

**Public Administration Reform in Cambodia: PEST Analysis**

*I. Introduction*

A number of factors, ranging from lacking of personnel, limited knowledge of the individuals, weak institutions, corruption, and low paid, are currently challenging the Cambodian civil service sector. Realizing the issues, both of the developing partners and the Royal Government of Cambodia (RGC) have been working from one mandate to another mandate to tackle the challenges in order to turn the civil service into an effective partner for the social and economical development of the country and become an efficient provider of services to all citizens.

To promote good governance, the RGC has committed to a number of strategic efforts, one of which is the strategic framework to Public Administration Reform. As of the fifth legislative mandate 2013 – 2018 under the National Strategic Development Plan (NSDP) 2014 – 2018 and the Rectangular Strategy Phase III (RSIII), the National Program for Public Administrative Reform has been formulated and officially approved by the Council of Ministers on 9 January 2015.

This paper aims to review the vision, goals, objectives and strategic frameworks that the RGC have developed and try to investigate and forecast its effectiveness in implementation against the political, economical, social and technological context in Cambodia. The author primary use the secondary data obtained from relevant literatures and government materials to describe the context and attempt to analyse its effectiveness in implementation. In order to provide a clear picture of Cambodian context, a brief historical overview as well as governmental structure in Cambodia has also been illustrated.

*II. Historical overview*

A brief historical overview in this section will be found useful for those who are not familiar with Cambodian context. This overview will also provide clearer picture for any attempt to thoroughly analyse the Public Administration Strategy in Cambodia against its Political, Social, Economical, and Technological context.

The post-Angkorean era marks the decline in the popularity of kingship, internal conflict, and foreign power intrusion, which undermine the social, economical and political stability in the Kingdom of Cambodia.<sup>1</sup> After nearly a century of colonization, Cambodia gets its full independence from France in 1953. The electoral act in 1946 pave ways for Cambodian King to rule the country by constitution. The elections for the consultative assembly in 1947 and 1951 shows that Cambodian elites prefers Democratic Party to any others.<sup>2</sup> However, the power struggle among the Cambodian elites continues to exist. Subsequently, the political and legal system has been transforming from the constitutional monarchy to the Republic, extreme Maoist (Genocide), and the Communist. Finally, after Paris Peace Accord in 1991, Cambodia held its election in 1993 under the constitutional

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<sup>1</sup> Chandler, David: A History of Cambodia, 4th ed. (Chiang Mai: Silkworm Books, 2008), 115-117. p.

<sup>2</sup> The Democratic Party led by Prince Sisowath Yuthevonng won 50 out of 67 seats in 1947 and 55 out of 78 seats in 1951. See David Chandler, A History of Cambodia, 4th ed. (Chiang Mai: Silkworm Books, 2008), 214-219. p.

monarchy that adhere to the principle of liberal democracy as stated in its constitution. Table 1 below briefly describe the transition of political, legal, and economical system in Cambodia.

Table 1. The Cambodian political, legal, and economical system from 1953 – 2016

<b>Era System</b>	<b>Legal System</b>	<b>Political System</b>	<b>Political Power</b>	<b>Economic</b>
1863 – 1953	French based Civil Code	Under French Protectorate	Held by French	Colonial Type
1953 – 1970 (The Kingdom of Cambodia)	French based Civil Code	Constitutional Monarchy	Held by Prince Sihanouk as Prime Minister	Market and then Nationalization
1970 – 1975 (Khmer Republic)	French based Civil Code	Republic	Held by General Lon Nol	Market, war economy
1975 – 1979 (Democratic Kampuchea)	Legal system destroyed	All previous system abolished, extreme Maoist Agro-communist	Khmer Rouge	Agrarian, Central Planned
1979 – 1989 (The People Republic of Kampuchea)	Vietnamese oriented model	Communist party, central committee and local committee	Cambodian People Party (CPP)	Soviet Style central planning
1989 – 1993 (The State of Cambodia)	Greater economic rights	Communist party, central committee and local committee	Cambodian People Party (CPP)	Liberalized central planning
1993 – 2013	French based Civil Code combined with common law in certain sectors	Constitutional Monarchy	Shared between CPP and FUNCINPEC Party	Transition to a market economy
2013 – present*	French based Civil Code combined with common law in certain sectors	Constitutional Monarchy	CPP	Market economy (Stage 1 - Factor driven economies)**

Source: Compiled from Chandler (1991), Cambodia Investment Guide (May 1999), Cambodia: Enhancing good governance for sustainable development Chapter 3, p. 5. ADB 2000. Cited in Soksreng TE (2007). Good Governance in Cambodia: Exploring the link between governance and poverty reduction.

\* Updated information in 2016. \*\* First stage of development as indicated in the Global Competitiveness Index 2012-2013

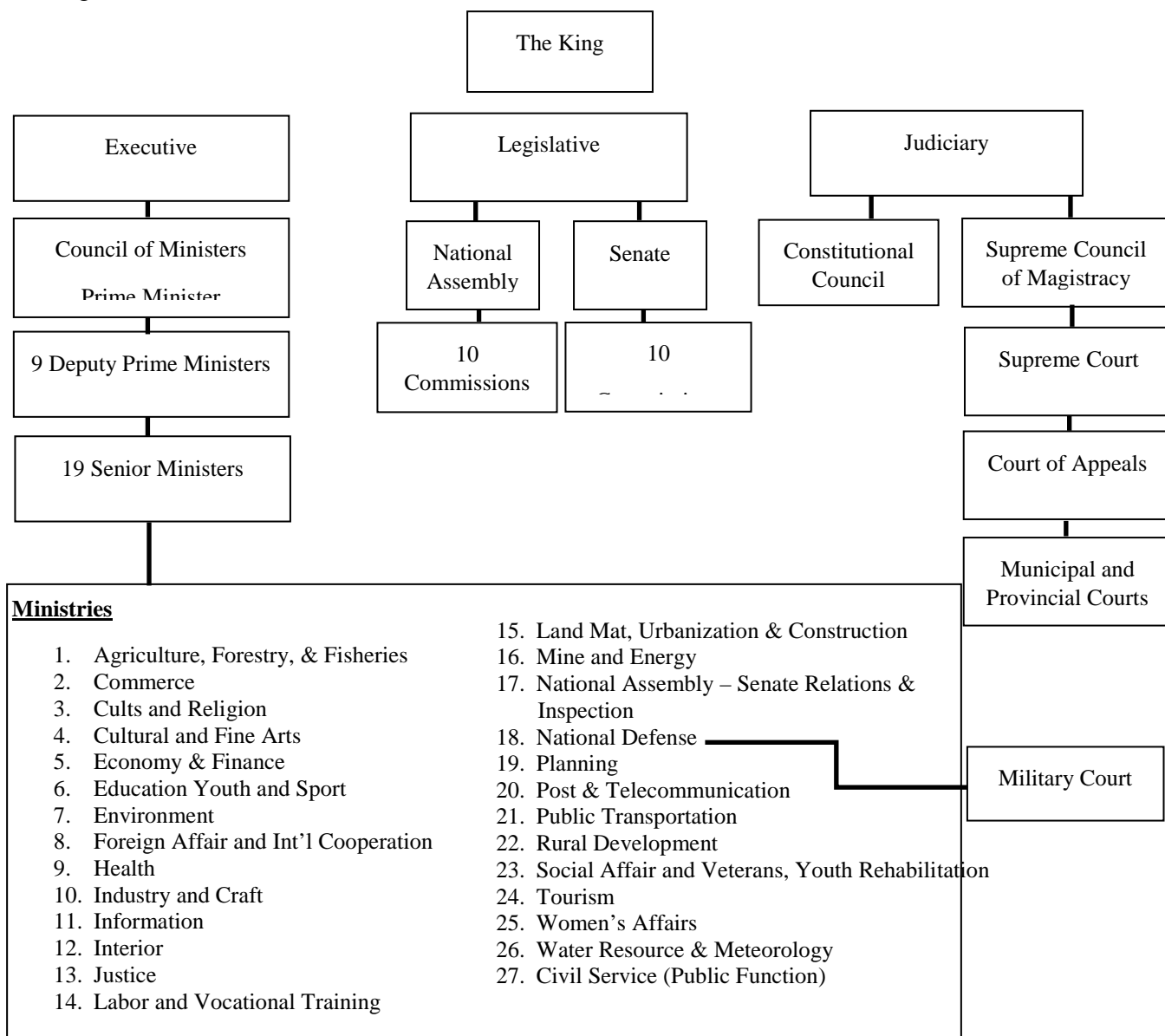
### *III. Government structure*

From Article 1 to Article 50 in the constitution, Cambodia is a country that rules according to the constitution recognizing and respecting to all aspect of human rights, women's rights, and children rights as enshrined in the United Nation Charter, the Universal Declaration of Human Rights and all other treaties related to those rights. The King is the

Head of State but does not rule any power. Article 51 also declares that Cambodia has a separated power between Executive, Legislative and the Judicial Power. In addition, Article 128 stipulates well that the Judicial Power is impartial and protects citizen's liberties and rights. The Constitutional Council of Cambodia is the only supreme institution that interprets the constitution and guarantee all laws adopted are abide by those interpretation. However, there is still a concern about the independency of this body as majority of them are from the ruling political party.

Followed by the National Election in 2013 and the cabinet reshuffling in March 2016, the fifth mandate of the new cabinet of Cambodia (2013-2018) consists 27 Ministers, 14 Ministers attached to Prime Minister, 9 Deputy Prime Ministers and 19 Senior Ministers and more than 400 of secretaries and under-secretaries of state led by the Prime Minister Hun Sen from CPP (The ruling party since 1979). Figure 1 below describes the government structure.

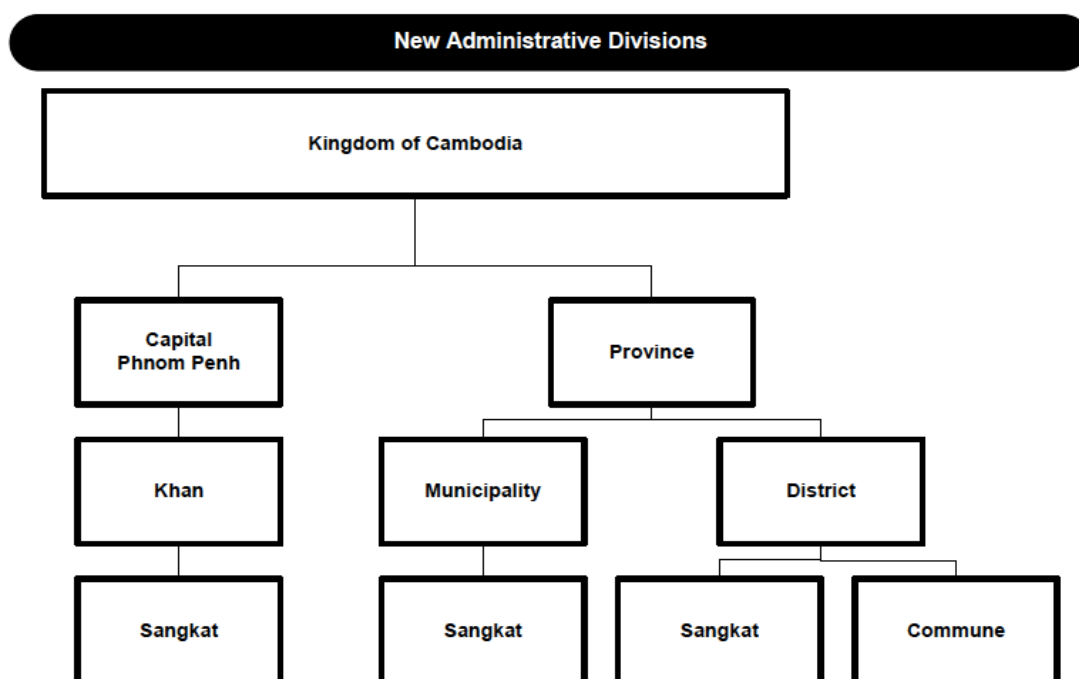
Figure 1. Government Structure (2013-Present)



The Kingdom of Cambodia consists of 24 Provinces and 1 Capital (Phnom Penh), 197 Krong (municipality)/District/Khan, and 1633 Commune/Sangkat.<sup>3</sup> Figure 2 below describes the administrative divisions that are under the Ministry of Interior.

<sup>3</sup> The number is updated on May 6, 2016.

Figure 2. The Administrative Divisions



Source: Modules for understanding and training on the Organic Law (2012)

Cambodia is probably having the biggest cabinet in South East Asia if comparing with its size and population to, for example, Thailand with just 19 ministries or Indonesia 34 ministries. The government argues that such a cabinet is for the effectiveness and efficiency of managing the task. However, general views see it as a way to patronize the system.

#### IV. National public administration reform (Achievement and Challenges)

The Ministry of Civil Service (MCS) has recently been re-established in the fifth mandate of the Royal Government of Cambodia (2013-2018) with a vision to lead and manage all related civil services in Cambodia.<sup>4</sup> The mission of MCS is to lead, manage, develop and enforce any strategic policies in the public administration reform in order to strengthen civil services in Cambodia. The MCS also has its role to monitor and solve any conflict or complaint raised by Civil Servants who are under the Common Statute of Civil Servant (CSCS).<sup>5</sup>

Public Administration Reform (PAR) has always been priority of the RGC. With the fifth legislature of the National Assembly, under the NSPD (2014-2018) - the Rectangular Strategy Phase III, the National Public Administration Reform (NPAR) has the vision to transform public administration into effective service provider and trusted partner to better serve the people. The goals of this NPAR are as the followings: (1) Strengthening the quality and delivery of public services through the implementation of the Policy on Public Service and the Guide on Public Services Standards to improve their responsiveness, reliability,

<sup>4</sup> The MCS was first established in 1993 after the UN led-election; however, it was downgraded to a State Secretariat for the Civil Service in 1996. It was reestablished again in the fifth mandate after the election 2013.

<sup>5</sup> The vision and mission of MCS can be obtained at [www.mcs.gov.kh](http://www.mcs.gov.kh). It is also noted that the Public Administration is regulated under the CSCS.

effectiveness and efficiency; (2) Strengthening the management and development of human resources within the Civil Service through the implementation of the Policy on Human Resources to enhance performance within the Civil Service and uphold values of service, motivation, loyalty and professionalism, and (3) Further reforming pay and allowances.

So far, as illustrated in the policy paper, there are a number of noteworthy results and achievements including.

- Managing an appropriate size of civil service while almost doubling the average monthly salary of civil servants.
- Establishing Special Operating Agency (SOA) including the introduction of a public service database and the expanded scope of the “single window” mechanism to 24-municipal/district/khan offices.
- Restructuring the administration system and other organizational structures at the capital, province, municipality, district and khan levels in accordance with the Law on Management of the Capital, Provinces, Municipalities, Districts and Khans.
- Developing and establishing the sub-national financial management system in compliance with the Law on Financial Regime and Property Management of Subnational Administrations.

Hitherto, the key public administrative reform achievements have been attained.

1. Strengthen the quality of the public service
  - a. The pay system has been revised and amended to ensure the correct and timely payment of the salaries without deductions in the fourth week of each month
  - b. The banking system has been used to pay to the civil servants
  - c. A “Drag and Drop System” has been designed for transferring and receiving payroll is ready to launch at 2015
  - d. Automatic system to tax deduction has been used
  - e. Automatic family allowances have been paid for civil servants’ children up to the age of 21
2. Human resource management and development
  - a. The civil servants’ category and rank has been promoted and adjusted
  - b. The statute and structure of the Royal School for Administration has been amended in order to provide effective training
  - c. Training has been provided to all related ministry
3. Pay and remuneration reform
  - a. Salary of civil servants has been increase
  - b. Functional meal allowance has been revised

Contrasting to the achievements, the government has also acknowledged the following challenges in Public Administration and believes that it will be solved through the effective implementation of the 2015-2018 strategic action:

1. The ICT in public administration is still limited and the service delivery is still complicated, centralized, and bureaucratic
2. The information workflow within and between the ministries/institutions are not effective
3. The implementation of monitoring and evaluating system is not effectively implemented
4. Career management and development are not yet effectively applied and the clear the description of role and responsibility of the civil servants has not been developed

5. The capacity of human resources and institutions are still limited
6. The pay system is not responsive and consistent

Besides what it is seen by the government itself, it is necessary to look from the outside perspective. In order to adapt to the changing environment of the public service organization, strategic management ideas such as public SWOT, PEST analysis could “provide framework for structuring” the understanding of such change.<sup>6</sup> This paper will look through the strengths and weaknesses of the political, economical, social, and technological context in Cambodia that will be necessary affecting to the government reform strategy.

#### *IV.1. Political Context*

In retrospect, after UN-led election in 1993, FUNCINPEC party and the Cambodian People Party (CPP) has formed a coalition government. Both of the political parties penetrate their affiliated people in the civil services. Although the leader from the FUNCINPEC party was the first Prime Minister, the Second Prime Minister Hun Sen from CPP was considered a stronger man who grips every power in hand. There was such a serious power struggling among the two parties that in 1997 a factional fighting (some called coup d'état) broke out. It was since 1999 that Cambodia enjoys its political stability because all political power is totally under the CPP.

After July 2013 election, political landscape has dramatically changed. The opposition party – Cambodia National Rescue Party (CNRP) was able to secure 55 out of 123 seats in the National Assembly. Alleged by the opposition that the election was irregular and full of fraud, the CPP were still able to form its own government while the opposition refused to take up the seats in the Assembly and took to the street to protest against the result of the election and called for serious investigation and re-election. Clashes broke out between the labour activists and the supporters of the opposition party led to four dead and several injuries. Twenty-three people were detained under the accusation of threatening the national security. After a year of political deadlock, the opposition agreed to take up the parliamentary seats under the promise from the CPP to reform the National Election Committee in late 2014.

The political tension is at tense lately in May 2016 after the leader of the opposition party was forced to flee out of the country and the deputy leader is facing an arrest warrant under a charge of what Billy Chia-Lung Tai, an independent human rights and legal consultant, describes as a “legal fiction”.<sup>7</sup> According to this legal procedure, four human rights activists and one member of the National Election Committee have also been detained. A number of non-governmental organizations are calling for a release by wearing black T-shirt on every Monday (Black Monday). The opposition party is participating by threatening to do a mass protest if its leader is arrested. Cambodia will be facing another political deadlock at any moment of any time ahead if the ruling and opposition party fail to compromise.

While CPP is under a huge pressure to make a meaningful reform as described in its policies, especially in the public service sectors so that it can win favour back from the people, it is repressing the political activities by using court to threaten and arrest those who

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<sup>6</sup> Osborne P., Stephen and Brown, Kerry: *Routledge Masters in Public Management Series*, vol. 1. *Managing Change and Innovation in Public Service Organizations*, London, Routledge, 2005, 12-13. p.

Vértessy László: *Az állami beavatkozás joga és hatékonysága*. Nemzeti Közszoigálati Egyetem, 2014. 75. p.

<sup>7</sup> Chia-Lung Tai: *A Lot of Effort Went Into Creating a ‘legal Fiction’*. In Phnom Penh Post, <http://www.phnompenhpost.com/analysis-and-op-ed/lot-effort-went-creating-legal-fiction> (accessed May 30, 2016)

may have an opposite voice. The Bertelsmann Transformative Index (BTI) describes Cambodia as “Autocracy” with its democratic status index 3.7 in 2016.<sup>8</sup> Majority of the people reported that the government is heading toward the wrong direction in its governance.<sup>9</sup> Public service delivery without corruption is less likely to succeed due to the political patronage system that has deeply rooted in Cambodia. Mark Turner argues that this patronage system makes it difficult for Cambodia to reform its bureaucracies since it diverts state resources into private hand, which enhances inefficiency and ineffectiveness in the delivery of government services.<sup>10</sup> The systems of patronage, creating rent-seekers, will lead to weak accountability and, thus, weak institutions. The reducing the dominance of one-party governing at the local politics with the increase of opposition party will surely improve the accountability; in contrast, strong political will and commitment of the ruling party to fight corruption and nepotism remain a critical question. The strength and weakness of the political context can be summarized in table 2 below.

Table 2. Strengths and weaknesses of political context

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Well-planned policies</li> <li>• Pressures to reform</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Abuse of political power</b></li> <li>• <b>Lack of political will</b></li> <li>• <b>Political instability</b></li> </ul>

*IV.2. Economical Context*

The gross domestic product (GDP) in Cambodia continuously grows from six per cent in 2010 to seven per cent in three year consecutively (2011, 2012, and 2013).<sup>11</sup> Euromonitor International (2014) anticipates that Cambodia is able to sustain its economic growth to seven per cent in real GDP due to the low labour services, the region’s most dollarized economy, and its proximity to key markets such as China.<sup>12</sup> The growth of GDP looks promising to the increment of civil servant salary which is the third strategic reform of the government; however, the increment remains low, for example, a teacher and nurse’s basic salary is 550.000 riels (approximately 137USD). The ratio of the government wage to per capita gross domestic product in Cambodia is low comparing to the other ASEAN countries.<sup>13</sup>

<sup>8</sup> BTI, “Cambodia Country Report,” <http://www.btiproject.org/de/4579/laenderberichte/detail/itc/khm/> (accessed May 30, 2016)

<sup>9</sup> Corruption was the main reason why majority of the people were reported dissatisfied with the government in Asian Foundation (2014). Democracy in Cambodia – 2014: A survey of the Cambodian electorate.

<sup>10</sup> Turner, Mark: Why Is It so Difficult to Reform Some Asian Bureaucracies? Building Theory from Cambodian Evidence. Public Administration and Development 33 (2013): 275-85. p., at <http://dx.doi.org/10.1002/pad> (accessed May 14, 2016)

<sup>11</sup> Data of the GDP growth obtain from World Bank (2015), at <http://databank.worldbank.org/data/views/reports/tableview.aspx#> (accessed May 14, 2016)

<sup>12</sup> Euromonitor International (2014). Markets of the future in Cambodia, at <http://www.euromonitor.com/markets-of-the-future-in-cambodia/report> (accessed May 14, 2016)

<sup>13</sup> Ratio in Cambodia is 1.1 comparing to Thailand 4.7, Malaysia 2.8 and Singapore 2.9. M.Jae Moon & Changho Hwang (2013). The State of Civil Service Systems in the Asia-Pacific Region: A Comparative Perspective. Review public personal administration. DOI: 10.1177/0734371X13484831

Corruption remains the key challenge to the economy, as ten percent of the GDP is reported loss every year.<sup>14</sup> Transparency International Cambodia (TIC) conducted a research assessment on National Integrity System in Cambodia's governance aiming at evaluating level of corruption and the effectiveness of anti-corruption mechanism, which focuses on thirteen core governance institutions: Legislature, Executive, Judiciary, Public Sector, Law Enforcement Agencies, National Election Committee, Ombudsman, National Audit Authority, Anti-corruption Institution, Political Parties, Media, Civil Society, and Business.<sup>15</sup> The result reveals that there is a weak integrity system to uphold the rule of law and ensure sustainable development and a good quality of life in Cambodia. Worldwide Governance Indicator (2013) reports no improvement in its Government Effectiveness Indicators, which fluctuates around 18.7 percentile rank (2010-2013).<sup>16</sup> If higher per capita incomes fail to result in better governance, this could explain that there is "state capture" where the elites are resisting to changes since they enjoy the benefit for low quality of management.<sup>17</sup> Thus, economic growth will likely ensure that the government can increase the civil servant's salary and budgeting the reforms; however, corruption is still a major obstacle that has to be taken seriously to deal with. Table 3 summarizes the strengths and weaknesses of the economical context.

Table 3. The strengths and weaknesses of the economical context

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Strong economic growth</li> <li>• Ability to increase civil servant salary</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Corruption</b></li> <li>• <b>Weak rule of law</b></li> <li>• <b>Lack of sustainable development</b></li> </ul>

### IV.3. Social Context

The population who is under the age of 35 stands about 70 per cent in the country. This young population can be an advantage or a threat to the society. It can be an advantage because it can provide dynamic labour force; this also creates problem if there is no job available. Recent announcement from the government claims that the employment rate in 2016 is 99 per cent; however, both civil society and opposition party rejected the claim by arguing that the definition of the employment is too broad and that most people are not having a decent work. With its value of 0.584, Human Development Index 2014 ranks Cambodia in 136 out of 187 countries.<sup>18</sup> Adult literacy (World Bank 2015) is 83% for male and 66% for female. Youth literacy is higher with 88% for male and 86% for female. Although the high literacy rate is seen among adult, the manpower in implementing the strategic reforms relies hugely in the local authority. Research surveys (KAS 2007 & CDRI 2011)<sup>19</sup> reveals that most

<sup>14</sup> The report of the international labor organization via The Voice of America in Cambodia (2014). Reports calculates major drain in corruption, at <http://www.voacambodia.com/content/report-calculates-major-drain-of-corruption/1869773.html> (accessed May 14, 2016)

<sup>15</sup> Full report on the methodology and result can be accessed at <http://www.ticambodia.org/files/2014EN-NISA-WEB.pdf>

<sup>16</sup> WGI report is available at <http://databank.worldbank.org/>

<sup>17</sup> United Nation (2007). Public Governance Indicators: A Literature Review. United Nation Publication. New York

<sup>18</sup> HDI report in 2014, at <http://hdr.undp.org/sites/default/files/hdr14-report-en-1.pdf> (accessed May 14, 2016)

<sup>19</sup> KAS (2007). Cambodian commune councils – First steps, accessed May 15, 2016 at <http://www.kas.de/kambodscha/en/publications/11153/>. CDRI (2011). Based line survey of sub-national level, accessed May 15 2016 at <http://www.cdri.org.kh/webdata/download/sr/sr12e.pdf>

of commune councils are old (average age is 56) with little education. The number stands at 37.38 per cent to those who are between one to six years of education, and 29.62 per cent are between seven to nine years, and only 8.22 per cent have 13 years or more. Two main reasons that hinder the effectiveness, for example, in implementation the decentralization process are the lack of human resources and participations among citizen at the local level.

This could explain that the government needs to attract young and educated people to work in the sub national level if it wants to implement its policy effectively due to the fact that they are more educated and adapted to the social changing phenomenon. However, the big challenge for the government again is the salary allowance. Commune chiefs and councillor receive their monthly salary for about 74USD – 98USD. This little salary does not seem to attract young adult to work in the local level as they rather like to migrate to urban and/or the neighbouring countries because the salary is much higher. Low wage forces civil service servant to have secondary jobs as an additional source of income; this also results in frequent absenteeism and corruption.<sup>20</sup> Thus, the strategic reform should be focus first on salary increment and how to motivate young adult to work at under national level. Table 4 summarizes the strengths and weaknesses of the social context.

Table 4: Summary strengths and weaknesses of the social context

<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• High youth literacy rate</li> <li>• Young population</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Low literacy among commune councillors</b></li> <li>• <b>Low motivation to attract young worker to public office</b></li> <li>• <b>Corruption and absenteeism which threaten the work efficiency and effectiveness</b></li> <li>• <b>Low participation from the local citizen</b></li> </ul>

*IV.4. Technological Context*

To promote better government services and generate revenue with the purpose to reduce corruption, e-government project - Government Administration Information System (GAIS) was initiated and implemented in 2002. A research study aiming at examining the e-government project reveals three significant challenging factors that policy makers could consider as the weakness or threat to the strategic reform of the government, which is aimed at providing its effective and efficient public services.<sup>21</sup> The first one is the Management Factor where it needs more attention from governing leadership in the government. The second is the Infrastructure Factor. This concerns with the financial constraints as well as the lack of technical equipment and expertise. The Network Readiness Index (NRI, 2008) was 0.29. The last one is the Human Factor. There is a high turnover rates among government information technological staff due to uncompetitive salary; thus, this leads to staff shortage in the public sector.

<sup>20</sup> World public sector report (2010). Reconstructing public administration after conflict: challenge, practise, and lessons learned. The United Nation.

<sup>21</sup> Sinawong SANG, Jeong-Dong LEE, Jongsu LEE (2009): A Study on the Contribution Factors and Challenges to the Implementation of E-Government in Cambodia, at <http://academypublisher.com/jsw/vol04/no06/jsw0406529535.pdf> (accessed May 15, 2016)

In its NSDP (2014-2018), the policy on ICT is also prioritised. Master plan for ICT in Education 2009-2013 suggests a commitment of the government to “establish and develop human resources of the very highest quality and ethics in order to develop a knowledge-based society within Cambodia”.<sup>22</sup> However, recent study reveals that research and innovation capacity is very limited.<sup>23</sup> Knowledge gap between the administrator and younger generation remains a key concern to policy implementation.

Global Information Technology (GIT 2015) scores Cambodia 3.3 in its Network Readiness Index (NRI) with the sub index of 3.4 in Environment, 3.9 in Readiness, and 3.0 in Usage.<sup>24</sup> This score has slightly improved if we compare to the 2008, which suggest that there is opportunity for Cambodia to transform its society and economy through ICT. However, it is still observed that due to the contributing factors such as old age people (most of commune councillor are computer illiterate) in the local level, lack of motivation (competitive salary) for IT staff, and little attention from the top management, the strategic reform by promoting accountability, effectiveness, and efficiency in delivering public service is less likely to achieve through ICT. Table 5 summarizes the strengths and weaknesses of the technological context.

Table 5. Strengths and weaknesses of the technological context

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Clear policy framework</li> <li>• Commitment to e-infrastructure</li> <li>• Commitment to build e-knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Staff shortage</b></li> <li>• <b>Low motivation to work</b></li> <li>• <b>Knowledge gap in ICT</b></li> </ul>

*V. Conclusion*

After decades of war, Cambodia fully enjoys its political stability in 1999, but recent political tension is still a dire concern. The rebuilding of the public administration is on of the strategic corner stones of the Royal Government of Cambodia (RGC). Public Administration Reform has always been an agenda of the government to improve its public services. There are noteworthy results that the government has achieved since the first mandate in 1993 to the current mandate in 2013.

However, serious challenging constellations that hinder effective reforms in public administration is the willingness of the ruling party to reduce the patronage system and political influences that inspires corruption and rent seeker, which is difficult for the government to raise revenue for the salary increment that could partially encourage local people to work more effectively and consistently.

A more independent recruitment body of civil service servant should be established, for example, it can be contracted to private institutions. Such an independent recruitment could reduce the political influences to civil service staff. Building Human Capital at under national level, especially at the commune level should be also taken into consideration. As youth (under 35 of age) take up to nearly 70 percent of the total population, they should be recruited to serve in their local community as they are more adapted to the technological

<sup>22</sup> MoEYS, “Master Plan for Information and Communication Technology in Education,” Ministry of Education Youth and Sport, at [http://www.moeys.gov.kh/en/policies-and-strategies/master-plan-on-ict-in-education.html#\\_V08PMJN95p8](http://www.moeys.gov.kh/en/policies-and-strategies/master-plan-on-ict-in-education.html#_V08PMJN95p8). (accessed June 1, 2016)

<sup>23</sup> CICP, “Doing Research in Cambodia: Making Models That Build Capacity,” 2016, <http://www.researchkh.org/userfiles/image/upload/1459525106977.pdf>. (accessed May 25, 2016)

<sup>24</sup> See The Global Information Technology Report 2015, at [http://www3.weforum.org/docs/WEF\\_Global\\_IT\\_Report\\_2015.pdf](http://www3.weforum.org/docs/WEF_Global_IT_Report_2015.pdf). (accessed May 26, 2016)

development which could enhance the ICT delivery in public service effectively; however, motivational factors that could attract young worker in civil servant services must be identified and implemented immediately.