

Symposium on
“Effective Governance and Digital Transformation for Building
Back Better and Accelerating the Implementation of
the 2030 Agenda for Sustainable Development”
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Session 5 “Changing Mindsets and Upskilling Civil
Servants”

Developing New Competency Framework for
Enhancing the Capacity of Civil Servants in
the Post-Covid-19 Era

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Cambodia



Image: ASEAN

(Source: <https://twitter.com/annajhenderson/status/1404906629875650562>)

1. Overview

Covid-19 pandemic ...

Nov 17, 2019 First case found in Wuhan, China

By Nov 09, 2021 World infections
251,013,972 total cases
5,070,738 deaths

(Source: <https://www.worldometers.info/coronavirus/>)

By Nov 08, 2021 Infections in Cambodia
119,160 total cases
2,835 deaths

(Source: <http://moh.gov.kh/?lang=en>)

Daily new confirmed COVID-19 cases

7-day rolling average. Due to limited testing, the number of confirmed cases is lower than the true number of infections.

Our World
in Data

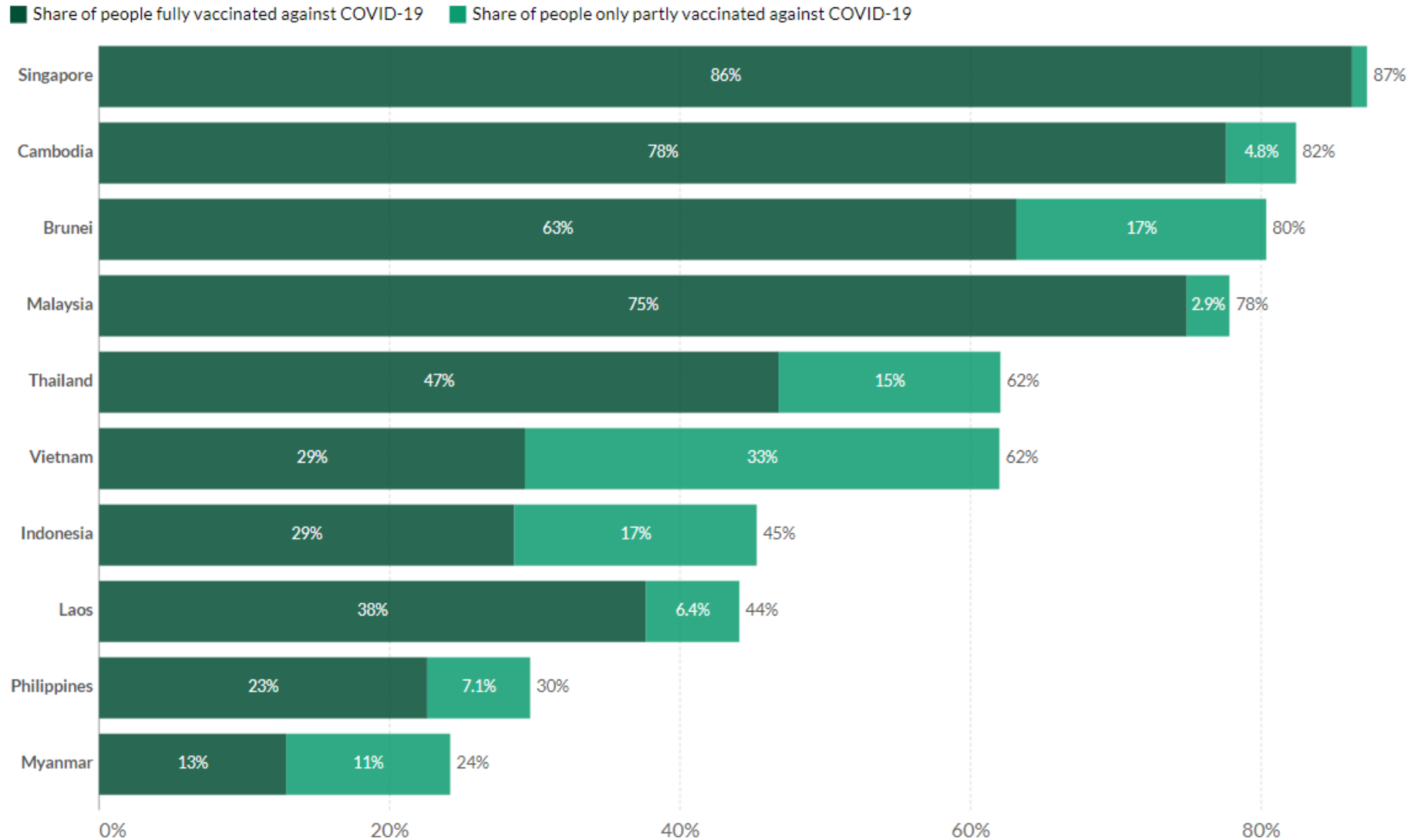


Source: Johns Hopkins University CSSE COVID-19 Data

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Share of people vaccinated against COVID-19, Nov 7, 2021

Alternative definitions of a full vaccination, e.g. having been infected with SARS-CoV-2 and having 1 dose of a 2-dose protocol, are ignored to maximize comparability between countries.



(Source: https://ourworldindata.org/covid-vaccinations?fbclid=IwAR2CC1rjz0jXC9fvqvsVoM8RYIR_XevMJSEukcxk_Fph8oYHPwafea5j0Ns)

2. What We Have Done

- Lockdowns of cities and/or provinces
- Restrictions of cultural and socio-economic activities
- Calls for humanitarian and voluntary activities
- Remote work/communication adaptation
- PM took the first shot
- Public servants are mandatory to get vaccinated

3. Impacts of Covid-19

- Slowdown in socio-economic activities
- Business bankruptcy
- Reduction in general public services
- Limited face-to-face activities
- Loss of inter-personal trusts

Impacts of Covid-19 pandemic ...

➤ SDG1 "No Poverty":

Poverty could rise to 17 percent

➤ SDG2 "Zero Hungry": Rising food price, and nutrition issues

➤ SDG3 "Good Health and Well-Being": Mental health issues

➤ SDG4 "Quality Education": Schools were closed and shifted to e-learning

➤ SDG5 "Gender Equality": Increase in domestic violence and women are likely to lose more jobs (due to closure of garment factories, etc.)

➤ SDG6 "Clean Water Sensation": Limited access to water supply led to less sanitation

➤ SDG8 "Decent Work and Economic Growth": Approximately 500,00 people lost their job

➤ SDG10 "Reduced Inequalities": Urban and rural areas unable to access [online classes?](https://www.unescap.org/sites/default/files/PPT_Session%202_Veera%20Kim.pdf) (Source: https://www.unescap.org/sites/default/files/PPT_Session%202_Veera%20Kim.pdf)

4. Lessons Learned

At the time of crisis ...

- Quick and strategic actions are important
- Information/miscommunication may lead to chaos
- Technology helps people in many ways
- Cooperation among all stakeholders—locally and globally
 - ✓ Sharing human/financial resources
 - ✓ Sharing information
 - ✓ Sharing experiences
- Leader plays important roles
 - ✓ Guide
 - ✓ Model
 - ✓ Follow up

5. Competency Framework for Civil Servants in the Post-Covid-19 Era

- Ethical performance
 - ✓ Fostering trust and sharing culture
 - ✓ Discrimination-free society
 - ✓ Promoting social equity and inclusiveness
- Leadership
 - ✓ Leading by example
 - ✓ Adaptive and agile leadership
- Being resilient
 - ✓ ICT literacy and digitalization
 - ✓ Collaborative and adaptive leadership
 - ✓ Strategic and transformational leadership
- Engagement of stakeholders/cooperation

6. Strategies and Approaches

- Institutionalize the new competency framework in the curricula
- Apply blended approaches
- Establish and promote using online platforms
- Promote sharing and cooperation culture at work and community
- Digitalize public service delivery
- Digitalize and reduce bureaucratic procedures and documents
- Crisis mitigation plan/facilities need to be in place

7. Challenges and Efforts

- Lack of human capital
- Poor ICT literacy and infrastructure
- Difficulties in applying new knowledge
- Limited resources

- ✓ Learning from doing
- ✓ Learning from knowing and seeing
- ✓ Inspiring for changes and innovations
- ✓ Gaining political commitment
- ✓ Mobilizing external resources

**T h a n k
Y o u !**