



**UNDP Statement on the ECCC Human Resources Management Review**  
25 April 2008  
Jo Scheuer, UNDP Country Director

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Excellencies, distinguished guests, members of the press, ladies and gentlemen,

It is with great pleasure that the ECCC Project Board today issues the report on HR Management Systems conducted by an independent review team. You will recall that about a year ago, UNDP launched an internal audit of recruitment processes within the ECCC in response to perceived weaknesses in the recruitment and deployment of Cambodian personnel. You will also recall that such weaknesses were verified through the UNDP audit and that various recommendations to address them were put forward.

Even while the audit was ongoing, the ECCC already started to take action to improve their processes starting with the drafting of a Human Resources (HR) handbook and a Code of Conduct, among others. For its part, the Project Board asked UNDP to deploy international HR experts who could provide policy advice and assist the ECCC. International HR experts also participated in the design and conduct of the job matching exercise undertaken to address the issue that some ECCC Cambodian staff did not meet the requirements of their posts at the time of hiring. These and many other actions have been taken by the Project Board and by ECCC. I'm sure His Excellency Sean Visoth will give you a more detailed account of these actions.

In late February of this year, the project board commissioned an independent review through UNDP. The review was done to assess whether issues identified in the audit report, as well as subsequent decisions taken by the Project Board, had been adequately addressed and to validate that the decisions taken by the project board to rectify past shortcomings in HR management had been effective. The review team was composed of two management specialists from Deloitte/India and one locally-based international HR consultant. They worked for a period of four weeks to produce the report.

Their report covered hiring and recruitment, salary scale review, project assurance and the code of conduct. In all of these areas, the review team noted significant improvements. The team has found that (and I quote) *"The HRM practices of the ECCC national side are robust and ready to take on the challenges of the next phase of operations"*.

With this conclusion, the Project Board, that includes UNDP, UNDESA and the European Commission, are all quite satisfied particularly with the efforts made by the management of the ECCC. We have always felt that while the role of the Project Board was to facilitate and assist in establishing strengthened policies and procedures, it is ultimately up to the ECCC and the ECCC alone to ensure that these policies will be used in its day-to-day operations. As we have all seen, these efforts have led to positive results indeed.

We are equally pleased to note that the ECCC, on its own initiative, built an internal mechanism for reporting potential violations of the code of conduct and for looking into the validity of these reports should any be received. We commend these efforts and we trust that the ECCC will ensure that staff members have confidence in this internal mechanism. The HRM review makes recommendations to further strengthen these procedures and states in the report, that *"there were no recent allegations of mismanagement in the ECCC."*

The review team was also able to validate that the salary scale of Cambodian professionals is consistent with the agreement to benchmark the scale at 50 percent of the UN rate. Furthermore, the report states that the salaries are *"at the top of the market without being above the market"*. This addresses the concern that ECCC staff members have been overpaid.

Do these positive findings mean that the HR management system in ECCC is now perfect? No they do not. The report also identifies some areas that need to be further strengthened such as in goal setting and performance evaluation, in the conduct of job interviews, job classification and the definition of appropriate minimum qualifications for recruited positions. There is a need for continued capacity development support to the ECCC. Rest assured that the Project Board will continue to exercise its oversight role to support that the ECCC's capacity continues to be developed and systems are further strengthened in order to continue to meet international standards.

At this point, I would like to make one very important clarification. Through the various audits that have been conducted to date, there has never been any issue with regard to the management of the ECCC's financial resources. Based on audits conducted from 2006 to present, there have been no questionable financial transactions, no misallocated resources, and no incomplete or missing documentation in support of disbursements made by the ECCC. All of their financial transactions have passed audit scrutiny.

And with that I'd like to thank you all for coming and I turn the floor over to H.E. Sean Visoth.