

Cambodia Progress Report on HRH Development Activities AAAH Conference, Sri Lanka, 12-15 Oct. 08

Introduction

Cambodian Human Resource for Health (HRH) strategic priority is part of the National Health Strategic Plan 2008-2015 which endorsed by the Government in April 2008. The HRH Strategic priorities are:

1. HRH 1- Improve technical skills and competence of Health Workforce
2. HRH 2 - Strengthen staff professionalisms, ethical conduct, and quality of work
3. HRH 3 - Staff retention and distribution, with priority to personnel essential to health sector priorities
4. HRH 4 - Staff remunerations, salaries and performance incentives

The above mentioned HRH strategies will assist the HRH Master Plan Development Committee to consider how to reflect the HRH Master Plan to be in line with the Government Goal. The Human Resource Development Department and the Personnel Department, in collaboration with all stake holders, play an important role to develop key activities so that the HRH strategies will be effectively implemented. The following activities are recommended in the National Health Strategic Plan 2008-2015:

1. HRH 1 - Improve technical skills and competence of Health Workforce

- a. Invest in better clinical skills by strategic developments in the sector's pre-service training organizations (public and private training institutions) with more focus on clinical and public health practices, including practical training in remote and rural context as well as establishment of teaching hospitals.
- b. Develop systematic strategies for management training, both general and system-specific, including broadening degree level training to include masters in business (public) administration for senior managers and specialist degrees in financial management and human resource management, as well as continuing education and certification for management at all levels of the health system.
- c. Develop and implement comprehensive and coordinated approach to in-service training, beginning with a review of policies and guidelines for continuing education and regular review of curriculum in order to ensure that it responds to the health needs of the people.
- d. Develop and implement accreditation system for public and private sector training institutions, to be strengthened through international accreditation and through affiliation with ASEAN and other international universities and training institutions.
- e. Increase basic training provision for new midwives (promote active local recruitment of trainees) and strengthen the capacity and skills of midwives already trained through continuing education (implementation of midwifery review recommendations and the MoH Health Workforce Plan 2006-2015).
- f. Develop scholarship programs to support access to local, national and international pre-and in-service training programs, and provide comprehensive and up to date information on scholarship and fellowship opportunities for all staff on MoH website.

2. HRH 2 - Strengthen staff professionalism, ethical conduct, and quality of work.

- a. Develop and implement routine facilities survey procedures and reliable systems for follow-up (including dedicated budgets) to ensure that working environments, facilities, and equipment enable health workers to provide high quality care.
- b. Strengthen the capacity of self-regulatory bodies for health professionals such as medical councils, midwife association etc.
- c. Develop and implement professional accreditation and licensing system for health workforce in public and private sectors.
- d. Develop, implement and enforce Health Workforce codes of conduct in the Public Sector (including for dual employment).
- e. In collaboration with Ministry of Public Functions and CAR, review and strengthen enforceable procedures for disciplinary review and arbitration within the Public Sector.
- f. In collaboration with relevant Ministries, review and strengthen the Medical Practitioners Law.

3. HRH 3 - Staff distribution and retention, with priority to personnel essential to health sector priorities

- a. Align human resource planning and personnel management with health sector planning and the Health Coverage Plan.
- b. Strengthen human resources planning to reduce the mal-distribution of the numbers and type of workforce through alignment with identification of posts with clear job descriptions and the reallocation of staff.
- c. Develop and implement human resource management policies to deploy staff in underserved areas through locally administered contracts.
- d. Increase the number of midwives placed and retained in public sector facilities (full implementation of midwifery review recommendations and the MoH Health Workforce Plan 2006-2015).

4. HRH 4 - Staff remuneration, salaries, performance incentives

- a. Continue to promote better remuneration and salary through Civil Servant Reform of Royal Government of Cambodia.
- b. Conduct regular surveys of private sector salaries to ensure continued competitiveness of the MoH incentive packages.
- c. Improve management of facility-managed salary supplementation from user fees, Health Care Financing, quarterly block grants, contracting, CBHI and others.

Expand the implementation of Priority Mission Group (PMG) and PMG-compatible incentive mechanisms, and implement other incentive approaches for “back office” staff.

Plan of Activities for Cambodia HRH Development

No.	Activities	Time Frame	Resp. Person	Assumption
1	Situation analysis (SA)	Q3-08 to Q2-09		USD 1,900
	Set up SA team		WPRO, HRD Dpt, Personnel Dpt, Planning Dpt, Training Institutions	May have time constraint due to: - Q3-08 is an Election Period - Q1-09 is National Health Congress activity
	Improve Health Human Resource Information System (HHRIS)	Q3-08 to Q1-09	HRD Dpt, Personnel Dpt, AAAH	Need AAAH assistance in the strengthening the HHRIS
	Data collection in using the data from the HHRIS		SA team	Conduct SA when HHRIS is strengthening
	Bring the data into the WWPT to have data analysis		SA team	
	Set up country team (CT) and secure budget for running activities		HRD Dpt, Personnel Dpt, Planning Dpt, Training Institutions, Health Professional Board, MoEYS, Public Function, MEF, Councils for Administrative Reform	Secure budget from WPRO and AAAH
	Consultative meetings to present the SA result & set up ToR of CT		CT, Health development Partners	
2	Decide on goal of HRH Master plan	Q2-09		USD 1,900
	Setting goal based on the whole health strategic plan 2008-2015 and the result of SA		CT	Consult with AAAH may needed
3	Decide on planning framework	Q2-09		USD 3,800
	Consultative meeting to consolidate the planning framework		CT	Adapt WHO framework and the Philippines framework
	Planning framework approved		CT, MoH	Need endorsement from MoH
4	Identify key issues that need to be addressed by master plan	Q2-09		USD 3,800
	Consultative meeting to identify key issues for long term plan 2008-2015		CT	
	Consultative meeting to select and prioritize key objectives for the short term plan 2008-2010		CT	
5	Identify KRAs of the plan	Q2-09		USD 1,900
	Consultative meeting to identify KRAs for medium & long term plan		CT	
6	Craft effective objectives & appropriated strategies	Q2-09		USD 3,800
	Consultative meeting to identify key strategic objectives for long term plan 2008-2015		CT	Need endorsement from MoH
	Consultative meeting to select and prioritize key strategic objectives for the mid term plan 2008-2010		CT	Need endorsement from MoH
7	Accomplish operational plan	Q3-09		USD 6,000
	Identify immediate strategic		HRD Dpt, Personnel Dpt,	

	objectives to be addressed for annual operational plan		Planning Dpt, Training Institutions, Provincial Health Departments	
	Draft, consultative meeting & Adopt operational plan		CT, MoH	Need endorsement from MoH
	Draft, consultative meeting on medium term plan		CT, MoH	
	Finalize & Adopt medium term plan 2008-2010		CT, MoH	Need endorsement from MoH
8	Identify key policies & programs to support plan	Q3-09		USD 7,600
	Consultative meeting on outlines of key policies & programs		CT, AAAH, WPRO	
	Review existing policies & programs		CT	
	Institutionalize new policies & programs		CT	
	Adopt key policies & programs		CT, MoH	
9	Implementation of the operational plan	Q3-09		
10	Craft M&E scheme	Q4-09		USD 3,800
	Conduct quarterly M&E against action plan of developing Cambodian HRH master plan	Q4-09	Provincial Health Dpt and training institutions	
	Consultative meeting to adjust result of evaluation with the remaining operational plan activities	after M&E	CT	
11	Plan for annual plan review	Q4-09		USD 5,700
	Consultative meeting to review & adjust the operational plan in line with M&E results		CT	
	Consultative meeting to review & adjust the medium term plan 2008-2010 in line with M&E results		CT, AAAH, WPRO	AAAH & WPRO cost are not included
	Consultative meeting to review & adjust the long term plan 2008-2015 in line with M&E results		CT, AAAH, WPRO	AAAH & WPRO cost are not included
12	Ensure adoption of master plan by the Gvt	Q4-09		USD 1,900
	Draft master plan through consultative meeting		CT	Accessibility to the budget is guaranteed
	Circulate the final draft		CT, Health development partners, AAAH, WPRO	
	Adoption of Master Plan		MoH, Gvt	
13	Ensure buy-in by various stakeholders	Q1-10		
	Launching & disseminate master plan		Gvt, MoH, CT, Health development partners	
	Call for action for buy-in by various stakeholders		Gvt, MoH, CT, Health development partners, AAAH, WPRO	
Sub total				USD 42,100

Miscellaneous (5%)	USD 2,100
Total	USD 44,200

Conclusion and Recommendations

The National Health Strategic Plan 2008-2015 is a key direction that facilitate the development of Cambodia HRH Master Plan. As mentioned in the proposed activities of Cambodia Action Plan in the AAAH Health Planning Workshop, Manila, 5-9 May 2008, the HRH goal will be based on HRH Health Strategic Plan 2008-2015 and the result of situation analysis on HRH in Cambodia.

In order to achieve the above mentioned the proposed activities of Cambodia Action Plan, the technical and financial support from WPRO and AAAH is very crucial.