



Royal Government of Cambodia
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KINGDOM OF CAMBODIA
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**MESSAGE OF**  
**SAMDECH AKKA MOHA SENA PADEI TECHO HUN SEN**  
**PRIME MINISTER OF THE KINGDOM OF CAMBODIA**

The Royal Government's policies and strategies over the past ten years have led to major social and economic improvements in Cambodia, fostering the culture of unity, peace and security that we enjoy today. The political stability and economic liberalization that have now taken firm root in Cambodia create the conditions for maintaining macroeconomic stability and attracting investment, and these are crucial for sustainable development and poverty alleviation. Despite these successes, we need to do more to ensure that this economic growth benefits all of our people, especially the poor and disadvantaged.

As in most fast-developing countries, economic growth has not benefited people and regions equally. While national development continues to yield national benefits, local development has been uneven, and regional and personal inequalities persist. In Cambodia, it is also difficult for us to directly deliver local development and the required range of public services across the country from the Capital. Therefore, we must fundamentally change our approaches in delivering local development and public services.

One of our key approaches in tackling local development, inequality and poverty is the policy of Democratic Development set out in the Strategic Framework for Decentralization and Deconcentration Reforms adopted by the RGC in June 2005. We have since enacted the Organic Law and established democratically-elected sub-national councils.

The Royal Government has chosen this path in order to achieve broad-based and sustainable development and to strengthen vital local economic foundations. The RGC wants every citizen to participate in local development and improve the management and delivery of quality public services to meet locally-established priority needs and to ultimately reduce poverty. We look to the sub-national councils and their unified administrations to deliver on these goals. To this end we will gradually assign appropriate functions to the councils, together with the necessary financial, human and other resources to do the job; all the while helping them to develop their capacity to deliver quality services to their citizens.

At the same time, the Royal Government has embarked on a number of other major governance reforms, including the Public Financial Management Reforms and the Public Administration Reforms, and we must ensure that all of these reforms are implemented in a harmonized and coordinated fashion so that we ensure maximum value-added benefit for all citizens. I am very glad to see mechanisms in place in this Programme to ensure that outcome.

The National Committee for Sub-National Democratic Development (NCDD) was established to assist the Royal Government to implement the terms of the Organic Law and to formulate, oversee and coordinate implementation of a national D&D programme. The NCDD is now fully operational, and is working with all levels of government, including central and line ministries and councils at sub-national administration levels to achieve the common objective of establishing, promoting and sustaining democratic development.

This NP-SNDD has been formulated with full participation from central ministries, agencies and sub-national administrations, development partners, civil society organizations and other concerned stakeholders, and approved by the Minister's Council at its full meeting on [28<sup>th</sup> May 2010](#). The Ministry of Economy and Finance, the Ministry of Planning, the SSCS, the Ministry of Interior and other ministries and agencies, as NCDD member, must take the lead across a range of strategic, policy and legal issues relating to finance, administration, human resources and planning. They must work closely together in order to ensure effective and efficient implementation. The sector ministries must carefully examine their roles, responsibilities and functions in terms of what is currently in existence; and in terms of how these roles, responsibilities and functions will change under the D&D reforms. The Royal Government expects each ministry to familiarize itself with the D&D policy and the Organic Law, and to take responsibility for implementing the policy and the law. The NP-SNDD is the vehicle which will provide technical and financial assistance to the implementation of the above policy and law.

Sub-national administrations must familiarize themselves with the D&D policy and the Organic Law. They too must consider their new roles and responsibilities in order to implement the NP-SNDD. They must consult with, and involve local stakeholders, including the private sector and civil society, in developing their visions and their strategic plans. At the same time, they must prepare themselves to take on the responsibilities and functions envisaged, and to carry out these functions and deliver these services effectively and efficiently. The manner in which they do this will greatly affect the achievement of democratic development and the extent to which they can deliver quality services in response to local needs and demands across the country. Again, through the NP-SNDD, the Royal Government will provide support, advice and assistance to the SNAs as they plan and implement this work.

From our own experience as well as lessons learned in other countries, we know that the NP-SNDD will be a very complex programme of change and will be difficult to implement. Therefore, we must have long term joint political commitments and regularly review its implementation progress, and articulate revised ongoing programmes that address these challenges and are based on lessons learned from the ongoing implementation experience.

The D&D reforms provide us an opportunity to establish a new sub-national government system that embodies the main tenets of good governance, including accountability, adherence to the rule of law, transparency, participation, equity, inclusiveness, responsiveness, efficiency and effectiveness.

This NP-SNDD is the Royal Government's priority. I, therefore, expect each ministry to take the lead in its area of responsibility, and to contribute constructively to the government's aim of bringing service delivery closer to the people who need and receive those services; and I expect each tier of sub-national administrations to engage with the people in the design and delivery of all government programmes under their jurisdiction successfully.

The NP-SNDD provides us with great opportunities to achieve more equitable growth; to promote and achieve sustainable local development, and to contribute directly to poverty

reduction over the next decade. These are noble and worthwhile aspirations with the potential to improve the lives of all of our citizens.

On behalf of the RGC, I would like to deeply thank the development partners who have been participating with the RGC in providing both financial and technical assistance for the implementation of this NP. Furthermore, I would like to ask the Royal Government's ministries, agencies, sub-national administrations, development partners and all other stakeholders to provide your wholehearted support and jointly implement the NP-SNDD for greatest success as expected.

Phnom Penh, *22<sup>nd</sup> June 2010*

**Samdech Akka Moha Sena Padei Techo HUN SEN**