

DECENTRALISATION AND ADMINISTRATIVE REFORM PROGRAMME

Achieving Democratic Development

Public institutions play an important role in achieving democratic and sustainable development. Administrative capacity is a core element of good governance, allowing for a more transparent, responsive and accountable delivery of public services.

Cambodia is passing through a period of change whereby governance structures and administrative procedures are aligned to fulfil the requirements of a development-oriented state. Commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), the Decentralisation and Administrative Reform (DAR) Programme implemented by GIZ contributes to the provision of effective public services in a more harmonized, responsive and accountable manner.

Assisting Cambodia's Government in its development efforts, DAR works at the national level with the Secretariat of the National Committee for Sub-National Democratic Development (NCDD-S), the Ministry of Interior (MoI), the Ministry of Civil Service (MCS) as well as selected sector ministries. At the sub-national level DAR cooperates with the two provinces Battambang and Kandal.

In order to enhance local self-government, financial and human resources as well as decision-making, powers are gradually transferred towards the sub-national level. However, the locally elected sub-national councils still lack both the expertise and sufficient capacities to shape policies in their areas of responsibility. Limited empowerment, coordination and autonomy of sub-national administrations cause difficulties for the councils in performing their roles and tasks in a transparent and accountable manner; and hence providing public services efficiently.

Project name	Decentralisation and Administrative Reform (DAR) Programme
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project region	Cambodia
Lead executing agency	National Committee for Sub-National Democratic Development (NCDD) Ministry of Civil Service (MCS) Battambang and Kandal Province

Local Governments Provide Better Services to Citizens

Cambodia's efforts to provide effective public services are a work in progress. Governance reforms require a gradual, multi-stakeholders approach to be most successful.

DAR uses the synergy of the government's two main reforms: Sub-National Democratic Development Reform (SNDD) and Public Administrative Reform (PAR) to enable sub-national administrations to ensure citizen-oriented services. Relevant regulations and instruments which have been developed at the national level, and which ensure better services to citizens, are taken to be tested at the district level.

With the aim to strengthen the initiative power and the decision-making authority of councils, DAR provides support for sub-national government agencies by increasingly experimenting with and implementing mechanisms ensuring responsive and accountable service delivery. Through various capacity development



Photo left: Decision making process during a Council Meeting

Photo right: Female councilors discussing citizens' needs



Service provision at the district level



A public forum in Battambang

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measures the programme assists in the transfer of functions, as well as in the expansion of one-window service offices and ombudsman offices to districts. Sub-national councils, administrations and line agencies manage, with the support of DAR, their service delivery personnel in an increasingly performance-oriented manner. This includes the development and introduction of new human resource management instruments such as job-descriptions.

DAR also facilitates capacity development at the sub-national level by providing technical advisors that work with selected partner districts in Battambang and Kandal Province to deliver better public services to citizens.

At the national level DAR's technical advisors assist NCDD-S, MCS and selected sector ministries in formulating minimum standards for service delivery and developing other related policies. With DAR's approach, partners are empowered to support sub-national working processes, while the national institutions increase their capacities to better understand and act upon the needs of sub-national administrations. DAR combines both national and sub-national support to bring the reforms at district and municipal levels into practice and use sub-national experiences to inform policy debate at a national level.

The exchange of lessons learnt is crucial for an improved service delivery which is why DAR supports exchange between district and municipal administrations. In addition, sub-national and national government agencies learn about public service provision from partner districts that have successfully improved their administrative services and are more responsive to their citizen's needs. Furthermore, the programme promotes the evaluation and documentation of practical examples of coordinated service delivery.

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