

III. PUBLIC ADMINISTRATION REFORM

A. Policy Priorities for the Fifth Legislature

4.1 RGC will further focus on implementing the **three core strategies of the National Program for Administrative Reform** through:

1. Strengthening the quality and delivery of public services through the implementation of the Policy on Public Service and the Guide on Public Services Standards to improve their responsiveness, reliability, effectiveness and efficiency. The Guide indicates five standards of public service including (1) quality of information; (2) accessibility; (3) reception; (4) meeting commitments to users and to set governance principles; and, (5) feedback and recourse mechanism. This will entail the establishment of mechanisms for monitoring and evaluating the implementation of the public services standards and for their yearly certification and recognition.
2. Strengthening the management and development of human resources within the Civil Service through the implementation of the Policy on Human Resources to enhance performance within the Civil Service and uphold values of service, motivation, loyalty and professionalism. The policy is articulated around five strategies: (1) improve the operational systems of organization and management of the workforce; (2) enhancing the effectiveness of HR practices and processes; (3) implementing a performance management system; (4) better using existing competencies and developing new ones; and, (5) enhancing the quality and delivery of training.
3. Further reforming the compensation regime of civil servants. The Royal Government functions a task force with the mandate to reform compensation and introducing payroll through banking system. Further compensation reform will need to meet principles of efficiency, equity, affordability and consistency. This would involve gradually increasing the real value of compensation to levels adequate to enforce discipline and to attract, retain and motivate talents while maintaining macro-economic stability.

These three strategies of the Royal Government closely interlinked and will be implemented in coordination with other reforms such as the reform of public financial management and deconcentration and decentralization to strengthen good governance.

B. Planned Actions to Implement the Prioritized Policies

4.2 In order to achieve the three priority policies, **Ministry of Civil Service (MCS)** will carry out the following key activities including:

1. Strengthening the quality and delivery of public services:

- Continue to disseminate the Policy on Public Service Delivery;
- Update, disseminate and monitor the implementation of the Compendium on Public Services;
- Disseminate and facilitate the implementation of the Guide on Public Services Quality Standards by ministry;
- Facilitate the development and implementation of service commitments codes/charters;
- Develop and implement targeted training for ministerial service providers;
- Support the streamlining of service delivery procedures and processes;
- Promote the use of ICT to enhance the delivery of public services;
- Conduct research and establish user feedback and recourse mechanisms;
- Conduct research and establish mechanisms for quality accreditation and rewarding best practices;
- Promote the further deployment of Special Operating Agencies by ministries.

2. *Improving the management and development of human resources:*

- Review and amend the legal and regulatory base for HR management and development;
- Enhance the organization of work through clarifying roles and responsibilities between units and the use of position descriptions;
- Further develop HR planning including medium and long term rolling plans addressing recruitment, deployment, training and succession needs;
- Streamline HR management processes making them more transparent and merit;
- Develop and deploy a Performance Management System linked to promotion, deployment, compensation and training and development processes;
- Strengthen the implementation of standards of ethics and discipline;
- Develop and deploy competency profiles for selected positions;
- Conduct periodic analysis to determine evolving competencies and competency needs and update the HRMIS;
- Develop and implement mechanisms to ensure that training is demand driven;
- Develop and implement curriculum to address priority technical, personal and inter-personal skills;
- Promote the Provision of mandatory short-term training for new recruits and for managers;
- Develop institutional capacity for ongoing training including the establishment of a national institute, of a distance learning capability and of partnerships with Cambodian and foreign training providers;
- Further develop the capacity of ministerial HR units and staff;

3. *Reform of Compensation:*

- Further implement the payment of salary and allowances through the banking system;
- Gradually increase base salary for civil servants base on budget affordability while maintaining macro-economic stability;
- Review the percentage of allowance to base salary;
- Strengthen the management and remuneration of contractual and floating staffs;
- Establish mechanisms to ensure the integrity of the system and equity within and among institutions and between civil servants and security and armed forces and link pay to performance.

