategy

5.1 Strategy to reach objective 1

5.1.1 Transitional arrangement

Transitional arrangement is to set a guideline or provisional procedures to manage sub-national personnel before the permanent legal framework for sub-national personnel has been prepared and promulgated. During the transitional period, some necessary guidelines and procedures need to be set up as follows.

- Establishing legal framework for the management of sub-national personnel before having a particular statute of body of personnel of sub-national administration.
- Publicizing and implementing relevant regulations.
- Establishing supporting working group in implementing relevant regulations.
- Evaluating the results of the implementation provisional regulations to take experience and used as input for developing permanent legal framework; the process of transition should go along with an empirical research to analyze new approaches as basis for the permanent legal framework.

Those guidelines or provisional procedures need to clarify the transitional status for each of the required categories of personnel of sub-national administration:

- Integrated personnel:

- Currently: integrated personnel are assigned from the Ministry of Interior
- Transitional period:

1. For the personnel assigned from the Ministry of Interior, most employer functions could be transferred to the Council.

- Full budget control: the funds for salaries could be transferred to the Council budget and managed by the Council.
- Partial establishment control: control for the overall appointed personnel numbers could be transferred to the Council, but not the possibility to deploy this personnel within its jurisdiction.
- Partial recruitment: Planning and requesting through the Council, but no authority to hire contracted or permanent personnel.
- No career management: Ministry of Interior keeps authority to offer promotion and transfer

- Full performance management: Council directs and supervises assigned personnel, conducts evaluations and disciplines.
 - No pay policy: Ministry of Interior keeps the authority to set pay rates and allowances.
2. If personnel from the Ministry of Interior is not available to be assigned, the positions can be filled with contracted staff, which is recruited to fulfill certain administrative functions for a defined time period. More employer functions should then be transferred to the Council.
- Full budget control: Salaries could be financed through the D/M Fund and managed by the Council.
 - Full establishment control
 - Full recruitment
 - Full career management
 - Full performance management
 - But no pay policy: The Ministry of Interior should set pay rates and allowances in the transitional period

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- Hired personnel:
 - Transitional period: For hired personnel, almost all employer functions should be transferred to the Council.
 - Full budget control
 - Full establishment control
 - Full recruitment
 - Full career management
 - Full performance management
 - But no pay policy: The Ministry of Interior should set pay rates and allowances in the transitional period
- Appointed personnel:

- Currently: Governor, Deputy Governor, Directors and Deputy Directors of Administration as well as C/S clerks are appointed by the Ministry of Interior
- Transitional period: appointed personnel should be managed and supervised by the Council while keeping key employer functions with the Ministry of Interior. For the long-term, the respective Articles of the Organic Law should be examined to change the status from a civil servant of the state to a civil servant of the Council.
 - Full budget control: the funds for salaries could be transferred to the Council budget and managed by the Council.
 - Partial establishment control: control for the overall appointed personnel numbers but no possibility to deploy them within its jurisdiction.
 - Partial recruitment: Planning and requesting through the Council, but no authority to hire contracted or permanent personnel.
 - No career management: Ministry of Interior keeps authority to decide upon promotion and transfer
 - Full performance management
 - No pay policy: Ministry of Interior keeps the authority to set pay rates and allowances.
- Transferred/Re-deployed personnel:
 - Currently: no functions re-assigned yet
 - Transitional period:
 1. Personnel transferred (re-deployed) from a line Ministry should be managed and supervised by the Council while keeping key employer functions with the line Ministry.
 - Full budget control
 - Partial establishment control: control for the overall appointed personnel numbers but no possibility to deploy them within its jurisdiction.

- Partial recruitment: Planning and requesting through the Council, but no authority to hire contracted or permanent personnel.
 - No career management (stays with line Ministry)
 - Full performance management
 - No pay policy: (stays with line Ministry determining details for the function)
2. Personnel for the re-assigned functions could be gained through contracted staff
- Full budget control: Funding from line ministries comes with the function / or funding from DPs (this has to ensure that sustainability is nevertheless achieved) transferred to the Council budget and managed by the Council.
 - Full establishment control
 - Full recruitment
 - Full career management
 - Full performance management
 - No pay policy: (stays with line Ministry determining details for the function)
- Personnel accompanying functions that are delegated by the Capital or Municipalities:
 - Currently: no information on whether functions have already been delegated
 - Transitional period:
 1. Personnel delegated should be managed and supervised by the Khans and Sangkats while keeping key employer functions with the Capital or Municipalities.
 - Full budget control
 - Partial establishment control: control for the overall appointed personnel numbers but no possibility to deploy them within its jurisdiction.

- Partial recruitment: Planning and requesting through the Khans and Sangkats, but no authority to hire contracted or permanent personnel.
- No career management (stays with Capital or Municipalities)
- Full performance management
- No pay policy: (stays with Capital or Municipalities)

2. Personnel could be contracted staff in the framework of a delegation agreement

- Full budget control
- Full establishment control
- Full recruitment
- Full career management
- Full performance management
- No pay policy: (stays with Capital or Municipalities)

5.1.2 Developing a permanent legal framework

Based on transitional application, sub-national administration need to develop a permanent legal framework for the management of its personnel which must be applied the following guidelines:

In order for the sub-national administration to effectively achieve sub-national democratic development, to perform permissive functions chosen upon its initiative as well as those transferred from the central government ministries and institutions, a permanent legal framework for the council personnel is needed. This requires establishing a **Particular Statute on Body of Personnel of Sub-National Administration that:**

- is consistent with the Law on Common Statute of Civil Servants of the Kingdom of Cambodia and relevant regulations on civil servants management
- Clarifies incentives to work in SNA with lower ranks

- Sets flexible procedures for enabling the transfer in and out of sub-national and national civil servants (transfer of civil servants between national and sub-national level) as well as the protection of benefits for those civil servants
- Gives priority to women, ethnic minorities, and disabled persons in the recruitment into the civil service cadre, promotion, and appointment by defining quota and other incentives.

The Particular Statute on Body of Personnel of Sub-National Administration needs to clarify the long-term categories and ranks for

- Integrated personnel
- Hired personnel
- Appointed personnel:
- Transferred/Re-deployed personnel:
- Personnel accompanying functions that are delegated by the Capital or Municipalities.

The Particular Statute also needs to clarify the long-term status of the above mentioned personnel:

- Full budget control: the funds for salaries shall be in the Council budget and managed by the Council.
- Full establishment control: control for the overall personnel numbers and the possibility to deploy this personnel within the Council jurisdiction.
- Full recruitment: Planning (from job description over public advertisement, evaluating written documents and oral presentation) until the decision and its implementation through the Council and authority to hire contracted or permanent personnel.
- Full career management: Council establishes a career-system, following the education system (matching the level of exams with the entrance to the civil service) and guaranteeing standards of quality through basic principles for civil service

(skills and abilities, equal treatment, performance evaluation, etc.). Council has the authority to offer promotion and transfer.

- Full performance management: Council directs and supervises assigned personnel, conducts evaluations and disciplines.
- Full authority for category and pay policy: Sets full scale of groups and ranks: the present situation that the bodies at the sub-national level cannot offer the higher ranks in the position scale (group A totally and group B limited) has negative effects on recruitment of personnel with high quality and on the attractiveness of the sub-ordinated level in general. Therefore the full scale should be opened for this level. On the other hand, the risk to extraordinarily extend the position system must be limited. There are two instruments: first, the responsibility of the body of the sub-national level for the budget of which the costs of personnel are part of; second, a system of positions like a pyramid <upper levels: not more than 25 % of the positions of the next lower level>, regulated by a sub-decree of the Royal Government. Council also sets pay rates and allowances.

Moreover, other relevant regulations need to be reviewed and adapted to ensure consistency.

The transfer of management of personnel to sub-national administration shall be gradually conducted, before and after a particular statute of body of personnel of sub-national administration is officially promulgated. The transfer shall apply the following approaches:

- Delegating authorities or jurisdiction of personnel management to sub-national administration
- Transferring functions, duties and responsibilities and autonomous decision making to sub-national administration
- Delegation and transfer of functions, duties, authorities, jurisdictions and resources to sub-national administration shall be timely defined by Prakas or sub-decree.

5.2 Strategy to reach objective 2

5.2.1 Development of human resource management and development instruments for the sub-national administration system

- Human resource planning

- Establishing an organizational structure for the sub-national administrations
- Establishing position descriptions for the positions given in the organizational structure
- Establishing an annual human resource planning
 1. Describe sub-national administrations' current workforce
 2. Describe sub-national administrations' current competency profiles
 3. Determine sub-national administrations' future required workforce
 4. Conduct workforce gap analysis
 5. Develop an HR strategy to fill the workforce gaps (internal reassignment, promotion and succession planning, HR development, or new recruitment)

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- Performance Management

- Based on the position descriptions, establishing clear objectives and direction of work
- Defining indicators and expected results
- Defining terms of employment
- Establishing work plan and action plan
- Establishing contract of employment
- Regular performance evaluation and report
- Applying system of reward and sanction
- Preparing and applying monitoring and evaluation system

- Human Resources Development

- Describing sub-national administrations' current competency profiles
- Establishing a Human Resources Development Information System (HRDIS)

1. including database on existing competencies and functionalities
 2. updated as learning programs are completed and new competencies are acquired
 3. including data on identified needs, ongoing and planned HRD programs
- Establishing a database on training events
 - Defining capacity development requirement for sub-national personnel and minimum period of annual training for each personnel
 - Developing Capacity Development Baseline for sub-national personnel
 - Based on gap analysis from workforce management, determine HR development plan on unit level
 1. Units prepare plans based on periodic appraisal of staff
 2. Monitoring and evaluation of the development activities
 - Implement HRD activities
 1. Organizing initial, continued and based on demand training programs
 2. Organizing training programs for managerial level
 3. Organizing foreign language program, especially French or English for sub-national personnel
 4. Mentoring programs to enhance the use of competencies
 5. Self-learning, on-the-job training and the sharing of experiences;
 6. Establishing incentive system after training
 7. Establishing mechanism for monitoring and evaluation of capacity development.
- Personnel Management
 - Recruitment and selection
 1. Establishing fair, merit based and transparent selection processes
 2. Defining roles and responsibilities in the recruitment and selection process
 3. Defining eligibility criteria
 4. Defining prioritized measures of recruitment for target groups (women, minorities...)

- Promotion and Progression
 1. Establishing principles (esp. seniority and performance) for promotion and progression
 2. Defining roles and responsibilities in the recruitment and selection process
 3. Defining eligibility criteria
- Transfer and secondment
 1. Establishing principles for transfer and secondment
 2. Defining roles and responsibilities in the transfer and secondment process
 3. Defining eligibility criteria
- Conduct and Discipline
 1. Defining the rules to be obeyed
 2. Defining disciplinary measures
 3. Defining roles and responsibilities in the disciplinary process
- Exit from the Civil Service
 1. Defining principles for retirement of civil servants
 2. Defining roles and responsibilities in the retirement process
 3. Defining principles for termination of contracted personnel
 4. Defining roles and responsibilities in the process of terminating contracted personnel

5.2.2 Implementation of the sub-national administration system for human resource management and development

Option 1:

SSCS, NCDD-S and MoI determine all basic rules and principles for HRM and HRD in the new Particular Statute for Civil Service on the sub-national level. Some key aspects for a respective statute are elaborated in Annex 1.

Option 2:

SSCS, NCDD-S and MoI develop completely new

- Definitions of rules and principles for the above mentioned HRM and HRD components
- Templates for the above mentioned HRM and HRD components considering the specifics of the sub-national level.

Option 3:

SSCS, NCDD-S and MoI use the already existing rules, principles and templates for HRM and HRD

- These may include for instance already existing templates or generic job descriptions within the jurisdiction of MoI
- This may also include setting up a Prakas with CAR-S and adopt those principles and templates, which have been developed for instance for the Performance Management System (PMS) and the Policy for Human Resources in the Civil Service.

5.3 Strategy to reach objective 3

In order to strengthen and expand capacities, skills, knowledge, and experience to implement the permanent system of human resource management and development at sub-national administration, two options can be defined.

Option 1 (transitional):

- a. Developing the capacities on HRM and HRD within the HR units in sub-national administration (in C/P these are the HRM Divisions, in D/M/K these are the Administration and Finance Offices)
 - Planning, coordinating and conducting training to enhance HRM and HRD skills
 - Developing guidelines and manuals providing advice on how to use the different HRM and HRD instruments

- Providing periodic training to all managers
 - Defining capacity development requirements for sub-national personnel and minimum period of annual training for each personnel
 - Developing Capacity Development Baseline for sub-national
 - Organizing initial, continued and based on demand training programs
 - Organizing foreign language program, especially French or English for sub-national personnel
 - Establish incentive system after training
 - Establishing mechanism for monitoring and evaluation of capacity development.
- b. Modeling the application of HRM and HRD instruments in selected sub-national administrations (could be based on the Sub-national Modeling Approach used by NCDD-S in cooperation with EU-SPACE)
- Development of an HR instrument (e.g. guideline and template for a performance appraisal)
 - Pre-training with selected sub-national administrations is conducted including consultative workshops to improve the first draft
 - The revised HR instrument is introduced to sub-national administrations by coaches
 - After coaching for two to three months, further recommendations for revisions are presented
 - Based on the recommendations, the HR instrument is finalized for dissemination to other sub-national administrations

In this transitional process the national level has a specific function and responsibility. The central level should lead and coordinate this process and support the newly formed units of HRM in the sub-national authorities. The skills, knowledge and experience of the special institutions (SSCS, NCDD-S, CAR-S) should be activated.

Option 2 (long-term):

a. Establishing long-term support structures for HRM and HRD

- Establish General Department of Sub-National Human Resource Management and Development (concentrating on monitoring and support and not on steering and control)
- Establish a capacity for education and training for civil servants on the sub-national level. There are different options:
 - Extension of the functions and capacities of existing institutions (universities, Royal School of Administration). The existing institutions on education and training for the public administration focus more on the state administration, the central institutions and on middle and higher management levels. The sub-national authorities need personnel that have knowledge on the specific conditions of these levels and especially on conducting and implementing programs and laws in the format of deciding single cases (operational dimension; direct contacts with the citizens and entrepreneurs).
 - A new institution under the responsibility of the Royal Government, represented by the Ministry of Interior; the education and training of personnel of the sub-national authorities requires new programmes, because the concept of decentralization of the Royal Government of Cambodia is very substantial and is asking for an understanding of the personnel of this new system and for different skills and abilities than in a centralized system. That means that the programmes have a new profile which needs to be worked out by an institute that is concentrating only on these levels and new situations.
 - A new institution under the responsibility of the sub-national authorities or their respective organization (League of cities, municipalities and communes). This option 3 differs from option 2 in the question of ownership. As far as the programmes aim at the

personnel of the sub-national authorities, it makes sense that these authorities should have the lead and ownership of the training institute. This can be organized in a format that the authorities (municipalities, communes etc.) are members of the respective institution or their associations take over this role (League of Cities and Communes e.g.). This solution can be found in several European states (including Germany, where often a combination of the ownership of the state and of the authorities of local-self-governments arranged).

- Establish National Institute for Sub-National Administration and Regional School of Administration.
 - Regional branches and programmes conducted in the regions are a necessary element of all three options.
- b. Based on modeling experiences, approve final HRM and HRD instruments and apply in all sub-national administrations

6. IMPLEMENTATION OF THE REFORM

6.1. The implementing and relevant institutions

- Secretariat of National Committee for Sub-national Democratic Development, State Secretariat for Civil Service and Ministry of Interior are leading implementing institutions.
- Secretariat of National Committee for Sub-national Democratic Development (NCDD-S) and Secretariat General of Council for Administrative Reform (CAR-S) are collaborating and coordinating partners on the implementation.
- The core institutions above are in charge of coordinating ministries and relevant national institutions as well as sub-national administration in implementing this policy.

- In situations of conflicts, the NCDD and its Secretariat shall be active to solve these conflicts in time.

6.2. Mechanism establishment

- National Committee for Democratic Development at Sub-National Level, State Secretariat for Civil Service and Ministry of Interior should collaboratively establish national Training Institution (National Institute for Sub-National Administration) and at sub-national level (Regional School of Administration). Priority should be given to enlarge the functions and capacities of existing institutions (universities, Royal School of Administration, see above).
- State Secretariat for Civil Service should establish supporting mechanism as indicated in fifth strategy.

6.3. Action Plan

The implementing institutions have to develop an action plan and budget for ensuring effective and accountable implementation. The implementation shall be carried out in the following phases:

- Phase 1: The development of policy on human resource management and development at sub-national level, a particular statute for the management of sub-national personnel and other related legal instruments (2011-2014).
- Phase 2: Dissemination, pilot implementation, and evaluation (2013-2015)
- Phase 3: Human resource and organizational development (2013-2018)
- Phase 4: Transformation from pilot situation and evaluation into permanent status (2016-2019)

6.4. Financial support

- Royal Government
- Development partners, and
- Other sources

7. MONITORING AND EVALUATION

The National Committee for Democratic Development at Sub-National Level (NCDD) has the duty to monitor and evaluate of the policy implementation process. The NCDD Secretariat assists NCDD in implementing this duty.

8. CONCLUSION

This policy paper demonstrates an additional new progress in the context of human resource development and management system in the public sector. This progress is a methodological change in management and organization of personnel of sub-national administration in order to be in consistent with decentralization and deconcentration

policy, policy on human resource in the public administration, Law on Common Statute of Civil Servants of the Kingdom of Cambodia, Law on Administrative Management of the Capital, Provinces Municipalities, Districts and Khans, as well as to significantly contribute to democratic development at sub-national level. If properly developed and implemented, Cambodia can compete with many states in the region and beyond.

In the mean time, this policy indicates its vision to develop human resource development and management system at sub-national administration. This includes goal and objectives to be carried out to ensure support and reinforcement of good governance in the public sector human resources management. Additionally, identified strategies to be implemented to ensure that sub-national human resource is capable of providing public services within the framework of efficient, accountable, quality, professionalism and responsive to actual local requirement.

An implementation of identified strategies is to lay a strong foundation for the Royal government to strengthen accountability, efficiency and effectiveness of civil service management in Cambodia. In general, this policy shall institutionalize:

First: permanent legal framework for managing sub-national personnel in accordance with practical requirement of sub-national administration and the protection of benefits for sub-national personnel.

Second: System of human resource management and development at sub-national administration that create favorable conditions for coordinating and strengthening public sector human resource management and capacity development within consistency and efficiency.

Third: Enhancing and expanding the implementation of gender mainstreaming strategy in the civil service at sub-national administration and deeply anchoring public understanding of gender mainstreaming strategy in order to translate labor force, intelligence and active participation of women in promoting family and socio-economic development as well as in ensuring progressiveness, prosperity and harmonization of the country's democratic development process.

Fourth: Active participation in strengthening and expanding democratic development at sub-national level, reducing poverty of local people and laying strong economic foundation to ensure the eternality of the country's development process through productive, efficiency and effectiveness of the utilization of public sector human resource.

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១.២. សនិទានភាព	២
១.៣. តួនាទីនិងការទទួលខុសត្រូវ	៣
២. និយមន័យ និងវិសាលភាព	៣
៣. បក្ខវិស័យ	៤
៤. គោលបំណងនិងគោលដៅ	៤
៤.១. គោលបំណង	៤
៤.២. គោលដៅ	៥
៥. យុទ្ធសាស្ត្រ	៥
៥.១. យុទ្ធសាស្ត្រដើម្បីសម្រេចគោលដៅទី១	៥
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៥.២.១. ការអភិវឌ្ឍប្រព័ន្ធគ្រប់គ្រងនិងអភិវឌ្ឍធនធានមនុស្សនៅរដ្ឋបាលថ្នាក់ក្រោមជាតិ	៧
៥.២.២. ការអនុវត្តប្រព័ន្ធគ្រប់គ្រងនិងអភិវឌ្ឍធនធានមនុស្សរបស់រដ្ឋបាលថ្នាក់ក្រោមជាតិ	៩
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៦. ការអនុវត្ត	១០
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៧. ការតាមដាន ការត្រួតពិនិត្យ និង ការវាយតម្លៃ	១១
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