



17 February 2014 — Samdech Techo Hun Sen presents diploma to the graduates of the Royal School of Administration (Kampuchea Thmey)

RSA Graduation & Diploma Presenting

(17 February 2014 — Unofficial Selection and Translation)

RSA Administered by the Ministry of Public Functions

I am so glad to preside over two events at the same time – (1) to give out diplomas and certificates to 290 senior officials, medium and senior administrative officials for 2014 and (2) to launch the training and retraining courses for 237 students who are senior officials and trainees for 2014.

I am pleased that Minister of Public Functions, HE Pich Bunthin, mentioned in his report it is my 17th time to come to this school since 1986. As honorary professor, though I have not had the chance to come teach on a regular basis, I still do come to talk to you at the graduation before you rejoin your line of works.

Generally, we meet twice for each intake – one at the course opening and again at the course closing. I would like to take this opportune moment to express my sincere appreciation to the Royal School of Administration (RSA) for the efforts it made from the beginning and to Dep-

uty Prime Minister HE Sok An for his endeavors for reorganization and leadership of the RSA from the early days of the school.

The he Ministry of Interior under the leadership of the late Minister HE Sin Song first managed the school. It has always been our efforts and belief to focus on quality. The RSA has admitted some Buddhist monks to take the courses without having to take entrance exam.

Selection procedure for RSA entrance has not been that simple. The reason for that has been the same since 1950s. Those who studied in this school will become government officials upon completion of their studies. It is therefore important for us to be serious in training and retraining them.

In the course of fundamental reforms, the Ministry of Public Functions, formerly a Secretariat under the Council of Ministers, has now become a Minis-

(Continued on page 6)

Remarks at Interior’s Annual Review

(20 February 2014 — Unofficial Selection and Translation)

Presiding over the closing session of the Annual Review Meeting of the Ministry of Interior, Prime Minister Samdech Techo Hun Sen made some selected remarks as followed:

... (From speech) It is in this spirit that we must collaborate to achieve three strategic objectives:

1. *Make efforts to defend the Constitution, independence, full sovereignty of the Kingdom of Cambodia, ...*
2. *Continue to strengthen peace, political stability, security, public order, and make further efforts to encourage people’s participa-*

tion, ...

3. *Guarantee an achievement of annual 7% economic growth, while making efforts to maintain macroeconomic and financial stability, ...*

Based on the above three objectives, together with the 2014 works and objectives of the Ministry of Interior, I wish to emphasize eight prioritized points for the Ministry of Interior to carry out as followed:

1. *The national police force must cooperate with relevant competent authorities, make effort to gather, to take more measures, collect informa-*

(Continued on page 2)

NIM Graduation & Diploma Presenting

(10 February 2014 — Unofficial Selection and Translation)

We have just been passing from the old to the New Year (of Horse), though we are not Chinese. I would like to take this opportune moment to wish all of you the best wishes and the four Buddhist blessings.

Congratulations to 4,101 Graduates

I am so happy to be able to participate in this ceremony to present diplomas for 4,101 graduates of the National University of Management (NUM) that HE Hang Chuon Naron, Minister of Education, had reported earlier. It is the first time in the coming New Year and I must admit that there will be many graduations to come. Let alone February and March, I have so many speeches to make and those relating to the graduation started with this ceremonial speech today for NUM.

I would like to take this opportunity to express my greeting and appreciation to the successes that the Ministry of Education, Youth and Sports as well as the National University of Management has achieved so far. Minister Hang Chuon Naron reported just now that this success illustrates ensured connectivity from former Minister of Education, HE Im Setthi, who is now a member of the National Assembly, with the new Minister and ascertain the job that we are doing as part of our action of reform, the reform of tertiary education is also in-

(Continued on page 4)

In This Issue

- RSA Graduation, P-1
- Interior Review Meeting, P-1
- NIM Graduation, P-1
- Coal-Fired Power Plant, P-8

(Continued from page 1)
tion for analysis ...

2. *Strive to increase cooperation with competent forces of neighbouring countries, region and world ...*
3. *As far as fight against acts of disobedience, the national police force and competent authorities should collectively take utmost measures for prevention ...*
4. *Continue to prevent and bring down accidents that are lethal and causing property loss for the people ...*
5. *Continue to promote reform of the national police in its institutional framework, human resource and means to fulfil their duty ...*

Payday on Last Day of the Month

(Comment) Relating to this point, I would like to emphasize that (the Royal Government of Cambodia) already issue a circulation on salary of the Royal Government's officials or we can say the civilian payroll. In days ahead, I will sign another instruction relating to issues of salary for the armed forces, i.e. both military and police forces. The Ministry of National Defence and the Ministry of Economy and Finance already agreed on a formula to carry on with this issue. The same formula is under discussion with the Ministry of Interior in relation to police force.

It is important to guarantee that everyone will get their pay the right amount and in a timely manner. For area where there are banking services, it may not be a problem. What do we do for area where there are no banking services? For example, we fixate payday on the 30th or 31st of the month, we need to make cash available in advance. The Ministry of Economy and Finance should guarantee these steps. I have made it clear with HE Aun Porn Moniroth, Minister of Economy and Finance, that the payday on the last day of the month does not mean the

amount of money disbursed from the treasury on that day. We mean the pay get to every individual on the payroll on that day. In order to do that, we will have to advance the amount of money before the date, like the 20th day of the month, for example. This should be the practice in both civilian and military payrolls.

I must make this point clear because I just learned when I presided over the graduation and diploma presenting ceremony at the Royal School of Administration that the Ministry of Mines and Energy had exercised their payday of January 2014 only on the 18th (of February). I talked about it on (February) 17 and they had their payday on (February) 18. That means we have problem of cashing from the treasury. That is a shortcoming. We must avoid it. We have enough cash to meet the payday but we have to guarantee that they are ready before the last day of the month.

I will therefore sign another instruction for the case of the army and police force and we must find a way to make sure the money will get out of the treasury before the end of the month so that they will be ready for every payday both through banking system and on hand. We must make stringent efforts together to make sure this works. The Ministry of Economy and Finance has a lot of work to do. The army and police have to fine-tune their procedures. We must guarantee that the salary will get to the soldiers before the end of the month. In case of force majeure, extension of payday should not be over delayed.

7. *Continue to implement reform program of decentralization and de-concentration according to the organic law, national program and its action plan for the period of ten years ...*
8. *Continue to raise high responsibility in provision of public services to people ...*

Serve People with Honesty

(Comment) I have to bring this matter up with all of you because it is relating to our works at the local and central levels. As far as number 7 is concerned, it is a free investment. I mean it demands honesty and caring will from the part of implementers. It is not difficult to do at all if we have honesty and will to serve the people and help them solve their problems. It would take time if people ask for school, hospital, water canal, etc. because we may have difficulty with the national budget or we need to raise fund from a Buddhist ceremony for instance. However, as far as public service is concerned, there is no need for you to use your own property to do the job for them. It requires only honesty and will to serve the people.

The public service covers a wide range of issues and relates to people's living condition. Take for instance to issue certificates of births, marriages and deaths, we do not need to generate resource from other sources to cover for it. The state paid for all of that. Since you have the prices list defined, just charge according to the instructed prices. As I said, the problem here lies in honesty and will to change in providing service to the people. Please make more effort to fulfil this task. The Royal Government has brought about numerous achievements throughout the country. Shortcoming in public service provision, however, has concentrated into major issue.

It is to resolve the matter, we have come up with the idea of one window service, where the administration and police sit together to attend to the people's demand together in one place. In 1999, I initiated the opening of the forum between the Royal Government and private sector. At the time, the Cambodian Development Council (CDC) served as the one-window operation. Prior to that, they had to deal with many institutions. After the third fo-

rum, the private sector talked no more about this problem. I think we can do the same here. We should have all service providers together in one place. We may see that is a simple matter. For our people, however, it is not that simple. Once again, I am calling all of you to provide good and free public services to our people.

Relieve People's Difficulty in Using Public Services

I may have to tell the Mayor of Phnom Penh, HE Pa So Cheat Vong, that Kandal province has collected tax revenue from people living in Phnom Penh but deciding to pay tax of use of road, vehicles in Kandal instead. It took longer time and was more complicated to pay tax in Phnom Penh, so people skipped and went to pay tax in Kandal. Every year, Kandal has registered more tax revenue from people in Phnom Penh. Kandal has given over 20 communes to Phnom Penh city, but tax revenue in Kandal is still high. People of Phnom Penh go to Kandal to pay road-use tax. Although the revenue would go into the same state pocket, but it is a good example how difficult public service procedure can be.

We must seek out a way to help relieve people's difficulty in using the public services. We should help them, who could have travelled a long way off, to just go and get whatever paper they need in one place instead of in more than one. I strongly advise working groups of all levels to find out the way. Take for example the Ministry of Commerce has recently taken a number of reform measures, which includes discarding the certificate of origin for exports. While every institution is looking for way to reform, public service providing mechanism at every local level has to engage in the reform process. As I reminded all of you at the Peace Building, office of the Prime Minister, that there is no need for you to invest your own re-

(Continued on page 3)

(Continued from page 2)

source in it because it is not they are asking you for school, hospital, water canal, etc.

All you need to do is follow the rule defined and your duty demanded. There have been cases that a job that required only one morning or one day, and some had delayed it to a week or so. Why that was necessary? Demanders had to go back and forth more than one time. In that instance, it is improper to reproach them for the fact that they had no relevant papers in various cases. Some said they had gone to fetch their papers numerous times but in vain. This is calling for a serious change of attitude in workplace and in providing services for people.

The other day I talked about markets. There was abnormal problem too. As the logbook allows the charge of 200 Riel for parking and keeping a motorcycle at the market, those who run this business charge 500 Riel or 1000 Riel instead. It is primary that we have to get those people who won the bidding for tax collection to obey the rule and do according to what the business logbook has instructed. Were there not a contract? Stamping tax in every transaction must carry out quickly and the service charge must be according to the prices list.

Issues Discovered by RGC Working Groups

You may have learned already that the Royal Government has organized national working groups and sent them all over the country to find out the problems. They have discovered some. They are not there to resolve problems for the sub-national level authority or any institutions defined by law. I read a report from HE Chea Sophara who leads the team to the districts of Kroch Chhma and Tbong Khmum (of Kompong Cham). I also sent the report to HE Sar Kheng and other working groups for infor-

mation. The finding at the local level has indicated that we have to make some changes to what we issued as policy. It is the case of retirees. (The policy) clearly stipulates that no one can intercede on retiree's behalf to receive the salary. The problem is what to do when the person is ill.

In that case, the working team will have to enlighten the Ministry of Social and Veteran Affairs of the issue and let the Ministry figure out how to adjust the policy to respond to the case. Maybe someone as his/her next of kin could do that for him/her. This has clearly demonstrated that not everything we issue as policy is correct and there is always something to change to adapt to the situation. While it is good to ensure accurate amount and the right person to get his/her retirement pension through banking system, it is equally difficult for ill person to do so.

That is what we are ensuring accountability with the people. We must find out their problems. Once they are found, we must find the ways to fix them. That would infer actions not only at the sub-national but also national level on political platform and/or every decisions made by the Royal Government. Once it is confirmed that the policy issued do not deliver, we have to figure out changes of sub-decree, decree or even amendment of relevant laws. That would require careful and comprehensive thinking, and monitoring and evaluating system to receive feedback, like the above report, and take adjusting measure accordingly.

Effective and Transparent Public Services

For succeeding mission, it is important to review what the previous mission has completed. The first thing to do is to check and recheck what the mission had done. Comprehending the previous mission's achievement, they then check for new problems. The mission

may ask what the relevant authority has done to so and so issues. Have they adjusted their policy and/or action? Take for instance, off-the-record checkpoint. There was a checkpoint in the local area and after some months we go back, we must check if they have dealt with the issue. If the checkpoint is still there, what measure should we take? That is why I have stressed on effective public services with transparency and effectiveness.

You may recall that in the rectangular strategy, we have four words – growth, work, equity and efficiency. If we just say them out loud, but they do not take action, it would be meaningless. Since we have people from every institution involved, it is important to bring the matter up so that we can ensure consistency among laws concerned.

This morning I received a letter from HE Sar Kheng suggesting changes of terms with regard to the law on "road," which is consistent with this issue. We must keep checking on other issues. Take for instance, identification cards is one of them. We do not charge them for issuing their identification card. However, because some of them live far away, they could have spent more money than he would pay for the cards. We should look into this issue ...

(Continued from page 5)

She packed food and drinking water to give to the demonstrators to show her wholehearted support of their actions. Returning to the shop, her staff demanded pay rise to 160 USD too. Perplexed with the development, she exclaimed "it backfires. I will support them no more." People working in home too, there seems to be demand for 160 USD too. What is the employers say they would cook food themselves, what would happen then? Make your demand rationale and involve no politics, there will be a point that both sides can meet ...

(Continued from page 8)

all fishing lots. You can see now, even the state policy is also subjected to change.

There is one other compounding word in Khmer "sharing comfort and misery." Officials must remember to take both. They should not take the comfort and leave out to other all the misery. That is why I always say that I will endeavor to live and die together. We cannot entrust our destiny with those who cherish comfort but not misery.

Well, HE Pich Bunthin asked me to come and give some advices and recommendations, so these you are what I have to say. What I am talking about is not only for junior officials, but for senior ones too.

One more point I want to mention here is we have to have solidarity and challenge at the same time in the work that we are doing. Noticing anyone of our colleagues is doing something wrong, we must be able to challenge with him.

You must be brave to engage in struggle of opinion. You should not subscribe to the pattern of "you are doing everything right." We must have both solidarity and challenge.

That should keep us in good direction and would not derail us into something bad together. We must do good action together for the sake of people and national interests. We must dare to prevent our friends, colleagues, leaders from committing negative actions in the form of sharing solidarity while facing up the challenge.

Today we have administrative assistants who would be succeeding senior officials in the future. In this term, we have appointed some young officials as members of the Royal Government in the rank of Secretary of State, Undersecretary of State, etc. We cannot afford to have all senior or juvenile Royal Government members. We must have both ...

(Continued from page 1)
cluded.

I also would like to take this chance to express my sincere appreciation to the University rector and leadership as well as professors of the National University of Management for their excellent jobs in serving the need for education of our students until 4,101 of them have succeeded and will get their diplomas today. On this occasion, I would like to take this opportune moment to express my sincere appreciation and joy for those graduates of all levels for their successes today. Some of you have in fact graduated since 2012 but we had had no time to make it official for you then.

I wish to reiterate what I have been saying all along that without personal efforts of our students, no matter how good or big the schools were, your studies would not yield a success. Knowledge cannot be infused from one person to another like we do with blood. Efforts made by the management and professors, as I said earlier, bear fruits only when students are making efforts of their own. I noted that the library here is in its process of modernization and I am sure that it will play a very important role in the field of research and study for our students. Let us hope that those of our students will perform excellently in reciprocating their parents' or spouses' efforts for them to get a chance for education.

Private Sector Urged to Invest in Human Resource Development

It is quite like what HE Hang Chuon Naron has mentioned, together with efforts made so far, things that we have achieved are not by chance. There is a need for a chance to create a better position for national development, in which education or human resource development plays key role in development, both in the past, present and for the future too. From one stage of development

to another, the Royal Government of Cambodia has provided opportunity for the private sector to participate in developing the field of education. They have introduced fee-paying study option and, as a result, we have here more fee-paying students than those who have studied on scholarships.

With the number of state university facilities we have, we are not able to answer to the need for education of our youth who have grown in big number and are in need for university education. According to the report by Minister Hang Chuon Naron, we now have up to 104 educational institutions, of which only 39 are state facilities. The 65 private educational institutions are providing training for over 220,000 students. The question is if we depend on the 39 state institutions to provide education for these students, where could students who finish their secondary education go or how could they pay for their education in just 39 state educational facilities?

The Royal Government puts out a policy framework that attracts private sector to invest in human resource development in the country. Not only that the private sector's investment but also the acceptance of students to pay for their study in tertiary education, in both state and private, have all contributed to the development of human resource of the country. Let me express here my greeting and appreciation to the efforts made by the Ministry of Education, Youth and Sports as a whole, and to the National University of Management in particular, for these marvelous human achievements.

Youth and Education under War and Peace

The question here is whether we have a chance or not to make these efforts and to come this far, to use our chance or not. In the Cambodian history, it is important to note that our youth had lost so many chances

and for a long time. We had a true chance in between the post independent period 1953 and 1970 under the leadership of Samdech Ov, Preah Borom Ratanak Kaod. It was a great chance after we successfully regained independence from France. Therefore, in the late 1950s and the full decade of 1960s, the Cambodian history noted a great chance for our youth and children. The coup on March 18, 1970 took away the chance.

I am sure historians would not overlook this historical fact. Some tend to ignore the past. I just remind them that if one does not know where one stands, one would not know from where s/he comes from. Who had dealt the country such a loss of chance? It was the coup clan of Lon Nol, Sirik Matak, Cheng Heng, In Tam, etc. Their coup had brought about the war in the whole country. Cambodia was divided in two. One side was under the control of the national liberation force that supported Samdech Sihanouk, then Head of State, and another was under the control of Lon Nol. Youth under both rules lost their chances.

Youth who should hold pens and books had instead arms in their hands. Was that not a loss of chance for education? Though there had some schools under the area run by Lon Nol, they were under constant threats of war and many professors transferred their service to the army. Both students and teachers had lost their chance to study and to teach. All of a sudden, the whole country plunged into war. The chance had gone and peaceful life was no more. They may remember that when Pol Pot came to power, there were not any schools in Cambodia. If they do not remember or know themselves, they could just ask from their parents or grandparents.

As is said by Minister HE Hang Chuon Naron, we will be hosting the South East Asian Game in 2023, while Laos and Myan-

mar have all hosted the games. We hold it until then because we want to save the money for national development. Under Pol Pot, sports were considered the leftover of feudalism or capitalism. In their conscience, to practice sports, one just had to hoe up the soil. Starting with this concept, they remained ignorant to education of all kinds and killed both professors and students. People of my generation lost our chance for education. Some of us, after the liberation of the country, had to go back to schools, no matter how old they were. Now, at the age of six, our children start their first year in school already.

In the context that the country was under both war and peace, i.e. certain areas of the country were under peace in certain time, while war remained in separated areas and in some of the times in between 1979 and 1998, situational impact had affected chance for education and development too. In areas extending from Koh Sla in Kompot to Phnom Voir in Oral of Kompong Speu, or the border areas from Mealai to Pailin and Anlong Veng to the northern part of the country, the Khmer Rouge's last stronghold, every child would end up holding arms when they were growing up before they knew how to read and write.

The real chance we had was when we dismantle the political and military organization of Pol Pot, while integrating and globalizing those areas under the win-win policy to create a full chance for youth and people. As of today, our youth are exposed to numerous choices, starting with educational options in over 100 universities. Some of our students who choose to discontinue their studies to tertiary level also have chances to employ themselves in agriculture, industry and/or service areas. All these have become available because of the fact that we have peace. No country would realize development under the con-

(Continued on page 5)

(Continued from page 4)
ditions of instability and internal war.

The Cambodian Army in the International Arena

It is because of bitter experiences in our history that we have done what we can to help friends in difficulties. Under the umbrella of the United Nations we are sending troops to Sudan, Chad, Central African Republic, to South Sudan, Lebanon and will head on to Mali. In cooperation with the former Director of Cambodia Development Resource Institute (CDRI) Eva Mysliwicz, a school was built in Mali, where HE Hang Chuon Naron had attended the inauguration on January 5. Mali is in war and we have sent over 300 troops there. The other day, there was a fight in Sudan and our hospital in Sudan had to provide treatment to the people in Sudan wounded from the fight. There have been demands for midwife service too.

Our bitter experiences move us to think of others. They also remind us to make more efforts to maintain our country's peace and political stability. The country must not be held hostage by any reactionary force. Presenting diploma to students is a normal process of the state institutions – National Assembly, Senate and other RGC's institutions, in which education, health and other sectors function normally. We could get a chance only when there is peace or when the country is no longer in war.

Information Technology and Nuclear Power

Traffic accidents have increased shockingly and many youths have lost their chance in making full use of it. While many use their chances for education and work, some use it for disrespectful actions i.e. drugs and/or alcohol. Surprisingly some of the traffic accidents beyond 12 o'clock midnight involved young citizens. Where else could they be that late? Could have been at the nightclub or

tavern? I think at their ages, they should have better thing to do.

The country has got a chance now for its people. What remains to be a problem now is whether our youth would know how to make use of it for the sake of their families' improvements and personal development? Nowadays, compared to time in the past like some twenty or thirty years ago, access to information was ways too slow. In order to receive a piece of information with regard to national security, we had to wait despite communication through radio and confirmation through deciphering. In case that those two were unable to clarify, we needed to send someone to deliver the message in person.

For instance, Facebook, people posted news everywhere and we get the information very quickly, though it needs to have other sources to confirm. It is easy and quick to work and send mails through smart phone. Recipients receive information fast. In area of education, students do not have to read book in local library, they could also read book in libraries in the world. Some have proven to be skillful in this area. Some Chinese have hidden themselves in Cambodia to be part of money extortion ring on internet. These people are found to be in Thailand, Malaysia, Indonesia, etc. to extort money via internet from those living in Hong Kong, China, etc.

The other day I met with the General Director of the International Atomic Energy Agency (IAEA) and he posed me a question what are the Cambodian aspiration in developing the nuclear power for, so that they will get themselves ready to offer help, human resource development would also include. I told him that Cambodia would not even use nuclear to produce energy but it is important for us to understand about management (like what to do) in case disaster happens in any-

one's country not far from ours. I told him I wish to see how we can use nuclear power in the field of health and agriculture, for instance propagating and/or hybridizing. We would not even try to use it for energy because we have seen what happened in 2011 with regard to the accident of the Japanese nuclear powered electric plant and the Chernobyl incident in the former Soviet Union in 1985.

Education Reform

In general, no sector would afford to stay idle. It requires new level of development. Everyone in every rank must learn or we would continue to place ourselves in conservative mode. Let me talk a little bit about the reform in the field of education. We have some 200,000 students but private investors could not find the skilled ones they need. This tells us to pay more attention to the quality of education.

In less than two years, ASEAN will become one community where flow of goods, service, capital and even human labor will take place. In our reform effort, I am asking for understanding that the Minister of Education, Youth and Sports will no longer co-sign the diploma as it used to be. Each institution must be responsible on its own reputation and quality. This is to apply with the intention to end dependency of tertiary institutions on the Ministry of Education, Youth and Sports to ascertain own reputation.

In some countries, they have set a standard of how much they would graduate their bachelor or master holders or Ph D, for instance Kuwait. They would take only dozens of them, while the rest have to go on to specialized skill training after achieving their secondary education diploma. That would be hard for Cambodia to do because we have many students coming out of secondary education. Where else would they go? Though they have money, they could

not continue their study too. The relationship between quantity and quality is undeniably important as without one, no one could expect to achieve the other. It is important to make quality based on quantity and, in this case, our quantity is big.

In the case of Cambodia, we will have to continue this open for education policy while exercising our quality improvement in education to achieve real educated persons. All this will be a context of research and study, while furthering reform to strengthen quality of the tertiary education. By the way, I am grateful to the National University of Management for providing me so far some 541 scholarships so that I can give them out to the students in need.

Normal Functioning of Cambodian Political Situation

I am talking a bit too much. However, today is the day we start afresh the New Year. I will talk less in later ceremonies. I would refrain from talking politics too. As we know that the political situation is the way it has been, let us not talk about it anymore. In short, everything functions normal. People's living condition has been nothing but regular. The public service and state institutions – National Assembly, Senate, Royal Government and Constitutional Council – all function normally.

In May, there will be this non-universal suffrage of the communal councils organized by the National Elections Committee. HM the King receives credential letters from diplomats, visits people, while Prime Minister does his job, hospital and schools work normally. All goes normal.

Well I only have a story to whisper to you. In the time when there was this movement to demand pay rise (for workers) to 160 USD, a lady who had a coffee shop was of strong support to the demonstrators.

(Continued on page 3)

(Continued from page 1)

try in its own right. With this development, the RSA is now under the Ministry of Public Functions, while HE Minister chairs its governing board himself.

Ability to Summarize, Review

I would take this chance to express my sincere appreciation for the efforts made by rectors as well as professors and thanks for leaders who have set aside their times to give lectures in every course and share with students and trainees their knowledge and knowhow.

I am sure that HE Pich Bunthin and HE Sum Mab will find persons with remarkable experiences to give you more lectures and exposures. We have so many topics to cover ranging from reforms in all fields to responses to growing social and people's needs. We also need to keep abreast with regional and world developments to take care of demand for national development.

Since the school covers a wide range of topics and expertise, it is important indeed to invite speakers and leaders with practical knowledge and experiences to give students and trainees a good exposure. We also have here diplomatic officials.

I have seen in this report that the RSA has a number of people as their speakers so far – Ambassador of Singapore, former Ambassador of France, IMF Representative, etc. I may urge our officials to think of an urgent matter i.e. anything relating to ASEAN.

It is true that we have own lecturer, HE Sok Siphana, to cover this topic. However, in addition to that, I suggest we invite ASEAN experts and/or those specialized in ASEAN Plus to give their lectures.

Those people are working on the issues on day-to-day basis so I am sure they will have more insights and practical experiences and challenges to

share with us.

Also in the Supreme National Economic Council (SNEC), with HE Keat Chhon as Honorary Chairman, HE Aun Porn Moniroth as Chairman and HE Hang Chuon Naron as Permanent Vice Chairman, we have a good number of experts. Since it is the brain trust institution of the Prime Minister on issue of research and policy development, they would be of great input to the program.

Aside from these, I would suggest that we should invite successful businesspersons in the private sector to share their success stories or to work on chance to visit their production line.

I am sure that will enrich the school experience and bridge between theory and practice. We need to open up to all sorts of knowledge and experiences.

Everyone should be of the opinion that there is always something to learn. We must cling to learning more to know more. It would be improper to sleep on the idea that being a diplomat one should not be any other than a person dealing with diplomacy.

In fact, being a diplomat one has to have what I term ability to summarize or review things. In artistic performance, if one lacks the reviewing ability in it, the scene would not reflect every aspect one may wish. The same is true for diplomat. S/he must be able to answer every question take for instance what is the trade volume of the country, import and export.

Diplomat cannot just refer this matter to the Ministry of Economy and Finance. What is your tourist arrival? What are the shares of agriculture and industry in the country's economy?

The more one knows the better they can perform his/her diplomatic duty. So, one can specialize in a career but must be knowledgeable of all sectors.

Wide-ranging and

Fundamental Public Reforms

Though few weeks ago the media made a wide coverage on prioritized tasks that we need to work on, I would think it is still appropriate and relevant to talk about them again. We have a lot of ground to cover in the Rectangular Strategy Phase III of the (Royal Government in the) fifth legislative term of the National Assembly.

Facing with so many urgent tasks, we need to exercise wide-ranging and fundamental reforms of public service making it the most effective and efficient ones. We have come up with plan to take short-term, medium-term and long-term steps. I would take this opportunity to share some with you:

(1)*Continue normal functioning of state institutions* – legislative, executive and judicial. Now you can see that everything is functioning regularly.

Look, during the Meak Bochea Day (Buddhist rite), the Buddhist monks and followers were exercising their rights to celebrate the rite. That is regular. Religion is one of the three mottoes of nation, religion and King. It is in this understanding that legislative, executive and judicial powers are functioning regularly. There is no such thing as impasse.

(2)*Maintain political stability and social order.* It is important to maintain political stability, security and social order. That would include law enforcement and people's participation too.

The Cambodian people need to live in peace, happiness and not in traffic jam because of so and so actions. It is important for us to defend the people, the country and their peaceful life. Those who cause insecurity must be responsible before the law.

(3)*Maintain macroeconomic stability, control inflation and promote economic growth.*

This point is equally important. No one can maintain political stability for a long time when the macroeconomic stability is not intact. These points are relative to each other. We must make effort for production in agriculture, industry and service to ensure a generation of 7% growth of the economy.

(3) Experts of International Monetary Fund (IMGF) and other international financial institutions have predicted that Cambodia would achieve 7% growth in this year, after we scored 7.3% in 2012 and 7.6% in 2013.

Income Mobilization vs Relative and Rational Expenses

As of the moment of speaking, fully and healthily grown dry season rice stretches throughout the country. The harvest this year will be exceeding the area planned too.

According to the report by the Ministry of Agriculture, Forestry and Fisheries, rice cultivation this year has reached over 111%. We need to mobilize revenue and exercise rational expenses to guarantee good macroeconomic stability.

A bomb would kill certain number of people, but economic instability would do so for the whole country. There would be no expenses allowed beyond our income capacity. We do not make empty promises.

Expenses must be similar in size to that of income and it would even be better to have some surplus retained. We may have an income for example of 100, but we do not spend it all. We may keep two and spend 98.

If we earn 100 and we spend 300, what would happen? Would there be any country in the world that borrows money for salary? No lending institutions would allow such loan.

There would be three options. First is borrowing. Would any

Continued on page 7

(Continued from page 6)

bank, the Cambodian Central Bank included, lend any money when the status of the borrower is spending 300 while earning only 100?

The second option would be to scale down the number of officials to suit with the ability of state budget. If they were to do so, like two third of them, the rate of joblessness would rise. When promising to give people more jobs, finally job loss is the reality.

The third option, you can guess, is to print more money and dump them into the market, like paying salary for example.

Printing money is easy but we would not go for that option. We had done the first option in the 1990 decade but we never print money, though we had deficiency of currency in 1997, 1998 and 1999.

While mobilizing income, we also need to inspect expenses. We must be rational on what to pay for and if it is not necessary, let us hold it on to other time. We must exercise saving.

We also need to be alert in our way of macroeconomics management. Take for instance, exchange rate has fluctuated in the last few days and is now resting at 3,900 Riel (to a USD) or under 4,000 Riel.

We have wished to maintain a rate of 4,050 Riel per USD. When the Riel currency is gaining value, it is also not good for our economy. However, this has illustrated our people's confidence in the Riel currency though we have allowed various currencies to circulate in the market.

We also do not want to see devaluation of the Riel currency as it will diminish purchasing power of the currency and would cause a blow to over half a million workers who receive their salary in USD.

Payday at End of the Month

The National Bank of Cambodia, the Ministry of Economy

and Finance and the National Treasury must take efforts to facilitate the payday as is instructed in the circulation. From now on, it is unacceptable to receive the news of one ministry has payday done while another not.

We do not have problem with cash flow. We need the administrative process in respected institution to take the responsibility to speed up their paper work and not to point finger at one another when problem arises.

Leading institutions in this development would be the Ministry of Public Functions and the Ministry of Economy and Finance. If a minister fails to sign the paper on payroll, s/he has to delegate power to the second in command.

In any case, payday must fall on last day of the month. We cannot afford to go on with situation where the pay is meager, it takes even longer to get paid.

It is not hard to sign the paper to get staff their payday right on time. In every ministry, there are numerous secretary and undersecretary of states, and a good number of general directors of departments.

The general director of Personnel Department should be good enough to sign the paper. That would be a major point in our efforts relating to livelihood of the government officials and public financial management reforms.

Well, the media had covered this story once, but I am talking about it again to make it clear to everyone as to why payday has been late. We have circulated an instruction to related institutions reminding them to guarantee that payday must be on last day of the month.

We will use banking system for payment so that there would not be this problem of so and so is fooling with the amount our officials would receive. If we cash salary through the bank, ghost officials (name in list but

there is no real person) would not be able to come cash it.

We would not need to spend time to try to find in the list those ghost staff. This is also another step of reform. We have some 180,000 officials, of which over 110,000 are teachers. According to our schedule, teachers will get their pays from bank before other institutions.

Normalization of People's Socio-Economic Life

That is about that much I wanted to cover on the issue of maintaining macro-economic stability, controlling inflation and driving economic growth. The fourth major task is to:

(4) *Normalize people's socio-economic life.* After the huge flood of 2013, we did a good job to rescue our people.

We are now putting efforts and re-investment in rehabilitating damaged infrastructures. Every natural calamity causes serious impacts on people, their ability to produce and infrastructures involved – roads, water canal, etc.

We must pay special attention to help people in specifically hit -area by natural disaster. We must keep a close watch on them.

We have so much work to do. The point rests on whether we do it or not. We have to monitor the weather condition and take care of seed supply for them as the rainy season is drawing closer.

(5) *Pay attention to livelihood of the government officials and armed forces as well as workers.* As mentioned above, we must make sure they get their pays and of salary increment that our economy can support.

As Prime Minister, no one would want staff to go underpaid. I am monitoring this. I would not wait until next year. Similar observation will carry out for workers.

We have established a committee of the Royal Government, led by Deputy Prime Minister in Permanency, to oversee and conduct a research on every issue relating to workers.

We also are processing a special system for the government officials and the armed forces, in accordance with the country's financial ability.

In fact, we have now spent up to 45% of the current expense already or about 4.5% or 5% of the GDP, while we set our expense on staff at only 4% of the GDP or 40% of the current expense.

While I said salary disbursement to take place at end of the month, I also need feedback information. Sometimes, the Minister reports that he already approved payday but he did not actually know it did not.

It is possible that staff can write to newspaper or in facebook or other media means. If it happens to be intentional mistake from his part, the head of the institution would have to bear all responsibility.

(6) *Drive a wide-ranging, fundamental and effective reform in all fields based on existing policies.*

Well, I have covered many points about reform already. Punctual payday is also a major part of reform process that will help stimulate working capacity of the government officials and armed forces.

Some Advices and Recommendations

Aside from all the above I would remind you that for everything you learn here are just narration of experiences. Returning to your line of duty, you must bear in mind that you are not there to boss the people but to serve them.

We are the one that people entrust with the service. There is a saying that goes "keep low to score grain, go high to empty

(Continued on page 8)

Inaugurating Coal-Fired Power Plant, Preah Sihanouk Pro.

(25 February 2014 — Unofficial Selection and Translation)

Those Who Only Speak Are Acclaimed, Short-term Change

Some are good at speaking only. Those who do the job are nailed but those who only speak are acclaimed. That is quite a change. However, I would call that a short-term change. Let me clarify that those who do the job have to figure out everything. Take for instance, the 107 million USD investments by the Leader Company in the 100 Km transmission line from Phnom Penh to Kompong Cham, if we were to have no power to transmit when it is ready, there would be a cost to pay. I would then seek understanding from members of the National Assembly and the Senate when it comes to debate on relevant issue. It is easy to just wag one's tongue and reap the acclamation. We have relentless effort to attract investors to generate power for the country's need.

In this case, we had to talk the Government of Malaysia to encourage Malaysian company to come to Cambodia. Dato Seri H'ng Bok San even mentioned in his report just now about the need to go into loan from four banks, Maybank also included. We have done all the necessary jobs until we are getting to a stage where people residing along the National Road 3 can now pay 1050 Riel per kWh instead of between 2,000 and 3,000 Riel per kWh. This is the real fact, the truth. However, there are people who reap the acclamation for promising you to lower the price of electricity to 600 Riel per kWh without basing on fact whether they could really do that. They reap the acclamation over the Royal Government's true effort ...

Factory Closing, Demonstrators Should Look to Instigators

The same is true for the garment factories. We have tried to cre-

ate a favorable condition so that investors would come do business in Cambodia. Many moved their factories from high cost labor country to Cambodia where labor cost is affordable. We have done so many things to make sure the cost of production would be favorable to those investors and they in return had to increase minimum pay and other benefits for our workers. Despite all these, we are now disfavored and those who make empty promise of high salary are acclaimed. In fact, the workers' salary in Cambodia is high in comparison to Bangladesh, India, Nepal, Laos and even Myanmar.

We will wait and see. Any factories close because of demonstration or salary strike, workers would then demand those instigators to find them jobs. We need to ask because of whom they lose their jobs. As for power generation here today, we are looking to the prospect of lower cost power transmission, the benefit of which would contribute to subscription of lower cost power by those factories, which would then increase their profit margins and share them with their workers. These are complementary factors and one aspect would have a covering effect on another. They have made their promises beyond actual ability to implement them. If it were possible to do otherwise, we would have done it already ...

In this world, some countries have even opted for nuclear power plants, while some of them criticized Cambodia for developing its hydropower plants. They blame our hydropower projects for causing so and so destruction to the environment, while in their country, each nuclear power plant could, if any accident occurs, have ravaged human life and long-term destruction to the world. In my conversation with a diplomat, I said I heard people talk

about powerful person abuse those who are less powerful or the poor. I agree completely. However, in this whole world, I also note that only the rich countries that are tormenting the poorer ones and never vice versa. The powerful ones threaten to fight, impose sanction, suspend or cut aid, etc. Have you ever seen any poor countries do all that?

Rights for Demonstration and Youth Volunteers

As of now any demonstration happens, there would be two of them – the one that opposes (the Royal Government of Cambodia) and the one that supports. They all have equal rights. They always talk about will of the people, so be it. On the supporting side also has the will of the people. They also have the rights to rally.

As Prime Minister of the Kingdom of Cambodia, I must guarantee their safety and rights to rally. If both sides ask to demonstrate in the Democratic Square, the Municipality of Phnom Penh should be ready to divide the square into two parts. If you allow one, you should do the same for the other, or none to both. I do not act like what the President of Venezuela did. He called on his supporters to come out. I do not do so. I just guarantee everybody the equal right.

Today it is also a good chance that I meet with the cadastre officials as well as youth volunteers who have to come here to finish their works after they had a break during the Khmer New Year. I would urge you to finish here what you have to do according to our plan. We have only a small number of youth volunteers now because the work is getting smaller on the one side and about 600 of them have joined the Ministry of Land Management, Urban Planning and Construction already...■

(Continued from page 7)

husk.” No one could enjoy love and respect from other while s/he is unfriendly.

Either Buddhist monks or human in general would be in similar condition. Please remember that you should not try to be officials with ten legs. What are they? By this, I mean four legs of table, four legs of chair and his/her two legs. Being one, you may not understand the people's hardship.

In Phnom Penh, and some provinces too, please look at what happen in the market. Many people are not happy with it. Why those who purchase the right to collect tax in the market cause a lot troubles with the people? Could you call them all for a meeting? In some case, people have not sold anything yet early in the morning and they ask for tax on their goods.

Maybe the first place to resolve this issue is in Phnom Penh. Sellers and buyers complain altogether. Some tax collectors had even kicked their baskets of goods, while people placed their resentment of those actions on Prime Minister.

Another thing to remind you is that in Khmer there are two words compounding together “taking both wrong and right” or “being responsible” in English. You cannot take everything that is right and leave for others everything that is wrong.

We must always monitor our policies, because some may not be responsive to the real situation. Take for instance the problem of fishing lots. We thought it was fine after we had trimmed 56% from the size of the original fishing area (in Tonle Sap Lake). It was not so. For the remaining size, we continued to have problem.

To address the issue, while we are now in the time of shallower lake and less population of fish, but with more people, on March 8, 2012, I declared abolishing

(Continued on page 3)