

**KINGDOM OF CAMBODIA**  
**Nation - Religion - King**

**MINISTRY OF HEALTH**



**HEALTH SECTOR STRATEGIC PLAN**  
**2003-2007**

A Strategic Plan  
to make a difference



## MISSION STATEMENT OF THE MINISTRY OF HEALTH, KINGDOM OF CAMBODIA

The Mission of the Ministry of Health, Royal Government of Cambodia is commitment to ensure sector wide equitable, quality health care for all the people of Cambodia through targeting resources, especially to the poor and to areas in greatest need.



## VALUES OF THE MINISTRY OF HEALTH

- Right to health
- Equity
- Pro-poor

## WORKING PRINCIPLES OF THE MINISTRY OF HEALTH

- Social protection for vulnerable groups
- Listening to what people want
- Affordability and sustainability
- Focus on rural areas and the poor
- Capacity building including human resource development
- Sector wide management
- High quality evidence based interventions
- Good governance and accountability



## POLICY STATEMENT 2003 -2007

The policy statement of the Ministry of Health, Kingdom of Cambodia is based on the national health policy, which can be found in the booklet called 'Health Situation Analysis 1998 and Future Direction for Health Development 1999-2003'.

The following 13 elements that comprise the policy statement provide the basis for this strategic plan. The 20 strategies in the strategic plan flow from these elements.

### Policy Statement

- Implement sector wide management through a common vision and effective partnerships among all stakeholders
- Provision of basic health services to the people of Cambodia with the full involvement of the community
- Provision of affordable, essential specialised hospital services
- Decentralization and de-concentration of financial, planning and administrative functions within the health sector
- Priority emphasis on prevention and control of communicable and selected chronic and non-communicable diseases, on injury, the elderly, adolescents and vulnerable groups such as the poor, and on managing public health crises
- Priority emphasis on provision of good quality care to mother and child especially essential obstetric and paediatric care
- Active promotion of healthy lifestyles and health-seeking behaviour among the population
- Emphasis on quality, effective and efficient provision of health services by all health providers
- Optimisation of human resources through appropriate planning, management including deployment and capacity development within the health system
- Increase promotion of effective public and private partnerships for effective and efficient basic and specialist care
- Effective use of the health information for evidence-based planning, implementation, monitoring and evaluation in the health sector
- Implement health financing systems to promote equitable access to priority services especially by the poor
- Further development of appropriate health legislation to protect the health of providers and consumers

## The health sector strategic plan: A SUMMARY

This is a summary of the strategic plan for the health sector in the Kingdom of Cambodia.

The *vision* of the strategic plan is to really make a difference, for the better, to the health of the people of Cambodia.

The *purpose* of the strategic plan is to provide direction to the development of the health sector over the next 5 years. The government's intention is that it is used to focus and guide the actions of the Ministry of Health and all stakeholders so that everyone works towards making a difference, to meeting the government's planned outcomes.

To make a difference to the health of people in this country, we in the Ministry of Health have, in the strategic plan:

*For the first time* included everyone who is working on some aspect of health care, both in the public and private sectors. In this country we call this approach sector wide management.

*For the first time* developed a mission statement, values and working principles, and a policy statement. These are crucial to tell everyone what the Ministry is all about.

*For the first time* given six priority areas of work and twenty strategies, eight of them core ones, all of which have been identified through talking with those interested in making a difference. Everyone must focus on these if we are to make a difference.

*For the first time* given health outcomes for the whole sector. This means we know what we have to succeed in doing if we are to make a difference in people's health.

*For the first time* paid more attention to chronic diseases and to emerging public health issues. We need to try and prevent people getting diseases such as cancer due to smoking or to having accidents at home, at work, or on roads which cause health problems.

*For the first time* developed a strategic plan that is linked to the planning-budgeting cycle and to a medium term expenditure framework. Planning what we do to make a difference, and making sure money is spent on what will make a difference, are very important.

## CURRENT HEALTH AND DEMOGRAPHIC SITUATION

An assessment of health and demographic indicators in Cambodia shows:

Life expectancy at birth (1998)	58.3 (females) 54.5 (males)
Total fertility rate*	4.0
Maternal mortality ratio*	437 deaths per 100,000 live births
Infant mortality rate*	95 deaths per 1,000 live births
Under-five mortality rate	125 deaths per 1,000 live births
Percentage of children under five years with stunting*	45%
Percentage of children who are underweight*	45%
Tuberculosis incidence rate (2001)	540 per 100,000 population
Malaria incidence rate (2001)	8 per 1000 population
HIV seroprevalence rate among 15-49 years*	2.8%

\*(2000)

Improving these indicators has determined the range of work for implementation in the strategic plan. Health improvement will contribute to poverty alleviation and socio-economic development. Currently, around 36 per cent of the population live below the poverty line and about 32 per cent of women are illiterate.

*Priority will be given to the following demographic and health concerns:*

- The rise in infant and child mortality including increasing post-neonatal mortality, mortality and morbidity from diarrhoeal diseases, acute respiratory infections, vaccine-preventable diseases, dengue and malaria
- The high rates of under-nutrition among women and malnutrition among children
- High maternal mortality ratio, and deaths from obstetric trauma and septic abortions
- High case fatality from infectious diseases particularly HIV/AIDS, TB, and malaria
- The high total fertility rate
- Population growth
- Harmful practices among consumers and providers including unhealthy lifestyles and widespread inappropriate health seeking behaviour

The population aged 65 years or more is expected to increase resulting in a number of emerging non-communicable or chronic diseases such as cardio-vascular disorders, cancer and diabetes. As commercial and industrial sectors expand, the health sector will also see increasing numbers of work-related problems, injuries, and road traffic accidents unless more attention is given to prevention. Another concern is that on average, households spend almost US\$ 24 per capita on health services. Among those who sought care, 80 per cent had to use savings, or even borrow or sell assets to pay for health care costs.

One or more of the concerns affect almost every family in the country. The Ministry of Health has been working on them and there are some signs of success. But we need to do more.

## THE OVERALL GOAL OF THE STRATEGIC PLAN IS TO:

Enhance health sector development in order to improve the health of the people of Cambodia, especially mothers and children, thereby contributing to poverty alleviation and socio-economic development.

## THE RESULTS OR OUTCOMES WE EXPECT FROM EFFECTIVE AND EFFICIENT ACHIEVEMENT OF THE GOAL ARE:

- Reduced infant mortality rate
- Reduced child mortality rate
- Reduced maternal mortality ratio
- Improved nutritional status among children and women
- Reduced total fertility rate
- Reduced household health expenditure, especially among the poor
- More effective and efficient health system

## PRIORITY AREAS OF WORK

To get these results the government will, during the period 2003-2007, give priority to six areas of work:

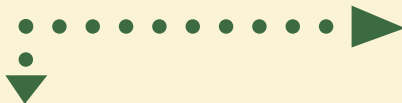
- Health service delivery
- Behavioural change
- Quality improvement
- Human resource development
- Health financing
- Institutional development

## HELP WITH IMPLEMENTATION

There are 4 volumes that comprise the strategic plan. Volume 1 is the main text of the strategic plan. To help move from the strategic plan to successful implementation of the strategies, which are on the next page, the ministry has developed some operational tools. These are in Volumes 2, 3, and 4. The 3 tools are frameworks. The first is for planning and expenditures; the second volume is on monitoring and evaluation; and the third volume gives a description of how annual operational plans will be developed. The Ministry of Health is also revising the planning manual and reviewing the planning-budgeting cycle. Like this summary, all the volumes are available in Khmer and English.

# STRATEGIES

## STRATEGIES



In the following box are the 20 strategies in the strategic plan. All the strategies are important but eight of them are essential core ones. These are: the first three strategies for health service delivery, and the first strategy for each of the other areas of work.

### Health service delivery

- **Further improve coverage and access to health services especially for the poor and other vulnerable groups through planning the location of health facilities.**
- **Strengthen the delivery of quality basic health services through health centers based upon minimum package of activities.**
- **Strengthen the delivery of quality care, especially for obstetric and paediatric care, in all hospitals through measures such as the complementary package of activities.**
- Strengthen the management of cost-effective interventions to control communicable diseases.
- Strengthen the management and coverage of support services such as laboratory, blood safety, referral, pharmaceuticals, equipment and other medical supplies and maintenance of facilities and transport.

### Behavioural change

- **Change for the better the attitudes of health providers sector wide to effectively communicate with consumers especially regarding the needs of the poor through sensitisation and building interpersonal communication skills.**
- Empower consumers, especially women, to interact with other stakeholders in the development of quality health services through mass media and inter-personal communication.
- Promote healthy lifestyles and appropriate health seeking behavior through advocating for healthy environments and implementing counselling and behavioural change activities.

### Quality improvement

- **Introduce and develop a culture of quality in public health, service delivery and their management through the use of Ministry of Health quality standards.**
- Develop and implement minimum and optimum quality standards for the public and private sectors incorporating pro-poor and gender issues through the use of appropriate tools.



Health service delivery



Behavioural change



Quality improvement

## Human resource development

- **Increase the number of midwives through basic training and strengthen the capacity and skills of midwives already trained through continuing education.**
- Strengthen human resource planning to reduce mal-distribution of the numbers and type of workforce through identification of posts and the reallocation of staff.
- Enhance the management and technical skills and competence of all Ministry of Health workforce through quality, comprehensive training, education, retention and support measures.

## Health financing

- **Ensure regular and adequate flow of funds to the health sector especially for service delivery through advocacy to increase resources and strengthening financial management.**
- Allocate financial resources to improve the accessibility of health services for the poor through alternative health financing schemes.
- Ensure transparent, efficient and effective health expenditures through strengthening resource allocation, coordination of different sources of funding, and monitoring.

## Institutional development

- **Organizational and management reform of structures, systems and procedures in the Ministry of Health to respond effectively to change.**
- Effective public private partnership to improve accessibility, quality and affordability through the promotion of private sector participation and enforcement of regulations.
- Enhance Ministry of Health capacity to address chronic diseases and emerging public health problems through raising awareness and developing comprehensive plans.
- Further develop the health sector to strengthen management effectiveness throughout the health service by:
  - a) Enhancing management and leadership culture sector-wide.
  - b) Increasing effective decentralization and deconcentration.
  - c) Institutionalizing sector wide management.



Human resource development



Health financing



Institutional development



## SOME STRATEGIC ACTIONS

The Ministry of Health is very supportive of the need for flexibility. Therefore in the strategic plan only strategic actions for implementation of the strategies are given (volume 1, annex B). Each level and also each province and (operational) district of the health system will develop detailed actions or activities depending on factors such as role, needs and problems. Such actions/activities will be reflected in annual operational plans (volume 4 of the strategic plan). The actions are also linked to the direction and scope of the strategic plan (volume 1), the medium term expenditure framework (volume 2) and the monitoring and evaluation framework (volume 3).

**The following are examples of some strategic actions for the 8 core strategies:**

- **Further improve coverage and access to health services especially for the poor and other vulnerable group through planning the location of health facilities.**  
Finish revision of health coverage plan
- **Strengthen the delivery of quality basic health services through health centers based upon minimum package of activities.**  
Review and revise the minimum package of activities to especially target the top priority diseases and other problems such as malnutrition
- **Strengthen the delivery of quality care, especially for obstetric and paediatric care, in all hospitals through measures such as the complementary package of activities.**  
Finalise and implement the complementary package of activities according to role of hospitals at district, provincial, and national levels building upon evidence based practices
- **Change for the better the attitudes of health providers sector wide to effectively communicate with consumers especially regarding the needs of the poor through sensitisation and building interpersonal communication skills.**  
Raise awareness among public, private, NGO health providers about quality health services and professional ethics (accountability) including inter-personal communication skills
- **Introduce and develop a culture of quality in public health, service delivery and their management through the use of Ministry of Health quality standards.**  
Establish a quality assurance office to support, encourage and help managers develop quality client/consumer orientated services
- **Increase the number of midwives through basic training and strengthen the capacity and skills of midwives already trained through continuing education.**  
Continue providing 4 month maternal and child health course for health centre staff
- **Ensure regular and adequate flow of funds to the health sector especially for service delivery through advocacy to increase resources and strengthening financial management.**  
Strengthen budgeting and financial planning
- **Organizational and management reform of structures, systems and procedures in the Ministry of Health to respond effectively to change.**  
Clarify roles and functions, lines of accountability and decision-making, delegation of authority at all levels of the Ministry of Health, including national programmes, national hospitals and other national health institutions



**MINISTRY OF HEALTH**  
N°151-153, Kampuchea Krom Blvd.  
Phnom Penh, Kingdom of Cambodia  
Tel & Fax: (855) 23 426 841 / 725 833  
Email: moh\_cabinet@bigpond.com.kh