

**Kingdom of Cambodia  
Nation Religion King**

**Royal Government**

Ref.: 01្ក្ក.្ក

**Declaration of Royal Government  
on  
Reform of Public Administration**

The main objectives of the Royal Government are to ensure social and economic well-being of the Cambodians, i.e. firm commitment of the Royal Government to lengthen the economic growth based on the basis of ordinances of faster market economy, and are to re-construct equity, social justice, and peace based on the spirit of the national reconciliation. The above objectives will allow the use of local resources and receive massive output and open up a possibility for the people to benefit from the growth.

In these objectives, the Royal Government is committed to implement the national programs for rehabilitation and comprehensive and ambitious development of Cambodia for the years to come. Out of the measures to be taken by the Royal Government over social and economic infrastructure, especially agriculture, industry, health, education, etc, "Reform of Public Administration", one of the national programs, plays a key role and is a factor determining the political achievement of the Royal Government.

The broad objective of the reform is to provide the nation with "public service" with unity, integrity, neutrality, and capacity to:

- Effectively serve provincial-municipal people
- Strengthen economic, social, and political stability in national development

To achieve this objective, it is required to:

1. Re-organize the state structure
2. Strengthen the management capacity of operational ministries
3. Reform the public service
4. Develop human resources
5. Strengthen the management capacity of provincial-municipal administration

Legal frameworks and other norms and standards have previously been introduced in which structures and organizations have been established to carry out the reform policy. Key urgent action to be taken by the government to face the imperfection of public administration is as follows:

- A. Recruitment of civil servants shall be proceeded through test exams and pursuant to the real requirement of administration, not based on the automatic integration
- B. Termination of integration of civil servants from all Khmer signatory parties of the Paris Peace Agreement, into administration
- C. Elimination of irregularity of the current administrative management
- D. Reduction in civil servants by 20% from now on to 1997
- E. Determination of social integration mechanisms so as to integrate civil servants into private sectors.

Without such measures, state institutions in the royal capital city and provinces-municipalities still continue facing a very heavy financial burden which increases hardships to the state budget, and the number of civil servants and the real size of work cannot be matched.

To promote and improve the management of civil servants, the Royal Government has decided to conduct operation of counting civil servants from February 7, 1995 onwards as the first priority. After the operation, there will be a complete census throughout the country to:

1. Eliminate the current irregularity especially:
  - 1.1 Civil servants in the payroll outnumber the real ones
  - 1.2 One individual is working in several institutions
  - 1.3 Breach of procedures for retirement
  - 1.4 Taking other certificates of birth as itself
2. Successfully manage the real number of civil servants who are having actual activities within each state institution

The Royal Government will issue a circular explaining the process of the cooperation. The circular will also act as a reminder about responsibilities of wrongdoers who will be punished according to the laws in force.

The Kingdom of Cambodia is in the middle of development zones. Getting ready for future accession to ASEAN is a testimony to the commitment of the Royal Government to enhance the nation towards economic and social growth.

Pursuant to the above spirit, the Royal Government would like to appeal to the people, especially civil servants, to cooperate in building public administration with capacity, integrity, and neutrality which can ensure all people-serving activities.

Phnom Penh, January 4, 1995

**First Prime Minister**

(Signed and stamped)

**NORODOM RANARIDDH**

**Second Prime Minister**

(Signed and stamped)

**HUN SEN**