



Saint-Petersburg State University

PROM THARY

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Preface

Administrative law is a system of laws that are different from the legal rules of private law that govern the administrative activities of the public. Therefore, after I have studied the theory in the past to research and write a master thesis to compare the differences between theory and practice.

In that, I have also been actively involved in research on the topic of "**Malai district Administration Management Process**" and also for the benefit and archive for the younger generation of students, as well as special readers. Managers do research, understand, analyze, consider, and compare strengths and weaknesses, as well as a large number of good experiences. We have a better understanding of the administrative process, such as letters of entry, administrative work and other legal rules, transparent law enforcement.

I understand that the implementation of the law can be effective only if we all obey the law, take the law seriously, so it is in my interest as well as the students and readers. Researchers, especially those who have direct contact with their units, are progressive and sustainable.

I sincerely hope that the master thesis in this book will really help you a lot and help the students who want to understand **Malai district Administration Management Process**, which has been analyzed in detail in this research.

Therefore, I do believe that this research is bound to be inaccurate in some respects and inaccurate and unintentional errors, as well as any inappropriate spelling, please forgive me. I look forward to receiving criticism and correction from readers and researchers from all walks of life to consider and correct any errors that make the master thesis in this book more meaningful and meaningful.

Letter of Thanks

I'm **PROM THARY**, a Master of Political Science student at St. Petersburg State University, Russian Federation, would like to express my sincere gratitude to my parents for their generosity and gratitude giving birth, nurturing and taking care of children from infancy to adulthood, both of you have taken care of your energy, resources, and devotion, nurturing, educating, disciplining your children with devotion and gratitude. Deep down to all of you who have helped: funding and physical and mental strength in my studies from the beginning until now.

I would like to thank all the staff, teachers, staff of the St. Petersburg University, Russian Federation for their hard work in training, providing both theoretical and practical knowledge, motivated and facilitated my studies to achieve better results. Special thanks to the leading professor **SAFONOVA OLGA DIOMIDOVNA** for transferring knowledge, experience, giving good ideas and helping to edit this master thesis from beginning to end.

Thank you to the chairman of the district council, **Mr. SVAY CHEA** the Governor of the Malai District Board of Governors, the Director of Administration, the Chief of the Office, and all the staff and staff for taking the time to provide me with an interview and a place, internship research and get data, documents and information to facilitate my internship process.

Finally, I would like to remember this merit and respectfully bless greetings to all parents, all professors experience happiness and success in all tasks.

Arguments

I am a Master Degree Student of Political Science student at St. Petersburg State University, Russian Federation. This "**Malai district Administration Management Process**" is really an achievement that comes from my real work, without completely copying or taking anyone's work. At the same time, the information and data prepared is really appropriate and accurate according to the actual situation of Malai District Hall, Banteay Meanchey Province. If the university reviews and evaluates that the transcript is inadequate to obtain a degree, we will revise it and try to reorganize it.

St. Petersburg, 01, 04, 2023

A handwritten signature in blue ink, consisting of stylized characters, is written above a long, thin blue horizontal line that extends to the left.

PROM THARY

Summary

After studying the theory and doing a direct internship at Malai District Hall under the topic **Malai district Administration Management Process**, it made me better understand some of the work as well as good experience and good ideas. From the district council, the board of governors and have good communication.

This report that I created, which the whole content wants to show readers, as well as all the younger generation of students, understand the stated theory of the nature of the work and the actual situation of operations in the district of Malai, which a state institution is staffed. How to work effectively to research information as well as direct implementation with the disclosure of the role of policy, reform, decentralization and deconcentration, personnel planning, personnel management, monitoring, evaluation, responsibility and structure and analyze with performance, competency, competition, motivation, evaluation, and find recommendations to consider improvements leading to more effective performance.

Overall, the results of the research show that Malai District Hall is strengthening its work and other areas to shoot towards the goals of the policy of decentralization and deconcentration reform in line with the Rectangular Strategy of the Royal Government of Cambodia, as well as laws and regulations. Relevant to provide public services and local development quickly, efficiently and progressively in all areas there, as well as society as a whole.

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Introduction

1. Research Problem Patterns

Following the Paris Agreement of October 23, 1991, and with the implementation of the Royal Government of Cambodia's victorious policy, the protracted civil war ended, and all political parties and armed forces were reunited... During 1991, with the coordination of the United Nations, Cambodia held its first general election. In 1993, the Constituent Assembly adopted the Constitution and promulgated it on September 24, 1993. In Chapter 3, Article 42, which states the obligations of the Cambodian people have the right to form communities, organizations and can be political. Later, in 1993, in 1998, the country held the second mandate election, and the new Royal Government reorganized its administrative structure, which divided the administrative divisions into Capital, Province, Municipality, District, Khan, Commune, and Sangkat. According to the Law on the Administration of Capital, Province, Municipality, District, Khan (2008). Separately, Banteay Meanchey province is divided into 8 districts: Mongkul Borey, Preah Net Preah, Phnom Srok, Thmor Puok, Svay Chek, Malai, O'Chrov and Serey Sophorn districts.

If we look at Banteay Meanchey, the area bordering Cambodia and Thailand, if we look at Malai, there are developments in all areas and many changes under the new principles and laws. In order to function effectively in local management, the Royal Government of Cambodia has changed the decentralized administrative structure to decentralized and deconcentrated management, which has had a significant impact on development, especially in Malai. Once.

Currently, the administrative work of Malai District Hall has been improving, making the people warm in the development, maintenance, safety, security and public order in the local area, improving the living standards of the

people and will continue to be implemented. According to (1) legal documents, (2) work planning, (3) personnel management, (4) monitoring and evaluation, (5) and staff motivation.

2. Research Issues

The current process of managing the administrative work of the district administration of Malai district has undergone new changes in the management structure, changes in the roles, duties and procedures of the district administration to the staff and officials in the district administration. In that, the offices of the district halls are the main unit offices that are responsible for the district administration director to support the general administrative process to the board of governors and district councils.

What is the strategy of Malai District Administration to make the district administration process effective and efficient?

3. Objectives of the research

In order for the research to yield positive results and to map the direction of the in-depth research on the topic, I set the following research objectives:

- Compare theory and practice
- Understand the general situation of Malai District Hall
- To understand the vision, mission and purpose of Malay District Hall
- Discover the policy of decentralization and deconcentration reform of the implementation of legal documents indicate the work plan
- Disclosure of personnel management
- Understand staff monitoring and evaluation
- To understand the leadership and responsibilities of the organization

- To find out about the provision of public services to the people of district hall
- To find out about the general administrative work relationship of the district hall
- To find out about the management structure of the district hall
- To find out about the motivation of the district staff
- To understand the training of staff according to the skills of the district
- To find out about the evaluation of the staff of the district hall
- Find out the strengths and challenges of the district
- To provide conclusions and recommendations to Malai District Hall on better administrative management

4. Limitations and scope of the subscription

4.1 Subscription Limitations

I have studied the **Malai district Administration Management Process** by limiting the research data only between 2019-2020 on some relevant documents such as:

- Legal standard letter
- Work planning
- Personnel management
- Monitoring and evaluation
- Staff motivation

4.2 Scope of research

I only study the topic “**Malai district Administration Management Process**” which covers:

- Organizational leadership and responsibilities

- Providing public services to the people
- Management structure
- General Administrative Relations
- Training for professional staff
- Staff motivation
- Staff evaluation

The Malai District Hall has the Office of Administration as the staff for the Director of Administration to support the various activities of the District Board of Governors and the Chairman of the Council District. Therefore, I am writing in the location of the district hall, which is located in Veal Hat village, Malai commune, Malai district, Banteay Meanchey province.

5. Research methods

To make this research more accurate and acceptable, I have identified the following research methods:

5.1 Methods of data collection

5.1.1 Main data

Data from interviews with the vice president of each unit. To get this data, I went to interview with:

- District Council
- District Board of Governors
- Interview with Mr. Director, Deputy Director of Administration
- Interview with the Director of Administration and Finance
- Interviews with staff related to the topic
- Create a questionnaire to ask relevant staff and
- Observe all important activities as well.

5.1.2 Secondary data

Data from research documents such as:

- Library
- From the Internet
- Office of Administration and Finance, Malai District Hall
- Annual Review Report 2019

5.2 Methods of data analysis

In analyzing the data, I identified two methods: descriptive analysis method and explanatory method.

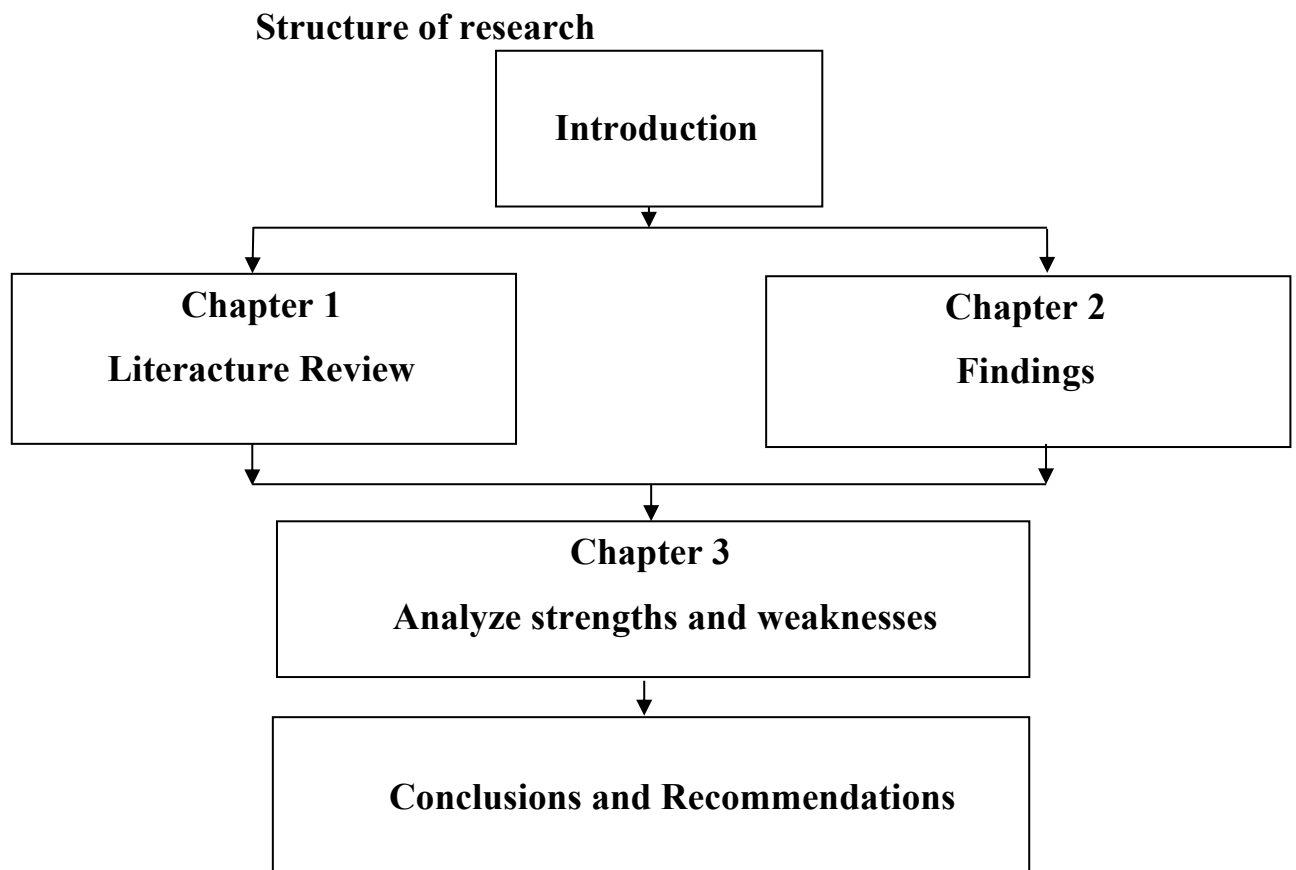
5.2.1 Descriptive methods

I am analyzing the open-ended questionnaire on the topic of the administrative process of Malay District Hall. Then we analyze his point of view, one by one, to find out the strengths, weaknesses, effectiveness, transparency and find the differences between the theoretical study of the university and the actual practice of the school unit Malai district. In this sense, I just want to know more about the public service officers of the district unit, who have gained different knowledge from the study of other schools related to the policy of sub-national administrative reform in a democratic and legal manner. On the administration of the capital, province, municipality, district and Khan Commune/Sangkat Administration Law, which is the basis for democratic development in order to transform itself from a developing country to a developed country by the rule of law.

5.2.2 Explanatory methods

I analyze the types of open questionnaires related to the answers of the staff and the people and then calculate the percentage of public services of the staff and access to various public services of the people.

6. Research structure



Chapter 1

Literature Review

1. Definition

- **Process:** is to make it work without any hindrance to achieve its goal.
- **Management:** is the process of working with people and with any material or resources to achieve the goals of the organization¹.
- **Administration:** A system of legal rules that change from the rule of law of private law that governs the administrative activities of public law².
- **Decentralization:** The government gives the council ownership of functions, authority, and resources to meet local needs³. The council must be accountable to the local people on these issues. Decentralization is assumed to be the transfer of responsibility for planning, management and finance from the central government to:
 - A. Special Unit of the Ministry of Central Government
 - B. Units under various levels or levels of government
 - C. Companies or semi-autonomous public authorities
 - D. Local government
 - E. Private organizations or voluntary sectors.
- **Deconcentration:** The Royal Government or a ministry delegates functions, powers, and resources to a subordinate unit or to a council of

¹ Management, Bateman and Snell, 2002, page 14.

² Dictionary of Law governing the state, capital, province, municipality, district, Khan, 2008, page iv

³ Dictionary of Law governing the state, capital, province, municipality, district, Khan, 2008, page iv

some kind to act on behalf of the Royal Government or a ministry⁴. That unit or council shall be accountable to the Royal Government or the Ministry in accordance with the requirements of the delegation.

- **Sub-National Administration:** refers to the capital, province, municipality, district, Khan, commune, sangkat⁵.
- **Delegation of Function:** is the transfer of functions, responsibilities, powers and discretion to manage and perform functions on behalf of the delegating authority based on the requirements of the delegation. The delegating authority retains ownership of the delegated work⁶.
- **District:** is a district administration under the jurisdiction of a council. District. Officials, ministers, knowledgeable, deep-seated, territorial advisers, civil servants.
- **Administrative capacity:** is the ability to manage, manage and perform resource functions equitably, transparently, accountably and efficiently.
- **Counseling** means considering the survey process, testing to see the truth, consulting, consulting, debating to see why the process is waiting to consult with each other, and the committee has consulted with each other for a long time. An order is a rule of law that must be approved by a council within its jurisdiction to apply only within its jurisdiction. Legal review is a guarantee that the council does not act outside its authority and follows the procedures required by law.

⁴ Dictionary of Law governing the state, capital, province, municipality, district, Khan, 2008, page iv

⁵ Dictionary of Law governing the state, capital, province, municipality, district, Khan, 2008, page iv

⁶ Dictionary of Law governing the state, capital, province, municipality, district, Khan, 2008, page iv

- **Minister** Thoughtful, knowledgeable, deep-seated, territorial advisor, competent civil servant.
- **An order** is a rule of law that must be approved by a council within its jurisdiction to apply only within its jurisdiction.
- **Legal review** is a guarantee that the council does not act outside its authority and follows the procedures required by law.

2. Legal documents related to decentralization and deconcentration reform policies

2.1 Centralization and deconcentration

The executive branch can be divided into two parts: political power and administrative power. When all administrative powers are concentrated in the hands of the state alone, it is called centralization. How are they assembled? What is the solution? Let us study the following:

A. Centralized and centralized power

A.1 Central power

In the administration of power is the right to self-determination. Therefore, the central power is the administrative power of the government held by the Prime Minister and the Secretary of State, who is the head of state institution. Central power is the power of the state because the government is the symbol of the state. But if we look at the centralized system, only the state has the power to decide and order the state to concentrate power in the central power until it is said that the central power is the state.

A.2 Advantages

The centralized system has the advantage of making the state achieve the same thing throughout the country, which leads to the unification of both the

views and the actions of the administration. The state has taken control of the situation and the unity of the country is strong.

A.3 Disadvantages

The disadvantage of decentralization is that since everything is concentrated in the central government, the administration will find it difficult to work, which will be overwhelmed by the sheer number of cases. Accumulation of work leads to delays in the work that needs to be completed on time. Central power is far from the people, cannot know the well-being of the people at all. Top-down decisions can be ineffective depending on the location, as they may differ from the actual situation for the livelihood of the people themselves, so in order to address this issue, measures should be taken to devolve central power to state agencies. Stick with the people. This division of central power is called deconcentration.

B. Centralized⁷

B.1 Principles

Decentralization does not mean autonomy. The decision that the delegate can make is based on the order, the order or the conditions set by the central authority. The delegates of power make decisions according to orders and on behalf of the authority of the central authority.

B.2 Delegation

The devolution of power is done through the delegation of authority, the central authority issues a letter of devolution to the lower authority has the right

⁷ Say Borey General Administration Law 2006 Page 388

<https://vannarithven.files.wordpress.com/2018/10/e19e93e19eb8e19e8fe19eb7e19e9ae19e8ac19f92e19e8be19e94e19eb6e19e9be19e91e19ebce19e91e19f85-e19e94e19e8ce19f92e19e8ce19eb7e19e8f-e19e9f.pdf>

to do something. This is called delegation. There are two types of delegation: power delegation and signature delegation.

The authority authorized to delegate authority has the right to decide on behalf of the central authority through a clear written delegation. This letter of delegation must be made to the lower authority, not to the name of any individual, but to divide the power from one authority to another, not from one natural person to another.

The Central Authority may delegate the signature to the nominee to sign on behalf of and on behalf of the Central Authority, so that whenever the official moves, a new signature must be delegated to another official to replace him / her. There is a need. The signature delegation must name the person who will be the recipient.

The difference between a power delegate and a signature delegate is that the delegate delegates the power to decide (by order), while the signatory delegates only authorize the signature that has already been decided. This last point means that the signer is not the one who decides.

2.2 Decentralization and deconcentration

A. Decentralization⁸

First, we need to understand the content of the decentralized system, then we will study the coexistence of the decentralized and deconcentrated systems.

⁸ Say Borey General Administrative Law 2006 Page 393

<https://vannarithven.files.wordpress.com/2018/10/e19e93e19eb8e19e8fe19eb7e19e9ae19e8ae19f92e19e8be19e94e19eb6e19e9be19e91e19ebce19e91e19f85-e19e94e19e8ce19f92e19e8ce19eb7e19e8f-e19e9f.pdf>

If the state does not consolidate administrative power alone and recognizes the other collective powers, the administration governs autonomy in all matters which are in the general interest of the people within the collective. This form of governance is called decentralization. Territorial administration. It can also be called a decentralized administration with the following criteria:

People's power for the benefit of the people

- Autonomous decision-making power
- Administrative authority of the state
- Legal personality
- Decentralized Administrative Center

B. People's power for the benefit of the people

B.1 People's Interest

The interests of the people must be distinguished between the interests of the people throughout the country and the interests of the people in places.

The interests of the people throughout the country are in the national interest, with the state acting as the strongest defender. No interest can prevail over the national interest in each country. The interest of the people in places such as villages, communes, sangkats, etc. is a direct benefit for the people to go to that place in the daily life of the people, always have some business, some have their own house, and some rent their house, some travel to study. Entertainment and festivals, etc. On the spot in his hometown. Problems that occur in places to deal with life Living together in a small society This level is also very important for solving life living together for these people. Village, commune, and sangkat development is realistic, enjoyable, and directly benefited by the people in the commune.

B.2 People's Power

How do people manage their own interests in place?

It is through democratically elected representatives that the state must legislate to elect the leading organization of the decentralized collective. There is usually a council (or parliament) and a council president (speaker). The chairperson of the council has the authority to issue regulations (commanding authority) and the council has executive power, but this power is exercised only within the boundaries of the decentralized administrative constituency. Power comes from all the people.

C. Advantages and disadvantages⁹

C.1 Advantages

Real decentralization with real autonomy leads to:

- Progressive development in people's lives leads people to participate in achieving things that are in their best interests
- The people have an administrative system that the people themselves know well in places.

C.2 Disadvantages

There are three main disadvantages:

- Central power may be weak because the state can no longer control the situation
- Decentralization leads to different localization of local fiscal values and fees will be different for the same category, which leads to some inequality from one place to another. In France, the cost of a car's degree varies from province to province. Fiscal varies from "communist" (commune) to "communist". So, if you think about Cambodia, in some places it can make the poor poorer, don't you

⁹ Handbook on Administrative Management System of Western University, Academic Year 2010-2011, page 1-9
<https://www.facebook.com/846329625430692/posts/pfbid02NdBdtCNnQDawnc6tTRpyXdffa5RdgtU4VCMNB49C1H4hoZmXkYQGVAkgZnNR7EXql/?mibextid=cr9u03>

know? Because smaller communes have fewer people, higher tax rates have a higher service than larger communes with more people.

- The state plan for development may face the sovereign problem of various development projects of the commune if there are no preventive measures in advance.

3. Organizational work planning

Based on the Capital, Province, Municipality, District and Khan Administration Development Plan, it must prepare its work plan:

- Annual work plan
- Quarterly work plan
- Monthly work plan

3.1 Preparation of performance report of each employee

The district governor, with the assistance of the administrative director, shall instruct the council staff to prepare regular performance reports in accordance with the prescribed format and time.

A council staff member shall write a report on the results of their work at the end of each month and shall submit:

- The Governor reviews and comments on the report of the Director of Administration
- The Director of Administration reviews and comments on the reports of the Director of Administration, the heads of offices, units and staff.

The reviewer shall set the direction for implementation based on this report, as well as encourage and monitor the preparation and submission of staff reports accurately and regularly in a timely manner.

This staff report is used as a basis for evaluating the performance of employees and is kept at the Capital, Province, Municipality, District, Khan.

3.2 Preparation of working conditions




A. Purpose

The purpose of this working condition is to strengthen the quality, efficiency and responsibility of the employees who are working in the administrative structure of the capital, province, municipality, district and Khan.

B. Principles

All employees of the capital, provincial, municipal, district and khan administrative structures who hold positions from the director of administration down must have their working conditions.

Working conditions are basically used for:

-  Performance of duties and responsibilities of employees
-  Capacity development and
-  Evaluate employee performance.

In the process of preparing working conditions, the Capital, Municipality, District and Khan Governors must ensure the participation, discussion and advice of the staff in the administrative structure of the Capital, Province, Municipality, District and Khan.

C. Procedures for preparing working conditions

C.1 Preparation of draft working conditions

The Capital, Province, Municipality, District and Khan Governors shall instruct all heads of units of the Capital, Provincial, Municipal, District and Khan

Administrative Structures to prepare working conditions for each employee of their unit.

After receiving the orientation instructions, each governor must: Study the roles, responsibilities, responsibilities, determine the actual amount of work currently being done and the status of employees who come to work in their unit, determine the name of the position For an employee (for example, the name of the position "Deputy Director of Finance in charge of accounting", the name of the position "Accounting Officer", etc.) and divide the duties and responsibilities of each employee according to ability. Knowledge, skills and work experience of each employee, as well as define the line of accountability (the designated position is under the direct control and report to whom).

For each position must be placed under the management and report in the following hierarchy:

No	Positions	Under the direct control and report to
Capital and Provincial Administration		
1	Director of Administration	Board of Governors, Governors and Councils
2	Director of Administration, Director of Management and Head of Unit	Director of Administration
3	Deputy Director and Head of Office	Director of the relevant office
4	Deputy Chief of Unit	Chairman of the relevant unit
5	Deputy Chief of Office and Staff	Chief of Office
Municipality, District, Khan		

1	Director of Administration	Board of Governors, Governors and Councils
2	Deputy Director of Administration, Head of Office and Head of Unit	Director of Administration
3	Deputy Chief of Office, Deputy Chief of Unit and Personnel	Office Chief, Head of Relevant Unit

Then the head of each unit must:

Prepare draft working conditions and organize internal meetings to discuss the draft working conditions, submit to the Human Resource Office (for Capital / Provincial Administration) or Office of Administration and Finance (for Municipal, District and Khan Administration) the draft working conditions.

C.2 Review and approval of draft working conditions

The Human Resource Management Office of the Capital, Provincial Administration, Office of Administration and Finance, Municipality, District, Khan shall review and comment on the draft working conditions received from the head of each unit and submit to the Director of Administration for review and comment.

Upon receipt of the draft working conditions, the Director of Administration shall convene a meeting to review and comment on the draft working conditions, which have the following components:

- ❖ Capital and Provincial Administration: Administrative Director, Managing Director, Deputy Director, Head of Office and Head of Unit, Deputy Head of Unit.
- ❖ Municipal, District and Khan Administration: Administrative Director, Head of Unit Office and Deputy Head of Unit Office.

After reviewing and commenting, the Director of Administration shall submit to the Board of Governors a draft of this working condition for review and comment.

Upon receipt of the working conditions agreement, the governor shall convene a meeting of his board of governors to review and comment on the working conditions agreement. After review and recommendation by the Governor, the draft working conditions must be submitted to the council for review and approval. Upon receipt of the draft working conditions, the council shall convene its meeting for review and approval.

C.3 Dissemination of working conditions

After the working conditions are signed by the Governor, the head of each unit shall advertise to his / her staff, inviting each employee to meet and explain and guide how to perform each task and responsibility set out in Working conditions so that each employee clearly understands the meaning and how to perform their duties and responsibilities.

The head of each unit must ensure that each employee has a clear understanding of the meaning and how to perform all his / her duties and responsibilities defined in the working conditions.

C.4 Updating or facilitating working conditions

Working conditions need to be updated or adjusted regularly to be more appropriate to the actual situation of the work, duties, responsibilities and staff of each unit. Updates or adjustments to the working conditions of employees shall follow the principles and procedures set out above.

4. Personnel management¹⁰

4.1 Council staff

The staff of the council are civil servants and non-civil servants, including:

- The staff shall be recruited and appointed by the council when there is a need for human resources to fulfill the duties and cases of response to the work requirements that the council performs within its jurisdiction.
- Staff are reorganized and transferred to the council, including:
 - Reorganized staff according to ASEAN integration, current structure and civil servants in the new structure of the Royal Government, Capital, Province, Municipality, District, Khan and
 - Employees transferred from ministries and institutions to the council through the transfer of functions and resources.
- Personnel appointed by the Royal Government, Ministries, National Institutions and assigned to work with the Council in accordance with the regulations of the Royal Government.

Non-civil servants include contracted staff, floating staff and technical advisors who select and sign contracts with the Capital, Province, Municipality, District and Khan Administration to assist the units under the Capital, Province, Municipality, District and Khan Administration. Council members are not council staff.

¹⁰ Handbook on Capital, Province, Municipality, District and Khan Administration in 2015, pages 108-118

https://www.mcs.gov.kh/wp-content/uploads/2016/01/របៀបវារៈណែនាំស្តីពីកិច្ចការអង្គបាលកម្ពុជា_ខេត្ត_ក្រុង_ស្រុក_ខណ្ឌ_01_Dec_2015.pdf

Council staff shall not include officials of ministries, institutions, departments, units of the Royal Government, other officials who perform related duties related to security, public order, human rights law on behalf of the Royal Government and staff of programs sent to work in Capital, Province, Municipality, District, and Khan Administration.

The staff of the council shall be under the direct control and supervision of the board of governors on behalf of its council.

The staff of the council shall perform the daily duties under the guidance of the head of their unit to implement the decisions of the council and the board of governors.

4.2 Accountability Line

The Board of Governors must be accountable to its councils for the implementation of council decisions, to the people within its jurisdiction, the implementation of council decisions and the functions assigned by ministries, institutions, departments, units and authorities. Delegation and to the Royal Government on compliance with laws, documents, norms and international standards.

The director of administration must be responsible and accountable to the board of governors and their councils.

The director of the office, the head of the unit under the capital, province, the head of the office of the unit under the administration of the municipality, district and khan shall be directly responsible and accountable to his director of administration.

All staff of the Capital, Province, Municipality, District and Khan Administration shall be directly responsible and accountable to their own Managing Director and shall be responsible and indirectly accountable to the

Director of Administration, Governors, Board of Governors and Hierarchical Councils.

4.3 Working hours

The staff of the council shall work 05 (five) days in 1 (one) week from Monday to Friday and will be off on Saturday, Sunday and official holidays determined by the Royal Government by sub-decree. Working hours are set as follows:

- ❖ Morning from 07:00 to 11:30
- ❖ Afternoon from 2:00 pm to 5:30 pm

In case of need of overtime staff, the head of the unit may request and agree with the staff.

4.4 Official leave

Council staff are entitled to official leave (national holiday) according to the official holiday calendar of the Royal Government of Cambodia.

The administrative units of the Capital, Province, Municipality, District and Khan shall officially disseminate the holiday calendar to all employees.

A. Annual leave law

Council staff are entitled to annual leave with a salary of 15 (fifteen) working days per 01 (one) year. Council staff may receive an annual leave of 30 (thirty) working days if the employee has served for two (2) consecutive years.

Council staff who are not yet civil servants within the framework and council staff who are not civil servants during the probationary period do not receive paid annual leave. This period of annual leave shall be reduced in proportion to the number of employees who apply for leave with personal work or sick leave or are on unpaid leave upon application during the above period.

Employees may request this annual leave one or more times.

Employees who wish to take annual leave must apply for leave at least 5 (five) days in advance, except in special cases.

Annual leave must be approved by issuing the following leave permit:

- ✚ Capital and provincial governors must obtain the approval by issuing a letter of permission from the Minister of Interior.
- ✚ Deputy Capital / Provincial Governors, officials working in the capital, provincial and district governors must obtain the approval by issuing a permit from the provincial / municipal governors.
- ✚ The Deputy Governors of the Municipalities, Districts and Khans and the officials who work in the Municipal / District / Khan Administration must obtain the approval by issuing a law permit from the District / Khan Governors.

B. Short-term leave law

Civil servants have the right to request a short leave of leave for a total of 15 (fifteen) working days in one (1) year. Days, but the number of days in excess shall be deducted from the number of days of the annual leave.

Civil servants who wish to take a short leave must apply for a leave of absence (Form

B.1 For short leave from 01 (one) day to 05 (five) Monday

- The governor of the district, district and Khan shall obtain the approval by issuing a letter of permission from the provincial governor.
- The Deputy Governor, the Director of Administration, the Deputy Director of Administration and the Chief of the Office of the Joint Administrative Unit of the Municipality, District and Khan shall

obtain the approval by issuing a law permit from the Governor of the District / Khan.

- The Deputy Chief of the Office of the unit and the staff working in the administrative structure of the municipality, district and Khan shall have the approval by issuing a legal leave from the director of his office.

B.2 For short leave from 06 (six) days or more

- Municipal, district and khan governors must have the approval to issue a permit from the provincial capital.
- The Deputy Governor, the Director-Deputy Director of Administration, the Chairman-Deputy Chief of the Office, all units and staff working in the structure of the municipality, district and Khan must obtain the approval by issuing a letter of permission from the governor of the district / Khan.

C. Maternity leave law

Female employees (council staff, civil servants and non-civil servants) are legally allowed maternity leave for 3 (three) months. Employees who are on maternity leave must apply for leave at least 5 (five) days in advance, except in special cases, accompanied by a certificate from the competent doctor.

Maternity leave law requires the approval of the following legal leave permits:

- Municipal, district and Khan governors must obtain approval by issuing a letter of permission to resign from the provincial / municipal governors.
- The Deputy Governor, the Director, the Deputy Director of Administration, the Chairman, the Deputy Chief of the Office, the

units and all the staff working in the structure of the municipality, district and Khan shall have the approval by issuing a legal permit for leave from the district / district governor.

D. Medical leave

The sick leave law allows the staff of the council from 1 to 3 months at a time if they are found to be unable to work. Medical leave and renewal law can only be granted if there is a certificate from a competent doctor, and this law has a total duration not exceeding 12 months during the working period.

Employees who are on medical leave must apply for leave with a certificate from a competent doctor.

The law on medical leave must be approved by issuing the following legal leave permit:

- Municipal, district and Khan governors must obtain approval by issuing a letter of permission to resign from the provincial/municipal governors.
- The Deputy Governor, the Director, the Deputy Director of Administration, the Chairman, the Deputy Chief of the Office, the units, and all the staff working in the structure of the municipality, district and Khan shall have the approval by issuing a legal permit for leave from the district/district governor.

E. Leave with personal duty

The law of personal leave allows council staff to protect their personal and family interests for a period of at least one month, for a total period not exceeding three months during their tenure as council staff. In case exceeding the above limit, all employees shall be placed on an unpaid vacancy by statute. If it is found that the employee has been granted a leave of absence due to personal duties not

being properly performed as claimed, the Governor shall summon the employee to return to work immediately.

Employees who wish to take time off for personal work must apply for leave at least 5 days in advance, except in special cases where the permission must be approved by issuing a leave permit from the Minister of Interior. Employees who are not civil servants must obtain the approval by issuing a leave of absence from the governor.

4.5 Duties of civil servants

Council staff, who are civil servants, must abide by their obligations set out in the General Statute of the Civil Service of the Kingdom of Cambodia, both during and after office hours.

The Board of Governors shall manage to disseminate widely among all staff about one of the duties of civil servants, which has the following contents:

- **Duties to perform work:** All civil servants must perform with a high sense of responsibility for the work.
- **Hierarchy Obligations:** All civil servants must be accountable to their superiors for their work and must obey their hierarchical orders. Every official has the right to propose or give advice to his superiors, but the decision is the prerogative of his superiors.
- **Obligations of neutrality:** Must be neutral in the performance of work without bias against any individual or group and strictly prohibit the use of its functions and state materials to serve political activities.

- Duty to maintain professional secrecy: In performing certain duties, civil servants are required to maintain confidentiality in accordance with the relevant regulations.
- General obligation: Do not take time off from working for the state or use state resources for personal gain.
- Obligations to respect working conditions: Do not perform work in violation of the duties and responsibilities of officials or other competent institutions.
- Obligations to adhere to a positive attitude: Do not violate the words, gestures and actions that affect the sense of honor or dignity of any person, especially women, people with disabilities, indigenous peoples and other vulnerable groups.

4.6 Staff Motivation

Incentives are the benefits that employees must receive when performing a good job. Incentives can take the following forms:

- ✚ Promotion or rank
- ✚ Receiving a work medal
- ✚ Appointments
- ✚ Letter of commendation or commendation card
- ✚ Oral or written praise in a personal file
- ✚ Providing opportunities for capacity development at home or abroad
- ✚ And other benefits.

4.7 Application of disciplinary sanctions on civil servants

Civil servants working in the Capital, Province, Municipality, District and Khan Administration shall abide by their obligations and implement the laws,

orders, regulations and instructions of their superiors. Civil servants are responsible to their superiors for the duties to be performed in their positions and actions that may affect their dignity and honor, as well as the unit. Civil servants who violate Article 33, Article 34, Article 35, Article 37, Article 38 and Article 39 of the Law on the General Statute: Civil servants of the Kingdom of Cambodia shall be considered as faults and misconduct in their profession.

Disciplinary sanctions are divided into two classes:

A. First Class Punishment

- ✚ Blame
- ✚ Blame with a note in the personal letter
- ✚ Forced move by disciplinary action
- ✚ Remove name from promotion or rank list

B. Second Class Punishment

Serious reprimanding causes to remove a name from the promotion or rank list if already registered or to delay the promotion for a limited period of time but not more than 2 years for promotion by promotion Or by seniority.

- ✚ Leave unpaid for no more than 1 year
- ✚ Decrease the rank or rank of one or more classes
- ✚ Early retirement or forced termination of civil service
- ✚ Dismissal from a civil servant.

When you have an indictment, a civil servant has the right to appeal the imposition of a fine, possibly claiming the following reasons for imposing the fine:

- ✚ The right to inspect its files
- ✚ Witness right to testify
- ✚ The right to choose a bodyguard
- ✚ The right to have a written or oral explanation.

The accused person can check their documents within 15 days after receiving the notification from the governor. The person concerned may appeal the decision to the governor within 15 days after reviewing the case file. The investigation must take place no later than two months after the protest.

5. Monitoring and evaluation¹¹

The National Commission for Sub-National Democratic Development (NEC), the Ministry of Interior, the Ministry of Public Works and other ministries have the authority to monitor, evaluate, and support sub-national administrations in accordance with government policies and programs. Laws, royal decrees, sub-decrees, proclamations and legal documents in force.

Based on each specific case, the relevant ministries and institutions must instruct the sub-national administration to examine and correct any errors related to the management of personnel development in accordance with the regulations, principles, procedures and procedures in force. In the event that there is no correction or cancellation of the order that was made incorrectly in accordance with the provisions, principles, procedures and procedures in force.

All orders and decisions of the post-National Administration that change the status of salaries and allowances of salaries and other allowances and allow these employees to be paid in accordance with the provisions of Article 52 and Article 53 of the Royal Decree on the separate statute. For sub-national administrative staff, they must be sent to the Capital and Provincial Department of Public Function to arrange for the change of staff status to the stakeholders.

¹¹ Royal Decree on the Special Statute for Sub-National Administrative Staff NS / RKOT / 0416/373 Page 15

https://gs.mef.gov.kh/law_and_regulation/ព្រះរាជក្រឹត្យលេខ-៩៧៣-២/

After receiving the above decision, the Capital and Provincial Department of Public Function shall review and prepare to change the status of staff and prepare to provide salaries and allowances of new salaries and other allowances to sub-national administrative staff immediately within the month. Next.

In the event that orders and decisions are made in accordance with the provisions in force relevant to the management of public functions, the Department of Public Functions shall not prepare to change the administrative status of employees in the civil service payroll and shall notify the sub-national and Relevant entities with clear evidence within seven working days after receiving the documents to make the required compliance with the regulations in force.

The Monitoring and Evaluation (NEC) has the role of monitoring and evaluating the implementation of policies on the management and development of human resources in the sub-national administration. The Secretariat of the NCDD is the staff of the NCDD in carrying out this role¹²

Chapter 2

¹² Policy on Management and Development of Human Resources in Sub-National Administration (2014) page 10

<http://www.skpcambodia.com/storage/uploads/files/Government%20%26%20Policy/គោលនយោបាយស្តីពី%20ការគ្រប់គ្រង%20ទិសដៅអភិវឌ្ឍន៍ធនធានមនុស្សនៅរដ្ឋបាលខ្មែរកម្ពុជា.្រាម.្រាម.pdf>

Findings

1. General situation of Malai district administration

Malai district is one of the nine districts of Banteay Meanchey province, located 75 km west of the provincial town. Malai district has a total area of 50,058 square kilometers and borders:

- 🚧 North of Poipet and O'Chrov districts
- 🚧 East next to Mongkul Borey district
- 🚧 South, next to Sampov Loun district, Battambang province
- 🚧 West of the Kingdom of Thailand, 48 km long

Among the 6 communes of Malai district, there are different land conditions which are divided into two types:

1. Lowland areas for rice
2. Upland areas for plantations and mixed crops and forests: Daun Sam forest area of about 500 hectares.

Malai commune, O'Sralao commune, O'Sampor commune, Toul Pong commune and Ta Kong commune are communes located in the lowland area. It is this topography that makes the climate hot and humid, with moderate rainfall making the soil fertile for crops and forests. The main water sources are in the Cambodian-Thai border streams, small streams in the commune, natural ponds and water ponds that people dig, etc.

Malai district has a road connecting the town of Kon Damrey in the city. Poipet to the district town and from district to commune, from commune to village, many are confused.














Malai district has the following land conditions:

Total area of 50,058 hectares

Total cultivated area is 35,200 hectares, including 23,534 hectares of farmland, 11,666 hectares of plantations and 10,456 hectares of other crops. Forest area 12,858 hectares. Structure Land 2,000 hectares of residential land other land area: 10,200 hectares

For Malai District Hall, Malai District Administration currently has a number of offices.

10 offices and 1 unit to work in the district hall are as follows:

-  Office of Administration and Finance
-  Procurement Unit
-  Office of Human Resource Management
-  Commune Planning and Support Office
-  Internal Audit Office
-  Office of the Secretary of the Council
-  Office of Education, Youth and Sports
-  Office of Land Management, Urban Planning, Construction and Land
-  Office of Local Legislation and Mediation
-  Office of Agriculture, Natural Resources and Environment
-  Office of Economy and Community Development
-  Office of Social Affairs and Social Welfare
-  One window service Office

A total of 60 civil servants, 14 females, including:

- District councilors 17
- District governors 4
- Director/Deputy Director of Administration 2
- Office of Administration and Finance 3
- Procurement Unit 1

- Office of Human Resource Management 1
- Commune Planning and Support Office 8
- Internal Audit Office 1
- Office of the Secretary of the Council 1
- Office of Education, Youth and Sports 10
- Office of Land Management, Urban Planning, Construction and Land 2
- Office of Local Legislation and Mediation 1
- Office of Agriculture, Natural Resources and Environment 3
- Office of Economy and Community Development 3
- Office of Social Affairs and Social Welfare 4
- One window service Office 3
- Commune clerks 6

Location	Total area	Cultivated area	Forest area	Residential area	Other
Malai District	50,058	35,200	12,858	2,000	10,200

Village, Commune, Sangkat and Population Statistics Table 2019

Commune Sangkat	Village	Family	Population		Population times
			Total	Women	
6	50	3,602	61,990	26,339	12.25

The total population is 3,602 families, 61,990 people, 26,339 females, of which 32,035 are over 18 years old.

2. History of the birth of Malai

In the past, people called Malai district Phnom Malai because it is a mountainous area covered with vast forests and also a wildlife sanctuary named Daun Sam. By 1979, this area was the leaders of Democratic Kampuchea identified this area as the basis for their resistance movement, renaming it Area 102. Later, key leaders in the region, seeing the suffering of the people as a result of the protracted war, agreed to form a separatist movement from Democratic Kampuchea on June 27, 1996. Starting from the policy of national unification, national reconciliation and the victorious policy of **Samdech Techo Hun Sen**, all kinds of separatist forces in the 102 regions were integrated with the Royal Government of Cambodia on November 7, 1996. Three months later, on February 27, 1997, **Samdech Techo Hun Sen and Lok Chumteav Bun Rany Hun Sen** visited the people in this area 102.

Area 102 was officially renamed Malai District by Sub-Decree No. 39 dated August 6, 1997, located in Malai Commune and under the administration of Banteay Meanchey Provincial Administration.

3. Vision, Mission and Pupose









3.1 Vision

The people of Malai district have improved their lives by ensuring food security, increased income, comfortable human resources, efficient infrastructure system and sustainable natural resources and good environment. Improve the livelihood of local people to have a prosperous life, sustainable development, good health, knowledge, ability, skills to ensure a peaceful society, villages, communes, security, democracy, gender equality, strengthen and preserve the

culture to survive well. And ensure the sustainability of the environment and natural resources.

3.2 Mission

Promote security, good public order in the society that meets the needs of the majority of people by strengthening the policy of safe villages and communes to reduce insecurity.

-  Build a quality rural transportation system to improve the living conditions of the people.
-  Increase rice yields by establishing irrigation systems to improve farmers' livelihoods.
-  Promote good quality agricultural products to meet market standards through training, provide effective and sustainable knowledge to increase the income of people's families.
-  Improve living standards by mobilizing local investment and facilitating markets to contribute to poverty reduction and migration.
-  Promote the private sector by attracting investment in agribusiness in tourism to increase income-generating occupations.
-  Promote the private sector by providing quality electricity for the people to use enough.
-  Promote local education through the construction of school buildings, the provision of education teachers, the promotion of the importance of education, and the provision of scholarships to poor students to ensure quality human resources in economic development.
-  Promote healthy people through education, dissemination, knowledge related to hygiene, eating, resting in the use of toilets and communication with the private sector to build clean water systems that meet the needs.

- ✚ Improve the quality of treatment as well as emergency relief by strengthening the capacity of medical staff and strengthen the Sok Malai Center into a referral hospital to reduce the risk to patients in a timely manner.
- ✚ Promote sustainable and sustainable management of natural resources and the environment to reduce disasters.
- ✚ Promote the further development of our institution through training, knowledge, materials, and resources to become a professional institution.
- ✚ Build commune administration buildings in all communes and train additional commune administration skills to improve the provision of quality and timely public services to the people.
- ✚ Promote equality between male and female employees in equal opportunities and conduct through equitable recruitment.
- ✚ Promote gender equality through education, outreach, encouragement, participation, advice and decision-making in society.
- ✚ Training to provide skills to female staff to enhance their ability to perform professionally.

3.3 Purpose

Malai District Hall aims to develop the local development in all areas, such as:

A. Economic situation (agriculture, trade, services)

- Social Affairs, Veterans and Youth Rehabilitation
- Public Works and Transport
- Mining and energy industry
- Tourism
- Water Resources and Irrigation Management
- Post and Telecommunications

- Banking sector
- Rural development

B. Social status

- Education
- Health sector
- Gender
- Social work
- Culture and Fine Arts
- Cult and religion

C. Status of land use and management of natural resources, environment

- Land use sector
- Fisheries
- Natural Resources Sector
- Environment

D. Status of Disaster Management and Climate Change

- Disaster sector
- Climate change sector

4. Logo and Meaning

4.1 Logo



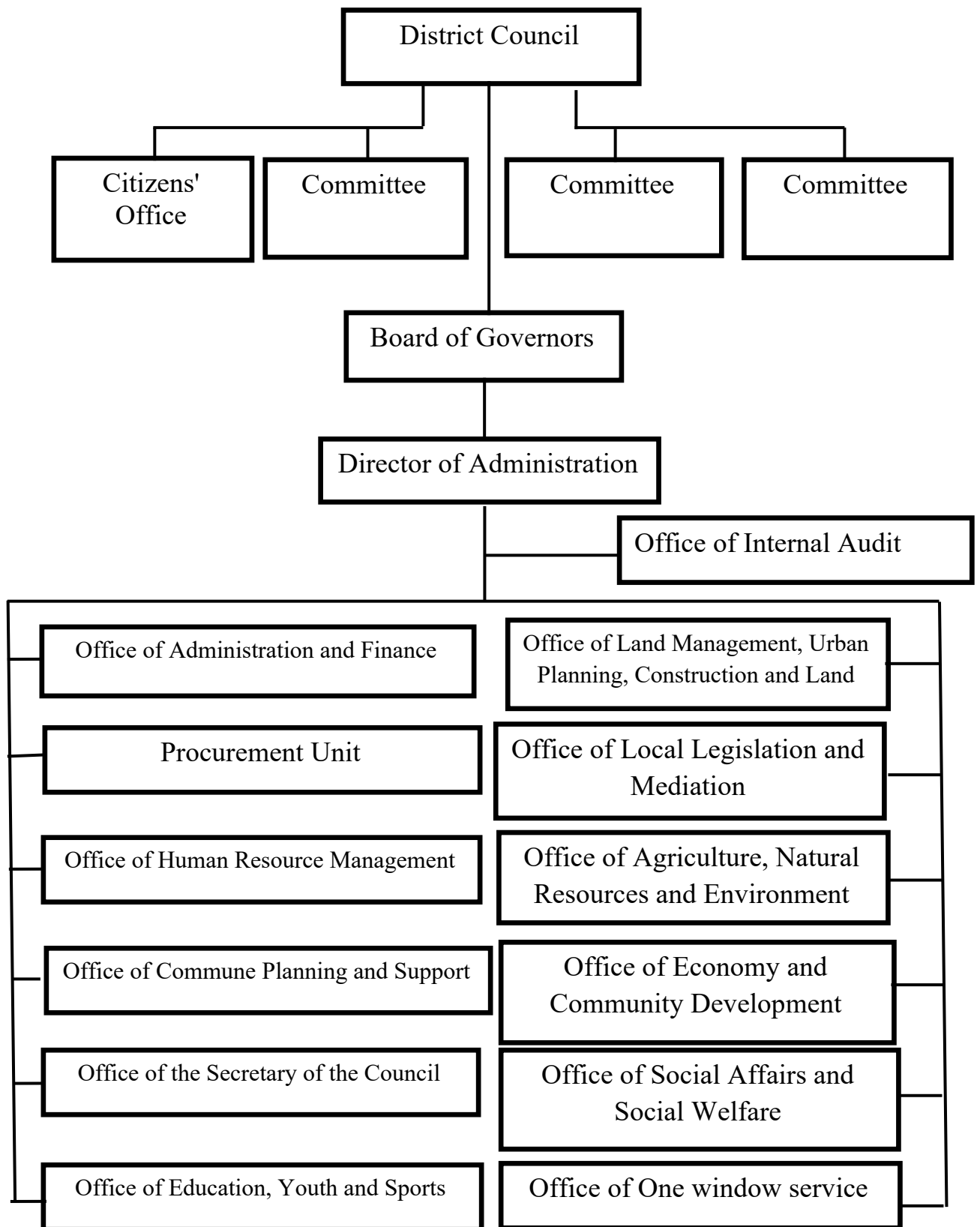
4.2 Meaning

Symbol: The following sharp round shape:

- Surrounded on both sides by a yellowish-orange pod surrounded by buffalo horns wrapped with blue ribbons and red surface.
- In the center is a picture of an ox standing on a cart.
- The bottom has a blue ribbon on the bottom - and the center of the red area with white letters "Malai district"
- At the top of the ox cart there is a view of the forest and mountains.
- Orange-yellow rice husk: Represents agricultural products obtained from agricultural activities by the people of Malai district, about 76.22% are farmers.

- ✚ Mountain landscape: Represents natural resources and environment, which is a protected area named Daun Sam (Refer to Sub-Decree No. 15, dated February 08, 2018 of the Royal Government of Cambodia on the establishment of a protected area named Daun Sam).
- ✚ Ox standing on carts on the grass: representing the cause of the resistance movement of the people in the area of Democratic Kampuchea to secede from the Democratic Kampuchea regime after the supreme leader of Democratic Kampuchea tightened and collected the means of transportation that belonging to the people seriously affects the livelihood of the people. Simultaneously with the Royal Government, launched the policy of National Unity, National Reconciliation and Win-Win Policy of the Prime Minister of the Kingdom of Cambodia, **Samdech Techo Hun Sen**, and was integrated with the Royal Government of Cambodia on November 7, 1996.

5. Administrative structure of Malai district



6. Roles and responsibilities of Malai district administration

6.1 Council

- Develop a plan to prepare and approve a five-year development plan, a three-year rolling investment program.
- The council shall monitor and evaluate annually the implementation of its development plan.
- Disseminate to the public and immediately the development plan immediately after approval.
- Evaluate the performance of the Board of Governors and Council staff.
- The council shall review and approve the annual report no later than 45 days after the end of the year.
- Manage financial affairs to promote democratic development and focus on key development needs to be transparent and accountable to its people.
- In the event of a breach of power within its jurisdiction, the Council shall have the duty to immediately report in writing to the Minister of Interior.
- Prepare reports: Prepare and approve annual reports.
- The council must make it easier for the public to provide information to the public.

6.2 Board of Governors

- The district board of governors shall provide advice to the council, report to the council and implement the council's decisions.

- Examine all functions, duties and resources allocated or transferred to the district council and the procedures for performing the functions, duties and management of these resources.
- Strategic planning and structuring of systems and resources to accept the functions, duties and resources assigned or transferred in accordance with the law on the administration of the capital, municipalities, districts and Khans.
- Five-year rolling development plan and three-year rolling investment program
- Medium-term cost framework and annual updates
- Annual budget plan.
- Financial work and property of the district.
- Creating, editing, or dismantling offices.
- Organizing the roles, duties and working conditions of employees.
- Establish administrative and financial procedures for council offices and staff.
- Defining strategies to develop the capacity of the Council, the Board of Governors and the staff of the Council.
- Prepare the annual report to the Board for review and approval and not later than 45 days after the end of each year related to:
 - Orders and decisions issued by the council and actions, results of implementation.
 - Financial statements.
- Evaluation of the performance of the Board of Governors and the Council.
- Necessary measures to improve the performance of the council.
- Necessary measures to promote gender equality.

- Other matters that the district council deems necessary to include in its annual report.
- Monthly, quarterly and semi-annual reports.
- Assessing the capacity of local commune councils and the need for support for local communes.
- Establishment of committees or sub-committees or working groups as necessary to assist in the implementation of the work of the district council.
- Develop strategies to disseminate information to the public, such as setting up information boards, posting information, and finding ways to disseminate information to citizens within its jurisdiction.
- Cooperation and support for Commune / Sangkat Councils in their districts.
- Addressing requests, requests and challenges of the commune.
- Other duties as determined by laws, documents, regulations and required by the district council.
- Upon receipt of a report or information on abuse of power, the Board of Governors shall immediately investigate. If there is a real violation of power, the district board of governors must immediately report to the council and report to the Minister of Interior.
- To chair the District Unity Command in leading and coordinating the offices of relevant units and communes in the district to ensure security, order and public order in the district.
- Instruct the offices, units and agencies of the ministries and institutions in the district to carry out their duties and responsibilities properly in accordance with the laws, national policies and legal documents related to the offices of each unit and agency.

- Coordinate and direct the offices, units and agencies of ministries, institutions in the district to meet the priority needs at the local level.
- Review, evaluate, comment and score the heads of offices, units of ministries, institutions in the district.
- Consult with the previous district council in proposing candidates for the position of head of the office and units of ministries, institutions in their district.
- Report in writing and immediately to the provincial governor in case of any irregularities in the offices, units and agencies of the ministries, institutions in their districts or in the case of office chiefs, unit heads and responsible persons of The unit office misappropriated its duties and responsibilities. The provincial governor shall refer to the relevant department of the longitudinal line of the province to investigate this matter or may appoint a committee or working group with the participation of the relevant district administration to investigate this case immediately to report to the Minister or the head of the relevant institution. Resolve in accordance with the procedure.
- Have the right to request in writing to the provincial governor to take action to change or remove from office the head of the office or the head of the unit or the person in charge of any agency of the ministry or institution that has committed an illegal act that cannot be justified.

6.3 Administrative Director

The district council and the district board of governors shall have an administrative director called the district administration director. The district

administration director shall have at least two deputy district administration administrators as assistants. The District Administration Director has the following roles and responsibilities:






- Carry out the daily work of the council and the board of governors
- Ensure that the staff unit of the council implements the decisions of the council and its board of governors.
- Execute council orders
- Attend and advise on council meetings, council committees and board of governors, but do not have the right to vote.
- Advise councils, committees, and committees to achieve their goals of creating, promoting, and sustaining democratic development.
- Advise the Board of Governors so that the Board of Governors can effectively perform its functions and duties.

Division of roles and responsibilities Director, Deputy Director of Administration, Malai District

- **Director of Administration:** In charge of the Joint Committee of the Board of Governors and the Council.
- **Two Deputy Managing Directors:** one in charge of administration and finance and the inter-sectoral office of the Procurement Unit, and the other in charge of the Commune Planning and Support Office.

6.4 District Office

Malai District Hall has the following necessary subordinate offices:

-  Office of Administration and Finance
-  Procurement Unit
-  Office of Human Resource Management
-  Office of Commune Planning and Support
-  Office of Internal Audit

- 🏛️ Office of the Secretary of the Council
- 🏛️ Office of Education, Youth and Sports
- 🏛️ Office of Land Management, Urban Planning, Construction and Land
- 🏛️ Office of Local Legislation and Mediation
- 🏛️ Office of Agriculture, Natural Resources and Environment
- 🏛️ Office of Economy and Community Development
- 🏛️ Office of Social Affairs and Social Welfare

One window service office each office is headed by an office director and assisted by a deputy office director. Each office director is responsible and must be directly accountable to the district administration director.

A. Office of Administration and Finance

The Office of Administration and Finance shall act as the staff for the district administration on administrative and financial matters and shall have the following duties:

- Administration, Letters, Information, Protocols, Public Relations and International Cooperation
- Registration work
- Management and maintenance of seals, documents, regulations of the district administration
- Examining and adjusting the structure of the district administration
- Preparation of administrative procedures and financial procedures for the units of the district administration based on the principles and regulations in force
- Finance, budget and assets of the district administration
- Public order work

- Work monthly, quarterly, semi-annual and annual reports and financial statements of the district administration.
- Other work as assigned by the district governor.

B. Procurement Unit

The Procurement Unit shall fulfill the role of the District Administration on Public Procurement and shall have the following duties:

- Annual procurement planning
- Preparation of bidding documents, preparation and dissemination of procurement and provision of bidding documents and receipt of bids, preparation of archives, bidding documents, preparation of venues and opening of bids
- Preparation of reports and minutes on opening bids
- Preparation and facilitation of technical evaluation of bids
- Contract preparation and contract notification letter Dissemination of Auction Results
- Monitoring the implementation of contracts and preparing reports on the implementation of procurement
- Other work as assigned by the district governor.

C. Office of Human Resource Management

Must fulfill the role of the district administration on human resource management and have the following duties:

- Management, administration and use of district administration staff
- Training and capacity development of district administration staff

- Management of other staff through the transfer of authority from the Royal Government or ministries
- Other work as assigned by the district governor.

D. Office of Commune / Sangkat Planning and Support

To fulfill the role of the district administration for planning and supporting the commune and to have the following duties:

- Preparation and implementation of five-year development plan, three-year investment program, rolling of annual action plans and budgets and development projects of district administrations
- Monitoring, monitoring and evaluating the implementation of the five-year development plan, the three-year investment program, moving the annual action plan and budget and development projects of the district administration.
- Population statistics work
- Support, coordinate and monitor the evaluation of the local commune/Sangkat administration on the preparation and implementation of the five-year development plan and the three-year rolling investment program and projects of the local commune / Sangkat administration.
- Guidance and promotion of commune, district and district data collection as required
- Manage and seek support for the processing of commune, district and district data
- Training and capacity development of staff and commune councils as needed

- Technical support on administrative and financial work to Commune / Sangkat Administration
- Addressing Requests, Suggestions and Challenges of Commune / Sangkat Administration
- Other work as assigned by the district governor.

E. Office of Internal Audit

To act as a staff for the district administration to monitor the performance of offices and units under the district administration and to have the following duties:

- Supervision of compliance with laws, orders, legal norms and service standards set in force
- Supervision of administration, staff, finance and assets of district administration
- Supervise the implementation of discipline, internal regulations, ethics and working hours of district administrative staff.
- Other work as assigned by the district governor.

F. Office of the Secretary of the Council

Must be the staff of the district administration on the work of the secretariat to the district council and have the duty to manage the following work:

- Arranging ordinary and extraordinary meetings of the council
- Preparation of Minutes of Council Meetings
- Organizing council outreach and consultation forums
- Management, maintenance and storage of council documents
- Posting and dissemination of council decisions and documents

- Other work as assigned by the chairman of the council and the district governor.

G. Office of Education, Youth and Sports

To fulfill the role of the District Administration for the District Administration for Education, Youth and Sports and to be responsible for managing, supporting, coordinating and monitoring and evaluating the following functions:

- Early Childhood Education
- Primary education
- Administrative work to support general education secondary schools
- Non-formal education
- Youth Development
- Physical education and sports
- Other work as assigned by the district governor.

H. Office of Land Management Urban Planning Construction and Land

To be responsible for the District Administration on Land Management, Urban Planning, Construction and Land Management and be responsible for managing the following functions:

- Land Management and Urban Planning
- Land work
- Construction work
- Housing work
- Other work as assigned by the district governor.

I. Office of Local Legal and Dispute Resolution

Has the role of the district administration for the work of legislation and mediation of local disputes outside the judiciary and has the duty to manage some of the following work:

- Study, research, preparation and advice on the preparation of legal documents of the district administration
- Dissemination of laws and regulations to officials, staff and citizens in the jurisdiction of the district administration
- Legal advice to citizens
- Preparation of Mediation and Legal Skills Training for Local Commune / Sangkat Administration
- Receipt of complaints and mediation at the local level within the jurisdiction of the district administration in accordance with the law
- Examining the legality of orders and decisions of local commune / Sangkat administrations according to the set principles
- Other work as assigned by the district governor.

J. Office of Agriculture, Natural Resources and Environment

Responsible for the District Administration for Agriculture, Natural Resources and Environment and has the following responsibilities:

- Agriculture, forestry and fishing
- Water Resources
- Management of protected area systems
- Urban solid waste management
- Drainage and wastewater treatment system management

- Other work as assigned by the district governor.

K. Office of Economy and Community Development

Responsible for the District Administration on Economic Development, Public Service Delivery and Community Development and has the following responsibilities:

- Public works and transportation
- Industrial and handicraft work
- Mining and Energy
- Tourism
- Rural development
- Business
- Post and Telecommunication work
- Community development work
- Other work as assigned by the district governor.

L. Office of Social Affairs and Social Health

Must fulfill the role of the district administration on social work and social welfare and be responsible for managing the following functions:

- Social work Veterans and youth rehabilitation
- Health work
- Women's Affairs
- Cult & Religious Work
- Jobs and Vocational Training
- Cultural and fine arts work
- Disaster work

- Other work as assigned by the district governor.

M. Office of One Window Service

Must fulfill the role of the district administration on the provision of administrative services and have the following duties:

- Receipt and provision of administrative services to citizens within the jurisdiction of the district administration
- Collection and payment of administrative fees according to set rules and procedures
- Providing information and publicity related to the provision of administrative services
- Storage, maintenance and management of documents related to the provision of administrative services
- Other work as assigned by the district governor.

7. Technical work

After conducting interviews with the district governor, deputy governor, district administration director, district hall officials, district councils, our team received the data and analyzed it one by one as follows:

Question 1

1. Has the district hall implemented the government's policy of decentralization and deconcentration reform?

Answer	Number of respondents	Percentage
Done	04	100%
Not done	0	0%
Total	04	100%

Interpretation

The table shows that 4 people came for the interview, equal to 100%. Of those who answered that they followed the government's reform policy, four were equal to 100%. And for not doing that is no. Therefore, the district followed the government's policy of decentralization and deconcentration reform.

Question 2

2. In the policy of decentralization and deconcentration reform between the Board of Governors and the District Council, who has the right to approve the decision on its local development?

Answer	Number of respondents	Percentage
District Governor	00	00%
Deputy District Governor	00	00%
District Council	04	100%
Total	04	100%

Interpretation

The table shows that 4 people came for the interview, equal to 100%. Of those who answered that the district council has the right to approve the decision, there are 4 people equal to 100%. And for the district governor, there is no implementation role. Therefore, the council has a role to play in implementing the decision.

Question 3

3. In the policy of decentralization and deconcentration reform between the Board of Governors and the district council, who has the right to approve other decisions?

Answer	Number of respondents	Percentage
District Governor	00	00%
Deputy District Governor	00	00%
District Council	04	100%
Total	04	100%

Interpretation

Based on the table above, 4 people were interviewed, equal to 100%, of which 1 person answered that the district governor has the right to approve the decision. Those who answered that the council is the inspector and evaluator in the approval has 3 decisions, equal to 75%. Those who answered that the Deputy Governor had no right to approve the decision.

Question 4

4. In the work of district officials based on the law?

Answer	Number of respondents	Percentage
According to legal principles	03	75%
Not in accordance with the law	00	00%
According to some legal principles	01	25%
Total	04	100%

Interpretation

Interviewed 4 district officials equal to 100%, of which respondents said that 3 district officials obeyed the law, equal to 75%. The number of respondents who did not follow the rule of law was 0, equal to 00%. The number of people who answered that they did not follow the law was 0, equal to 0%. Only 25% of those who answered that they obeyed some legal principles.

Question 5

5. Does the district have a budget to implement the annual plan?

Answer	Number of respondents	Percentage
Have a budget	04	100%
No budget	00	00%
Total	04	100%

Interpretation

According to the above, you answered and there were 4 questions equal to 100%. Among them, the respondents said that the district has its annual budget of 4 people equal to 100%. Respondents said that the district has no annual budget, 0 people equal to 00%. So, the district really has its annual budget.

Question 6

6. Is Malai district structured?

Answer	Number of respondents	Percentage
Structured	04	100%
No structure	00	00%
Total	04	100%

Interpretation

According to the table above, the number of participants answering questions is 4, equal to 100%. Among them, those who answered that the district has a work structure of 4 people, equal to 100%. Those who answered that the district does not have a work structure is 0, equal to 0%. So, the district has its own work structure.

Question 7

7. How many members does the district have?

Answer	Number of respondents	Percentage
12 people	01	25%
13 people	03	75%
Total	04	100%

Interpretation

Based on the table above, the number of participants who answered was 4, equal to 100%. Of those who answered that the district led by the district council has 12 members, 1 is equal to 25%. Those who answered that the district leads the council has 13 members, the council is 3 members, equal to 75%. Therefore, the district has 13 councilors.

Question 8

8. Does the district council have the right to earn its own budget?

Answer	Number of respondents	Percentage
Have the right	01	25%
No rights	03	75%
Total	04	100%

Interpretation

According to the table above, the number of participants was 4, equal to 100%. Of which, those who answered that the district council has the right to earn 3% of the budget is equal to 75%. One person answered that the council has no right to earn budget revenue, equal to 25%. Therefore, the district council has the right to earn its own budget.

Question 9

9. Has the district made its annual development plan?

Answer	Number of respondents	Percentage
Done	04	100%
Not done	00	00%
Total	04	100%

Interpretation

According to the table above, the number of participants is 4, equal to 100%. Among them, the respondents said that the district had planned 4 people, equal to 100%. Those who answered that the district did not make a budget, 0 people equal to 0%. So the district has made its own development plan.

Question 10

10. Which office is responsible for preparing the district's annual plan for submission to the council for approval?

Answer	Number of respondents	Percentage
Commune Planning and Support Office	03	75%
Interdisciplinary Office	00	00%
Office of Administration and Finance	01	25%
Total	04	100%

Interpretation

According to interviews with 4 district officials, it is 100%. Of which, the respondent said that the commune planning and support office has 3 people, equal to 75%. Respondents answered that the number of inter-sectoral

offices was 0, equal to 0%. Respondents said that the Office of Administration and Finance has 1 person, equal to 25%.

Therefore, the district council's annual planner is the commune planning and support office.

Question 11

11. Who has the right to approve the budget?

Answer	Number of respondents	Percentage
District Governor	00	00%
Deputy Governor	00	00%
District Council	04	100%
Total	04	100%

Interpretation

According to the table above, there are 4 respondents equal to 100%. Among them, there were 0 respondents who said that the district governor had the right to approve the budget, equal to 0%. The respondents that the Deputy Governor has the right to approve the budget are 0 or 0%. Respondents said that the council has the right to approve the budget, there are 4 people equal to 100%. Therefore, the person who has the right to approve the budget is the district council.

Question 12

12. Have you ever been encouraged?

Answer	Number of respondents	Percentage
Ever	01	25%
Never	03	100%
Total	04	100%

Interpretation

After our group went to interview with 4 district councilors, 100%. One officer, equal to 25%, used to receive incentives. 3 officers, equal to 75%, have never received incentives.

Question 13

13. What do you think about the implementation of decentralization in the district hall where you are working every day?

Answer	Number of respondents	Percentage
Very good	01	25%
Good	02	50%
Weak	01	25%
Total	04	100%

Interpretation

Based on the answers of 4 district officials equal to 100%. Among them, one respondent said that the implementation of decentralization in the district hall achieved very good results, one person equal to 25%. The correct answer is 2, equal to 50%. One respondent was weak, equal to 25%.

Question 14

14. What do you think about the relationship between the district board of governors and the district council?

Answer	Number of respondents	Percentage
Very good	01	25%
Good	02	50%
Weak	01	25%
Total	04	100%

Interpretation

Based on interviews with 4 district officials, 100%. Among them, one respondent said that the communication between the Board of Governors and the council was one person, equal to 25%, answered that it was very good. The correct answer is 2, equal to 50%. The average respondent was 1 person, equal to 25%.

Question 15

15. What do you think about the decentralization reform policy National deconcentration?

Answer	Number of respondents	Percentage
Very good	03	75%
Good	01	25%
Weak	00	00%
Total	04	100%

Interpretation

Based on the table above, there are 4 officers equal to 100%. Among them, 3 people answered that it was very good, equal to 75%. One respondent was good, equal to 25%, the average respondent was none.

Question 16

16. What do you think about the relationship between provincial administration and district administration?

Answer	Number of respondents	Percentage
Very good	00	00%
Good	03	75%
Weak	01	25%
Total	04	100%

Interpretation

According to the interviews with 4 district officials, equal to 100%, of which the respondents said that the communication between the provincial administration, district administration, municipal administration, commune administration, ministries, institutions is very good. There were 3 good respondents, equal to 75%. The average respondent was 25%.

Question 17

17. What do you think about good governance at the district level?

Answer	Number of respondents	Percentage
Very good	03	75%
Good	01	25%
Weak	00	00%
Total	04	100%

Interpretation

According to the table above, the number of participants was 4, equal to 100%. Of those who answered that good governance is very good, 3 people, equal to 75%. In that, the good answer is 1 person equal to 25%. You answer average None.

Chapter 3

Analyze strengths and weaknesses

1. Strengths

- ❖ The district hall has the right structure to manage and work.
- ❖ Have good internal unity
- ❖ The district held monthly meetings to review the implementation for one month.
- ❖ The Board of Governors and relevant officials meet regularly.
- ❖ The district hall has cooperated well with the departments and organizations that are good partners in the development of the district.
- ❖ The district has its own budget for local infrastructure development.
- ❖ Have a meeting before deciding on a development project
- ❖ Good cooperation with national and international organizations, all kinds of armed forces and offices around the district, as well as philanthropists.
- ❖ Have good border relations with Thailand and resolve issues peacefully based on the principle of respecting sovereignty, territorial integrity
- ❖ The district administration has administrative buildings for leaders and officers.
- ❖ Competent management and officers
- ❖ Management and executives based on legal principles and legal documents.
- ❖ The district administration holds regular monthly meetings and extraordinary meetings to review and implement necessary work.

- ❖ Provide good administrative and public services to the people
- ❖ Posting various information for the people to know
- ❖ Visiting and providing emergency assistance to people affected by various disasters
- ❖ Caring to serve the people
- ❖ There is a report of the district council and the board of governors to the upper level every month.

2. Weaknesses

While the Malai district administration was in the process of managing its administration, it encountered a number of crises that caused the following weaknesses:

- ❖ The district council has not yet adequately responded to the requests and needs of the electorate.
- ❖ District staff are few but overworked
- ❖ Some land disputes remain unresolved
- ❖ Preparation of monthly reports to provincial level is occasionally delayed.
- ❖ Small office and lack of space for work
- ❖ Lack of office equipment such as computers, printers and filing cabinets
- ❖ Lack of competent officials
- ❖ Staff motivation is still limited
- ❖ A small number of officials come to work irregularly

Conclusions and Recommendations

1. Conclusion

After conducting detailed research and analysis, through careful interviews with district councils, district governors, deputy governors, administrative directors, office chiefs and research officers, district halls, administrative offices, libraries, lessons learned other documents related to the district administration management process, I observed that there is a good implementation of the relevant laws and regulations.

2. Recommendations

Through the research on the whole topic on the administrative management process of Malai District Hall, which is determined by the law and the actual practice at Malai District Hall, which I conducted my own research and analyzed the questionnaire, the weaknesses of the subject were found. See some shortcomings. Therefore, as a student, please allow the following comments:

- ❖ District councils elected by the people should serve the people directly and indirectly in all circumstances that the people need.
- ❖ The district administration should ask the Ministry of Interior to recruit more district officials.
- ❖ District administration should expedite land issues quickly so that people can trust
- ❖ District administrations should strive to prepare monthly reports to provincial leaders on a regular basis.
- ❖ The district administration should apply to the upper level to get the budget to expand the office more spacious and easier to work.

- ❖ District administration should request additional funding to the Ministry of Interior for the purchase of office supplies
- ❖ Administration should further strengthen the capacity of civil servants for efficiency
- ❖ District administration should have a clear and proper incentive for civil servants
- ❖ The administration should further strengthen the working hours of officials.

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