

Experience of Administrative Reform in Cambodia

“Local Democratic Governance”



Presented by
NUOM Sokhon,
Working Group of PAR

ID: MEP08042, E-mail: knuom@yahoo.com

1

Outline:

1. Introduction
2. Administrative Reform in Cambodia
3. Case Study of Battambang District Administrative Reform
(new administrative system for local self-government)
4. Assessment and Conclusion



2

I. Introduction to Cambodia

Location	South East Asia
Capital	Phnom Penh
Land Area	181,035 km ²
Population	13,388,910 (2008)
Language	Khmer
Currency	Riel (US\$1 = 4000 Riels)
Major Export	Garments/Textile Product Wood Furniture ,Rubber and Rice
Average GDP 2003 - 2007	10.6%
GDP per Capita (2008)	700 USD



3

I. Introduction to Cambodia (con.)

Two decades of civil war (1970 -1997)

Soviet-Vietnam style socialism (1979 – 1992)

Peace Keeping Operation of UNTAC (1992-1993)

National Election conducted by UNTAC in 1993

Constitutional Monarchy System

Democratization and Market Oriented Economy

Bicameral system (National Assembly & Senate)

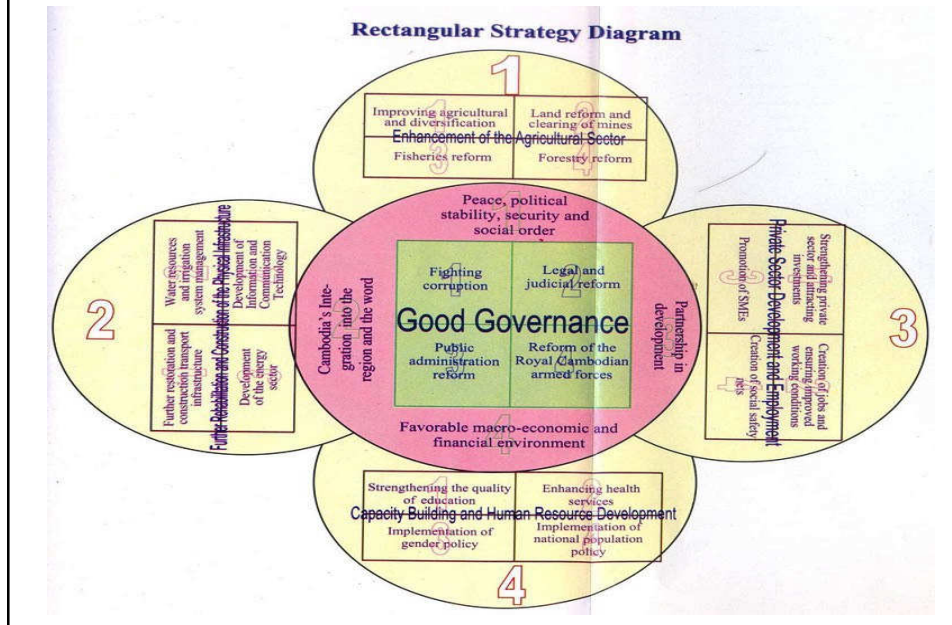
Ruling Party (CPP) domination (1979 - Present)

Centralized Government (Top down) ?

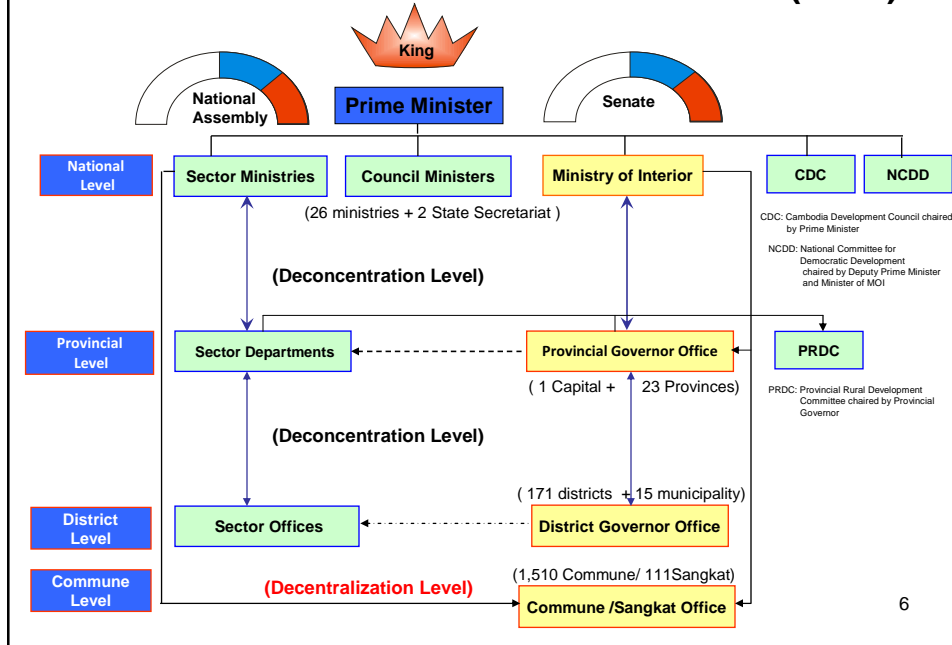


4

2. Administrative Reform in Cambodia



2. Administrative Reform in Cambodia (Con.)



2. Administrative Reform in Cambodia (Con.)

(Distribution Roles and Duties between Central and Local Administration)

Sector		Social Safety	Social Resources	Education	Sanitation/ Social Affairs
State/Central Level		<ul style="list-style-type: none"> · Diplomacy · National defense · Court · Prison · Police · Fire · Identification cards 	<ul style="list-style-type: none"> · National roads · Airports · Ports · Rivers · Mountains · Forests · Passports 	<ul style="list-style-type: none"> · Universities · High Schools · Primary Schools · Kindergartens · Vocational schools 	<ul style="list-style-type: none"> · Insurance · Medical License · Pharmaceutical License · Health Centers · Industrial wastes · Clean water
Local Authority	Capital / Province	<ul style="list-style-type: none"> · Police (under supervision of national level) 	<ul style="list-style-type: none"> · Municipal/provincial roads · Ports/ferry docks · Drainage 		<ul style="list-style-type: none"> · Garbage
	District / <i>Khan</i>	<ul style="list-style-type: none"> · Police (under supervision of the national level) 	<ul style="list-style-type: none"> · District/<i>Khan</i> roads · Ports/ferry docks · Retention or copy of civil registration certificates 		
	Commune/ <i>Sangkat</i>	<ul style="list-style-type: none"> · Civil registration · Residence record 	<ul style="list-style-type: none"> · Commune/ <i>Sangkat</i> road 	<ul style="list-style-type: none"> · Community kindergartens 	

(Source: GLDA, MOI, 2008)

7

2. Administrative Reform in Cambodia (Con.)

The progress of Administrative Reform:

- 2002: Decentralize and empower to C/S Level by establishing C/S Council (direct election) in accordance with “Commune Law”.
- 2004: Implementing 2 Pilot Projects “Provincial Town in Cambodia” As partnership of Decentralization and Deconcentration (D&D) Reform under the support of GTZ and European Commission.
- 2005: Established Strategic Framework for Decentralization and Decentralization (D&D) Reform.
- 2008: Decentralize and empower to District and Provincial level by establishing councils (Indirect election) in accordance with the New Organic Law (*RGC learnt a lot from Japanese system*).

8

2. Administrative Reform in Cambodia (Con.)

Why Royal Government of Cambodia decentralizes power to C/S level?

1. Effectiveness of local decision making through democratic representative (*Bottom up approach*)
2. Effectiveness of public service delivery (*Moving public service close to citizens*)
3. Effectiveness of resources allocation for providing public services and local development (*utilizing local resources, resources from national transferring and from Donor/ODA*)



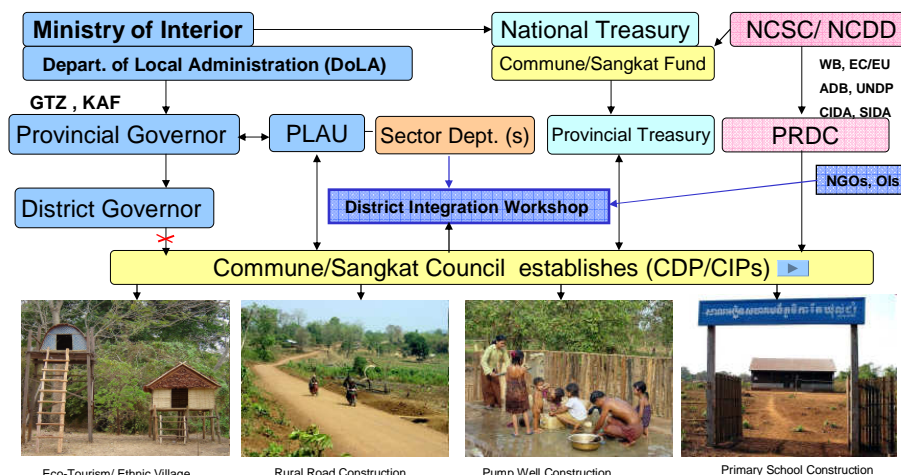
(Speech of H.E Deputy Prime Minister, Minister of Interior on 7 April, 2009)



9

2. Administrative Reform in Cambodia (Con.)

Decentralized power to Commune/Sangkat level



NCSC: National Committee to Support C/S chaired by Deputy Prime Minister, Minister of Interior (MOI) and other concerned ministries are member (2002 – 2006) as coordination body at national level.
 NCDD: National Committee for the Management of Decentralization and Deconcentration Reform took over from NCSC in 2006
 PRDC: Provincial Rural Development Committee chaired by Provincial Governor
 PLAU : Provincial Local Administration Unit as coordinator at provincial and assistant governor on C/S affairs.

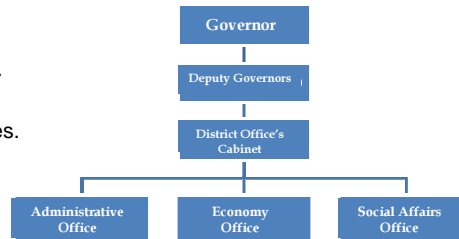
10

3. The Case Study of Pilot Project “Battambang Provincial Town”



The Situation of Battambang District Administration before Reform:

- Public service delivery is highly bureaucratic and time consumed.
- Citizens have to pay extra money when they want to get any services.
- Lack of transparency in providing public services.
- Most of social services are not under the jurisdiction of district.
- Lack of mechanism for the participation of citizens.
- District's budget is partial budget of Provincial budget
- District does not have own revenue.



Prakas: # 031, MOI: Organizational structure of Battambang district administration (Before reform)

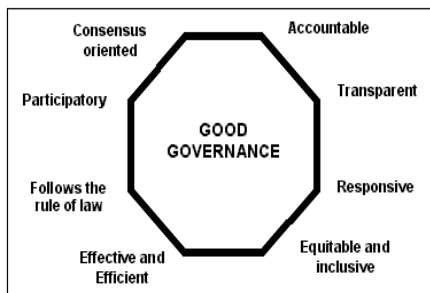
11

3. The Case Study of Pilot Project “Battambang Provincial Town” (Con.)



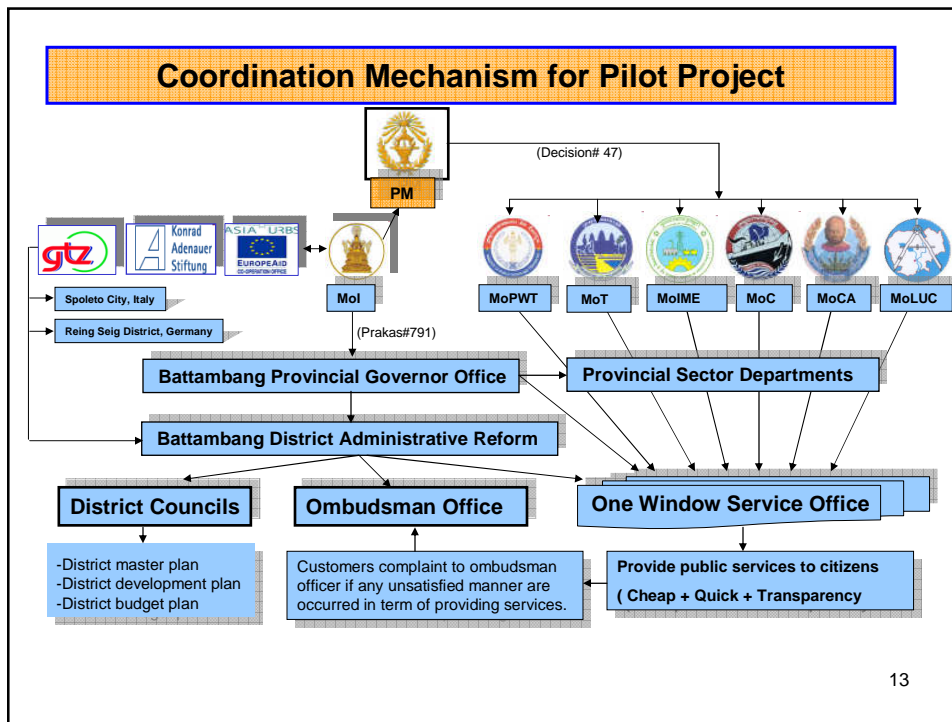
- European Commission (EC) supported a pilot project in Battambang district and Seam Reap district as partnership for D&D reform.
- The pilot project purpose: to strengthen good governance by managing and using the resources available in the district in a sustainable manner.
- Transfer competent from national level to district administration as single door for providing public services to citizens locality.

(8 Major Characteristics of Good Governance)



(Source: UN)

12



3. The Case Study of Pilot Project “Battambang Provincial Town” (Con.)

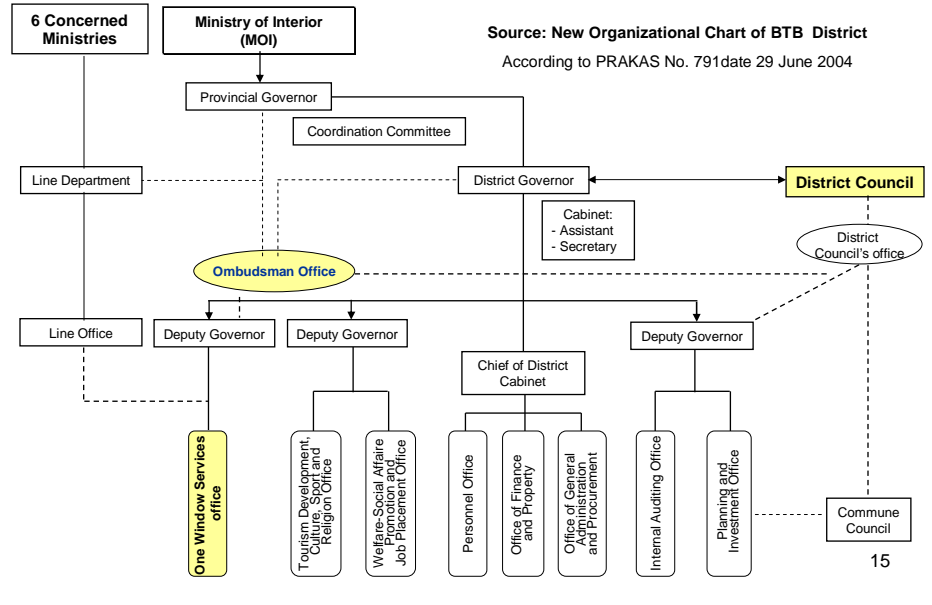


Project Stakeholders (who are the key player?)

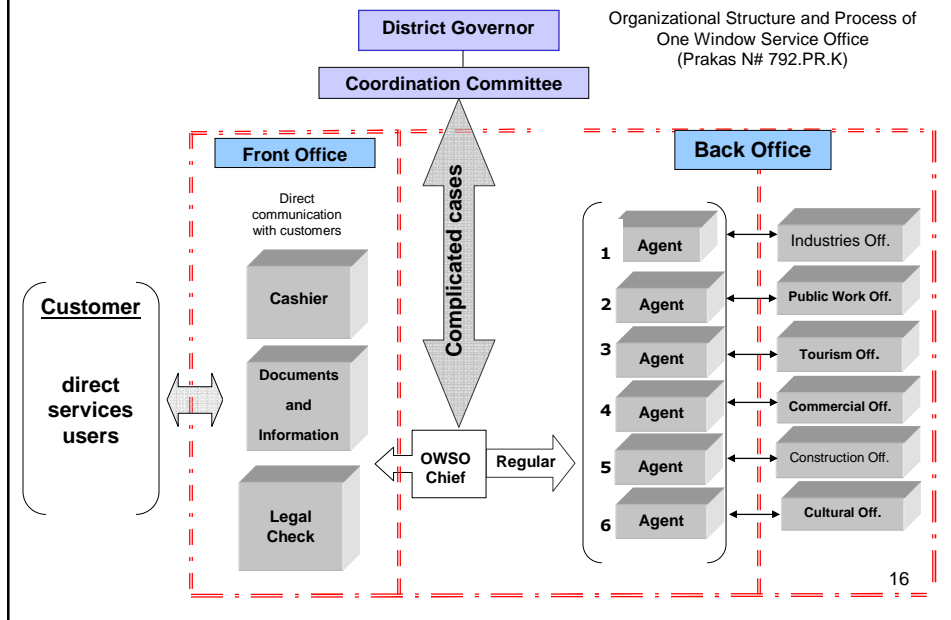
- Prime Minister made decision
- Minister of MOI set regulations
- Council of Administrative Reform (CAR) advice on managing staff
- Six concerned ministries delegated power and competent to OWSO
- Coordination Committee at Provincial level (Provincial Governor Office and six concerned departments)
- District governor and Deputy Governor
- Commune Councils in Battambang district

- European Commission (EC) provided budget for implementing project.
- German Technical Cooperation (GTZ) trained government officials and conducted study tour at the city of Spoleto, Italy and at the district of Reing Seig, Germany.
- BBJ (private consultant company)
- LNGOs representatives and local enterprise (elected ombudsman officer)
- Citizens who are users public services

3. The Case Study of Pilot Project “Battambang Provincial Town” (New Administrative System for Local Self Governance) (Con.)



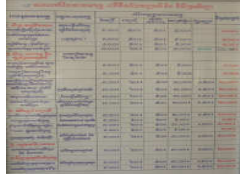
3. The Case Study of Pilot Project “Battambang Provincial Town” (New administrative System for Local Self Governance) Con.



Good practice of new administrative system in Battambang district



Customers are satisfied on using services:
Cheap, Quick and Transparency !



Service fee is clear written on the board



Front Office:
- Provide information and application form
- Check application form and related documents
- Applying and getting service is one single door



District council meeting:

- District master plan
- District development plan
- District budget plan



Ombudsman Officer

Customers complaint to ombudsman officer if any unsatisfied manner are occurred in term of providing services.



OWSO suggestion box



- Paying and clear receipt
- Clear assigned date of receiving service
- Customers and officials in back office could not communicate each other.

17

Other services:

Tourist Information Office:

- Provide information to tourists;
- Increase jobs in district (guide, selling souvenir, restaurant, guest house...etc.)

Agency for Information and Job (JPA)

- Provide job information;
- Training; and
- Job placement

E-Government:

- District web portal;
- Online business application form

District Spokesman:

- Weekly meeting with citizens
- Press release on district activities



18

Services and Income made by One Window Service Office

Sectoral Services and Income (Riel) from 2005 to 2007 of OWSO:

Sector	2005	2006	2007	Total
Public Works	4,009	2,421	978	7,408
Tourism	16	42	19	77
Commerce	110	199	52	361
Industry	29	71	13	113
Culture	48	177	67	292
Legalization	2,861	7,014	4,300	14,175
Total service	7,073	9,924	5,429	22,426
Income	22,762,500R	69,837,200R	27,724,200R	120,323,900R

(Source: Report of OWSO, 2007)

19

4. Assessment on Major Challenges:

- The concerned ministries hesitate to delegate huge competent to OWSO.
- Some services are out of the jurisdiction of OWSO
- OWSO and Ombudsman office can't be established all districts especially the rural district.
- Local citizens does not understand the new administrative system of district
- Local citizens are not trusted the services given by OWSO
- The number of customer which are using OWSO is still small (only Battambang district citizens can use those services).
- The income of district is still low

20

4. Recommendations

- The concerned ministries should delegate more power and competent to OWSO with highly political commitment.
- Other ministries should delegate power and competent to OWSO.
- Disseminating the information and services to Local citizens about OWSO in order to increase their understanding and participation.
- OWSO system should be apply to all administration level of government organizations.
- Local Tax Law should be enacted as soon as possible.
- The salary for officials who in charge of OWSO should be increased.

21

Conclusion

1. One Window Service Office (OWSO):

- Bring the administration and sector services closer with citizens
- Facilitate and shorten administrative procedure for citizens and enterprises
- The fee list clearly written and display
- Reduce the expenditure and time consuming.
- Clear responsibility in work performances of civil servants
- Increase the income for district administration office's budget

2. Ombudsman Office:

- Combat corruption in administrative affairs
- Citizens have confidence in the administration
- Transparency in work performances (Civil Service Accountability)

3. District Councils:

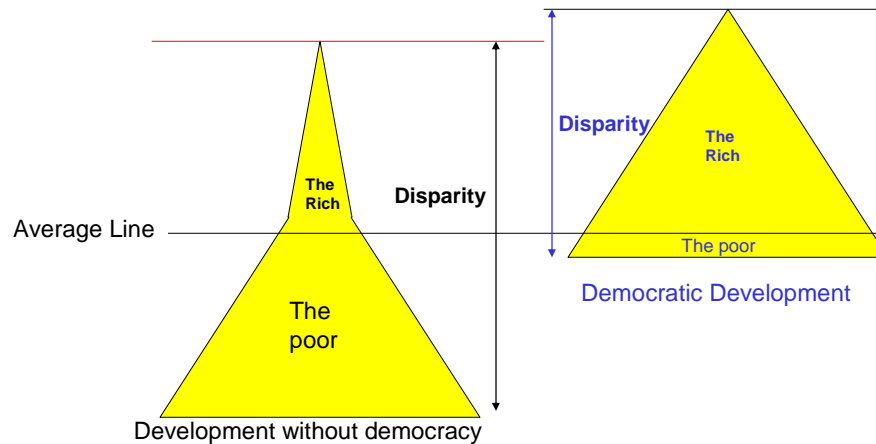
- Different local representatives can work together for development their district

“Lesson from this pilot project, RGC adopted the New Organic Law in 2008 and OWSO and Ombudsman Office are replicated to all provinces in Cambodia under the support of World Bank (2009-2013)”

22

Non Democratic and Democratic Development

In Cambodia society, the poor is more than the rich (high disparity)



23

Further information on administrative reform at Battambang district and D&D policy of Cambodia, Please access to website below:

www.battambang-town.gov.kh

www.ncdd.gov.kh

**THANK YOUR FOR YOUR
ATTENTION**



24