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# บรรณาธิการแถลง

วารสารโหราศาสตร์วิชาการ ปีที่ ๔ ฉบับที่ ๙ ที่ท่านกำลังหยิบอ่านนี้, ออกมาล่าช้ากว่ากำหนดพอสมควร อันเนื่องมาจากภารกิจที่มากมาย เป็นบรรยากาศภายหลังโควิด-19 จึงเต็มไปด้วยงานมากมาย

ฉบับนี้ ต้องถือว่าเป็นฉบับพิเศษ เพราะบทความทั้งหมดนี้ เป็นบทความจากผลงานระดับปริญญาโท และปริญญาเอกของนักศึกษาของมหาวิทยาลัยโหราศาสตร์ สหรัฐอเมริกา กับพม่า. เนื้อหาและเรื่องราวต่างๆ จึงเป็นเนื้อหาที่ว่าด้วยการพัฒนา, การทำงานด้านสื่อสารมวลชน การบริหารกิจการของรัฐ และการบริหารงานของภาคธุรกิจเอกชน ซึ่งผลงานของแต่ละท่าน มีความน่าสนใจเป็นอย่างมาก

The Journal of Academic Bodhisastra, Year 4, Issue 9, which you are reading now, came out quite late, due to many missions and It's the atmosphere after COVID-19, therefore we are full of works.

This edition must be treated as a special edition, because of all these articles from master's degree and Ph.D. students of the University of Bodhisastra, USA, Cambodia. The Contents and stories, and works are from mass communication, administration of state affairs and administration of the private business sector, which the work of each person is very interesting

Prof. Dr. Sutham Lertpongprasert  
editor



# วารสารโพธิศาสตร์วิชาการ

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## วัตถุประสงค์ / Objective

เพื่อสนับสนุนให้คณาจารย์ นักวิชาการ นักวิจัย และนักศึกษาของมหาวิทยาลัยโพธิศาสตร์ และมหาวิทยาลัยทั่วไป ได้มีโอกาสนำผลงานทางวิชาการ ผลงานสารนิพนธ์ วิทยานิพนธ์ และดุขุฎิพนธ์ รวมถึงงานวิจัยทางด้านสังคมศาสตร์อื่น ๆ มาเผยแพร่ และการแลกเปลี่ยนเรียนรู้ร่วมกัน

To support the academics, researchers and students of the Bodhisatva University and independent universities where established in Florida, USA, and other universities in general have had the opportunity to publish their academic writing, thesis and dissertation as well as other social science research to disseminate and exchange knowledge together

## คำชี้แจง / Remark

ความคิดเห็นใด ๆ ในวารสารวิชาการโพธิศาสตร์ฉบับนี้ เป็นของผู้เขียน มหาวิทยาลัยโพธิศาสตร์ และบรรณาธิการ ไม่จำเป็นต้องมีความเห็นพ้องแต่อย่างใด

Any opinions in this journal of Bodhisattva belong to the authors. Bodhisatva Foundation and The editors do not need to have any consensus.

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## MANAGEMENT MODEL OF THE DEPARTMENT OF FOUNDATION YEAR OF ASIA EURO UNIVERSITY<sup>1</sup>

**DR. SOUS SOPHEA**

Ph.D. in Education Science

### **Abstract**

Management Model of the Department of Foundation Year of Asia Euro University is followed by the name of University "Asia Euro" such as (A) is Association / Advancement of education, S is Strengthen knowledge and quality of education, I is Integrated Management System, A is Academic, E is Education for sustainable development, U: Unity, R is Responsibility, O is Opportunity.

### **1- Introduction**

#### **1.1 Research Background**

According to classical economic theory, physical capital is the foundation of economic growth. However, in the generation of the global economy and the advancement of science and technology, the growth has no longer depended on physical capital alone, wisdom also plays an important role in contributing to economic growth. In fact, wisdom is an active capital and a certain resource and prosperity of the present and future day. Higher education is one of the most important roles in breeding wisdom in the active capital. Furthering the role in pushing national economic development, higher education also plays a core role in producing good, active citizens. Meanwhile, higher education is also an active agency in providing information to the public and politicians about the cultural, social, political, and economic significance.

Experiences of some countries in Southeast Asia and East Asia has shown that the advancement of education and training at the tertiary level plays a crucial role in bringing the country success in its development; especially, in the industrial sector, establishing links between higher education and industry to develop quality and curricula to meet any of demand.

In Cambodia, the development of post-colonial higher education faced many issues, sum of which are decades of civil war and Khmer Rouge regime at which education was completely destroyed. During the 1980s and 1990s, Cambodian education system did not prioritize higher education. Namely, Cambodian education system there focused on reproducing the education system and reinforcing education, especially focusing on primary education.

Since late 1990s, the increasing number of achieved students at secondary education level has been driving the growing demand for higher education. Responding to the demand, a major policy has been emerged based on public-private partnerships. By this policy, the first private higher-education institution was established in 1997. Since then, the number of private institutions has increased steadily, especially since the mid-2000, the number of private higher-education institution reached 64 in 2014. In public higher education institutions, the study systems with tuition fees are established. As a result, higher education in Cambodia has changed dramatically from selective enrollment to large-scale enrollment. The number of public higher education institutions increased from eight in 1997 to 39 in 2014,

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<sup>1</sup>This article is a part of dissertation

and the number of students increased from about 10,000 at the beginning of the 1990s to more than 200,000 in 2013.

A recent analysis of the higher education situation reveals inconsistencies between education and the job market. According to various reports, the most popular subjects among Cambodian students are social sciences and business-related subjects. Only a small number of students study science, technology, engineering, and agriculture, which are key subjects to promote economic development in Cambodia. Meanwhile, the quality of Cambodian higher education is also a crucial challenge.

In addition, recent changes in the socio-economic structures of Cambodia, the ASEAN Integration Process Industrial Capacity Expansion Program and the launch of the Cambodia vision 2030 urgently call for reform and expansion of higher education capacity to ensure that the youth are equipped with the necessary skills to capitalize the standard of living and contribute to the development of the nation. In this context, the Ministry of Education, Youth and Sport has prepared a vision for the development of long-term higher education aligned the vision of Cambodia 2030.

On the other hand, **Asia Euro University (AEU)** is a university originally inceptioned in a local non-governmental organization, **Asia Euro Organization (AEO)**, founded and launched on 09 September 2002 by a notice No. 1341 នសណ of Ministry of Interior, dated 26 December 2002. In the same year, the organization of Asia Euro Institute was upgraded to the Asia Euro Institute (AEI) by a Prakas (proclamation) No. 902 អប្បក.ប្បក of Ministry of Education, Youth and Sport, dated 26 December 2002, to open short course of vocational training by awarding high diploma of two-year training and a certificate of one-year training. Subsequently, the fast-growing number of students and its sufficient capability and resources having been assessed, the Asia Euro Institute was approved to extend its current training to higher education levels, Bachelor's Degree, by a sub-decree No. 39 អនក្រ.បក of the Royal Government of the Kingdom of Cambodia, dated 22 May 2003. Inasmuch as the constant growth of its training, supported by students and the public, particularly it's pledging determination to comply with the development goals of the nation, the ASIA EURO INSTITUTE had fulfilled all requirements to become a university, ASIA EURO UNIVERSITY, promulgated by a sub-decree No. 05 of the Royal Government of the Kingdom of Cambodia, dated 19 January 2005, under the supervision of Ministry of Education, Youth and Sport, enabling the university the training program ranging from undergraduate to doctoral degree via a Prakas (proclamation) No. 2085 អប្បក.ប្បក, dated 25 September 2008. From the beginning to the present and in the future, the university has always strived to develop its curricula to meet the demand of the labor market and society, including specialized, moral and physical education aligned with the policy of the Royal Government as well as the reform of the higher education sector, especially the policy on the vision of higher education 2030 of the Ministry of Education, Youth and Sport; and its premise has been developing continuously ranging from renting a flat to four own, modern buildings, all of which located nearby, for studying and 1 building as dormitory. Meanwhile, with the successful and quality strives, Asia Euro University has been fully assessed and recognized by the Accreditation Committee of Cambodia for three consecutive years with the certificate of full accreditation No. គ.ទ.ក ACC01321036, dated 10 September 2010 on the Foundation Year training program and with the latest renew of the accreditation dated August 2015.

## **1.2-Research questions**

In the study, we identified the issues related to Asia Euro University, especially the Department of Foundation Year, as what does it incept, create objectives, develop strategy, envision and make a project? What is the management of the Department of Foundation Year? What are the problems, obstacles, and solutions? How is its management model adapted?

## **1.3-Research Objectives**

1. To study the management of Asia Euro University, especially the Department of Foundation Year.
2. To study the development of management models of Asia Euro university, especially the Department of Foundation Year.

## **1.4-Research Methodology**

This study used two methods to collect data for analysis: 1) primary education data is to collect from various sources such as books, research papers, articles, newsletters, websites and other social networks. Printed articles are purchased from some bookstores, libraries, and Asia Europe University. 2) Secondary education data is to collect from Asia Euro University, especially from the department of Foundation Year to observe the general environment, both inside and outside, have a conversation, and interview with leaders, professors, teachers, and Students.

The data obtained from the above methods will be synthesized and compiled into a thesis agreed by a supervisor professor for submitting to the university to assess accordingly.

## **1.5-Thematic Working experience**

I, Sous Sophea, is a teacher and lecturer who graduated with a Master of Business Administration from Asia Euro University in 2009. I have taken the skills that I have learned and graduated to work such as (1) computer training, computer repair, computer accounting, business guidance, marketing management, etc., (2) Head of Foundation Year department, (3) deputy head of internal quality assurance, (4) director of the academic office of Asia Euro University, (5) Assessment officer of the Accreditation Commission in Cambodia at some universities, and (6) a co-founder of the creation of Foundation Year department at the Asia-Euro University. All the work I have fulfilled is the management-focused work.

Because I have a lot of experiences in management, leadership, work sharing, today I have been appointed by His Excellency Oknha Duong Leang, Board of Trustee Chairman, as the Vice Rector, for duty in under-graduate program for Asia Euro University so that I have chance in further contribution to the production of human resources in leading and management in enabling the university to develop and to gain recognition, quality and competitive ability in the regional and international labor market.

## **1.6-Interest and motivation**

Pursuing my background, I have been working in the education sector at Asia Euro University for more than 10 years, especially in higher education. This topic is very important for Asia Euro University, especially the Department of Foundation Year. Moreover, I am aware of under-graduate program, techniques, and management skills to design academic materials to provide students with the knowledge and skills related to general management, human resource management and staff effectively

and qualitatively to meet the requirement for job opportunities, occupations, and the labor market. Participate in the development of human resources with the Royal Government in order to reduce the poverty of the people through the employment and personal business of students, training students to gain knowledge in management specialties, both in the private sector, public institutions, and civil society organizations; and be able to work effectively with high professional ethics.

- Train students to be responsible and ready to compete in the job market
- Facilitate students' learning through regular curriculum development in collaboration with stakeholders such as: representatives of public institutions, civil society organizations, employers, entrepreneurs, professors, students, and curriculum advisory councils.
- Train students to be able to continue their studies to the bachelor's, master's, and doctoral levels.

I can show you the models as well as history, structure management, project planning, strategic analysis by SWOT and more. To get good results with this study, it can be very helpful for this department to monitor this section.

### 1.7-Scope of the study

In the conduction of this research study, I will have used the available documents in libraries, including the National Library, the library of Asia Euro University, bookstores in Phnom Penh (small and large bookstores), foreign language books, linguistics books, Khmer dictionary (Samdech Chuon Nath), thesis of seniors, all of which have already been studied. More importantly, I have selected the most important data sources, the Asia Euro University Journal, as a testament to this study and research following scientific values.

## 2. Data Collection

### 2.1. The origin and the development of the University

**Asia Euro University (AEU)** is a university originally incepted in a local non-governmental organization founded and launched on 09 September 2002 by a notice No. 1341 នសណ of Ministry of Interior, dated 26 December 2002. In the same year, the organization was upgraded to **the Asia Euro Institute (AEI)** by a Prakas (proclamation) No. 902 អបក.ប្រក of Ministry of Education, Youth and Sport, dated 26 December 2002, granting the institute eligibility to open Technical and Vocational Training program at certificate levels and Technical Education program at higher diploma levels of Technology / Business Education. Soon after, the fast-growing number of students and its sufficient capability and resources having been assessed, the Asia Euro Institute was approved to extend its current training to higher education levels, Bachelor's Degree, by a sub-decree No. 39 អនក្រ.បក of the Royal Government of the Kingdom of Cambodia, dated 22 May 2003. Inasmuch as the constant growth of its training, supported by students and the public, particularly it's pledging determination to comply with the development goals of the nation, the ASIA EURO INSTITUTE fulfilled all requirements to become a university, ASIA EURO UNIVERSITY, promulgated by a sub-decree No. 05 of the Royal Government of the Kingdom of Cambodia, dated 19 January 2005, under the supervision of Ministry of Education, Youth and Sport, enabling the university the training program ranging from undergraduate to doctoral degree.



Since its inception onwards, the university has constantly been dedicating itself to develop, modify, and revise its curricula and to conduct research in order to meet its training with the labor-market and social demands with integrated technical skills and virtual and physical education, following the Royal Government's policy along with Higher Education reform policy, particularly all of which stipulated in Higher Education Vision 2030 of Ministry of Education, Youth and Sport. In addition to its efforts of achieving successful training operation with trusted quality, the university has been accredited by the Accreditation Committee of Cambodia (ACC), after a series of rigorous assessments ranging from piloting to actual training, to award the Certificate of Full Accreditation No. ACC01321036, dated 10 September 2010,

### **2.1.1 Vision**

Turning into a university with excellence, prestige and productivity in human resources training and promoting research study contributing to the Royal Government in improving the education sector align with the policy on the vision of higher education 2030.

### **2.1.2 Mission**

To achieve the vision of turning into a university of excellence and prestige in wisdom training and research study, Asia Euro University have to implement six missions as follows:

- Provide high quality education with competitive ability, exact skills, and profession with high ethics.
- Drive and encourage in conducting research study and publication
- Build the capacity in ICT tangibility and usage and foreign language
- Reinforce the awareness of interculturalism, entrepreneurship, innovation, and job creation
- Promote cooperation with development partners and stakeholders for contribution, transparency, and governance in institutional management.
- Prioritize students, teachers, curriculum, and buildings.

### **2.1.3 Goal**

In fulfilling the above mission, the goal of Asia Euro University is to ensure that all students who are trained and graduated have the capacities and profession with high ethics to seek and create their own jobs and become competent resources to help the society in the context of the wisdom society.

### **2.1.4 Superiority**

#### **1. Own building**

Asia Euro University has made a huge, strong investment on its own campus, i.e., a sign of a long life that will ensure that Asia Euro University will be stable in providing students and their parents trust. Students at Asia Euro University will be stable and their academic life, which is a source of great pride and a testament to the university's resilience.

#### **2. Quality**

Asia Euro University tries its best for constant improvement and development in order to achieve higher quality of training, research and service delivery.

#### **3. Service**

Asia Euro University is committed to providing the most efficient services in all aspects of curriculum development and improvement, research, study and administration, with a focus on enhancing human resource capacity for serving in the labor market of both inside and outside the country.

#### 4. Transparency and impartiality

Asia Euro University is transparent in assessing students' academic performances of all disciplines, as well as developing and encouraging staff to participate in providing feedback on the university's training process.

#### 5. Cooperation

Asia Euro University will continue to work as effectively as possible and strengthen and expand partnerships with public and private institutions, local and non-governmental organizations, universities both inside and outside the country to achieve its mission and vision.

#### 6. Accountability

Asia Euro University fulfills its duties with a high sense of responsibility before the Royal Government, society, guardians of students and cooperative partners.

#### 5. Motto

**Quality**

**Integrity**

**Opportunity**

#### 6. Value of the university

**Advancement of Education**

**Economic Price**

**Uplift Your Career**

#### 7. 2018–2022 strategies

Asia Euro University has focused on the following five strategies for its five years:

1. Governance
2. Learning and Teaching
3. Research
4. Institutional Development
5. Students' Career

#### 2.1.5 Meaning of AEU Logo



1. **The Golden Glitter** represents prosperity.
2. **The Golden Naga** represents a mighty creature that helps bolster and foster the AEU's greater strength.
3. **The Blue Cap, Book and Certificate** represents a diverse range of theories and documents for training students of all academic levels, enabling them to complete their study with high quality, efficiency, and values.
4. **The Mild Blue**, on the surface of the entire logo, symbolize warmth favoured by everyone, implying that the AEU is acting or doing everything to win customers' confidence and trust.

**General Meaning:** The Logo generally illustrates a higher education institution that is committed to providing high quality education in line with national and international standards.

## 2.2 The background of Foundation Year Department

Department of Foundation Year (DFY) is one of the units incepted by Asia Euro University. It is accountable for the freshman training program for bachelor's degree in all majors and/or disciplines. The department has commenced its certified training since 2005. Since then, it has been working hard to innovate its curricula to meet the needs of the labor market and the growth of the society, including specialized, vocational, and physical education all of which are aligned with the development and reform policies of the Ministry of Education, Youth and Sport. Furthering to its efforts in training programs, the department has cooperated with the Job Search Unit of the university to organize workshops or other events to present information about job vacancies to most of the university students. Within the year of its inception and due to its academic success with excellent quality resulting from its first year of qualifying process in training, the Department of Foundation Year qualified Asia Euro University to pass its first full accreditation granted by the Accreditation Committee of Cambodia (ACC). This accreditation was a full license legible Asia Euro University to start its first three-year training program for freshman year started from the academic year of 2006–2007, 2007–2008, 2008–2009 until 2012–2013, 2013–2014, 2014–2015 through which a renew of an accreditation of the Accreditation Committee of Cambodia, dated 13 September 2013.

### 2.1.1 Vision

Strengthen comprehensive knowledge, which is the ground force for students to acquire competent skills to be nationally, internationally competitive.

### 2.1.2 Target

Turn the training program of Foundation Year into the key requisite to the year two program.

### 2.1.3 Mission

- Take part as much as possible in Human Resources Development aligned with education across the globe.
- Build student's capacities to be a good, workable, responsible, and qualified citizen.
- Incorporate in critical thinking, knowledge, literature, and wisdom including basic level of research in its certified curricula.
- Further its training to reach regional and international standard and community; and

- Participate and cooperate in any productive event of the Royal Government of Cambodia, civil society and/or private sectors in order to contribute to the policy of educational improvement policy in Cambodia and to meet the current social needs and globalization in education.

#### 2.1.4 Goal

Successfully completing the Foundation Year training process and meet all the requirements of the Accreditation Committee of Cambodia.

## 2.2 Organisationnel Chart

To lead the work more effectively and to achieve quality in providing educational, general services to customers, Asia Euro University has created a clear management team in each office. For department of Foundation Year, it has two sections that are responsible for its general work as follows:

- Internship and job seeking
- class management (class monitor and sub-monitor)

#### Organisationnel Chart of Fondation Year Class

The organizational chart of the Foundation Year department has changed during the second semester, with one member resigning in the second half of the semester.



**SOUS Sophea**

Director of Foundation Year  
Head of Internship and Carrere Placement



**AN Meng An**  
Assistant



**Thorn Daro**  
Assistant

#### Role and Duty

The faculty's affair has the following responsibility

- Prepare and manage data and statistics of teachers and professors, both Soft Copy and Hard Copy
- Monitor and summarize all teaching hours that have been implemented according to the schedule
- Check each session and time shift in teaching

- Cooperative preparation and management of resumes, diplomas and employment contracts of teachers and professors

- Monitor the attendance list and teaching record of teachers and professors

- Provide information related to study schedules, meetings, holiday and other programs of Asia Euro University

- Collaborate with relevant division to prepare classes for the new schedule

- Inspire and initiate ideas to organize various programs related to the development of professor resources, such as bridging courses

- Introducing Pedagogy, new teaching methods, teachers' response to current student needs, etc.

- Collect Semester Exam Paper

- Monitor and judge the implementation of discipline and professional ethics of teachers and professors

- Initiate the idea of updating the internal regulations and ethics of teachers and professors as appropriate

- Cooperate and perform other related duties assigned by the head of the department.

**The students' affaire has the following duties:**

- Prepare and manage data and statistics of undergraduate and graduate students in both Soft Copy and Hard Copy in a complete and orderly manner.

Update student data and statistics regularly and report to the head of the office, especially at the new academic year.

- Organize and manage professional exchanges, faculty changes, shift transfers, and student ID cards.

- Manage attendance list, leave forms, suspension of students by class and each school year

- Prepare and facilitate the issuance of various certificates and academic transcripts

- Provide information related to study schedule, leave and attendance of seminars, conferences, and social programs.

- Facilitate, consult and resolve student disputes and maintain good relations with the student's parent or guardian or community

- Inspire and initiate various programs related to the development of student resources and disseminate student activities such as sports competitions, camps, etc.

- Introduce students to know and use various services of the United States, such as information technology, the use of elevators, the use of equipment in the laboratory (Lab), etc.

- Initiate the idea of updating the student internal regulations in accordance with trends and social requirements

- Cooperate and perform other related duties assigned by the head of the office.

The Examination affair office has the following tasks:

- Organize and manage the entire exam calendar, including semester final exams, repayment exams, graduation exams and entrance exams for each department of the foundation year.

Prepare memos related to the exam and post them at the designated locations of the foundation year department

- Prepare exam documents such as student list, exam results, transcripts of students in various subjects, etc.
- Organize and manage the entire examination center, such as the environment, buildings, examination rooms, head office
- Draft letter of introduction to the examination commissions, such as the committee for issuing and correcting the subjects, the committee of the custodian, the committee for announcing the results, etc.
- Cooperate and perform other related duties as assigned by the head of the department.

## 2.3 Curriculum and Teaching

Department of Foundation Year collaborate its training with 5 specialized faculties each of which has its own major of study and students and trainings

The foundation year having been training its students by using credit system and semester following each major of studies in the five faculties (05) as follows:

### **A. Faculty of Arts, Humanities and Foreign Languages**

Department of International Relations

- Major: International Relations (English lectures)

Department of English

- Major: English

Department of Chinese has the major of:

- Chinese Literature
- Chinese for Business

### **B. Faculty of Science and Technology**

Department of Science has the major of:

- Computer Science

Department of Information Technology has the major of:

- Information technology
- Computing network management

Department of Architecture and Engineering has the major of:

- Electrical Engineering and Electronic

### **C. Faculty of Social Science and Economics**

Department of Economic science has the major of:

- Economics
- Banking and Finance

Department of Business Economics has the major of:

- International Business

Department of social science has the major of:

- Community Development

### **D. Faculty of Business Administration**

Department of Business Administration has the major of:

- Management

- Human Resources Management
- Information System Management
- Marketing

Department of accounting and finance has the major of:

- Accounting

Department of Tourism Management has the major of:

- Hotel Management and Tourism

#### E. Faculty of Law and political science

Department of law has the major of:

- Public law
- Private law
- Law

Department of Political Science has the major of:

- Political Science and International Relations

Department of Public Administration has the major of:

- Public Administration (new major applied for)

Within the five faculties, there are 15 department including 23 majors of studies

#### **Strategy for improve the Department of foundation year**

For the five-year strategy of the Department of Foundation Year, there are 4 strategies and 16 major activities as follows:

##### **Strategy 1: Curriculum development underlain the national and international standards**

Action 1: Analytical studies for curriculum development and innovation with relevant parties

Action 2: Taking agreed innovated, certified curricula into action

##### **Strategy 2: Management capacity building**

Action 1: Distinctive improvement of managerial structure; roles and duties

Action 2: Create actual procedures, action plans and monitoring mechanisms

Action 3: Staff capacity building

Action 4: Monitoring implementation of the disciplines through class monitoring committee

Action 5: Making good communication with students' guardians

##### **Strategy 3: Promote the quality of learning, teaching and researching**

Action 1: Streamline the teaching methodology and learning by using ICT

Action 2: Promote research studies

Action 3: Improve staff training for the policy of admission

Action 4: Coordinate the process of bachelor's degree upgrading

Action 5: Promote the Chinese and English awareness

Action 6: Elicit the affection of arts, culture and social affair

##### **Strategy 4: Strengthening and extending the national and international collaborations for education exchanging program, sharing experiences and seeking for job opportunities for students**

Activity 1: Communicate and sign memorandums of understanding or agreements with national and international partners in both education and technical companies

Activity 2: Promote the hosting of various workshop

Activity 3: The search of job demand

### **Strengths of Foundation Year Department of Asia Euro University**

- Foundation Year Department is authorized by the Ministry of Education, Youth and Sport.
- All officers in Foundation Year Department are qualified according to the requirements of the ACC
- Clear structure
- Proper division of job responsibility
- Right selected guidelines
- Good working office
- Complete almost all task planned internally
- There is a curriculum development council
- Recognized and approved curriculum by ACC
- A good evaluation from students
- Disseminate curriculum to relevant party
- With clear teaching methods and procedures
- With sufficient lecturer resources
- With a committee structure to evaluate and recruit lecturers
- With lecturers' development program for their teaching skills
- With own building to meet the current demand
- With sufficient resources of document for research study
- With enough labs for research study
- With good internet network for research study
- With clear guidelines for managing libraries, laboratories and audiovisual rooms
- With clear guidelines and conditions for the transferring and selecting students for the foundation year class in a transparent manner.

## **2.6. Achievements**

### **Strategy**

For the achievements of the strategic activities of the foundation year department, the internship and job seek section, they are evaluated once per semester and then summed up annually to find out the results and activities that have not been achieved and the achieved review will be directed to the next year. However, for the strategic tasks achieved in 2020, all achievements are self-evaluated by percentage calculation according to each activity of the strategic plan by the department and internship and job seeking agent implemented in 2020; totally we achieved around 70% of the annual plan.

### **Academic standard**

The standard is divided into IQA-C and IQA-T with a clear division of tasks following each standard set, all which are 9 standards. But in 2019-2020, the standard work is suspended.



Although suspension, the department are still reviewing through the daily tasks which are the document preparation, especially reports, smooth, accurate, and preparable, for standard tasks that should be resume in the future.

### 3- Result Base Planning-Monitoring and Evaluation System.

It is a job that all faculties are responsible for fulfilling all the indicators in their respective system, and the Foundation Year Department has those faculty been in charge.

## 3. Synthesis of data analysis and Conclusion

### 3.1 The Management Model of Foundation Year Department of Asia Euro University

To simplify the model development aligned with the principles and strategies of the university I would like to refer to the university's English name as "**Asia Euro**".

#### 1. (A): Association / Advancement of Education

The Foundation Year Department as well as Asia Euro University cooperated with organizations, institutions and companies in both public and private sectors and non-governmental organizations. Such relationship developments helped the university foresee the needs of each social demand context and readied to offer students with the standards of knowledge, skills, expertise, responsibilities, and ethics that met those needs. These relationship developments advanced reformation of educational systems, in particular, the curriculum which would be improved annually and executively.

#### 2. (S): Strengthen knowledge and quality of education

To have students succeeded in their studies and work, the Department of Foundation Year has offered students the training program on capacity building of knowledge in both classroom and internship, especially life-expertise programs, modern-technology skills, foreign language competency, entrepreneurial spirit, and available-labor market. In addition, the training extended its extracurricular activities ranging from environmental knowledge in agriculture, tourism, businesses, arts to culture, and encourages students to contribute to community development and volunteer work. What's more was pushing the culture of the research and development in Cambodia to meet the social needs. The working team of the Department of Foundation Year including management team, in-house staff, and lecturers were constantly improving their expertise by specialty courses, workshops, and study tours at partner institutions.

These activities ensured the quality and excellence of the management team, staff, and educators; and students were competent enough to acquire new skills pursuant to evolution of the social context.

#### 3. (I): Integrated Management System

The Foundation Year Department has been combining integrated management system and its own standard system into one smart operating system. This integration was to ease its management system, save time, and more effectively address all elements of the entire management system, such as participatory management, planning, implementing, monitoring, and correcting the failing points. The working team was delegated as a research team to explore ideas, principles, and theories, while a management team and evaluation team obliged to develop visions, missions, goals, values, strategies, dissemination, human resources for the department, and analysis to get a common guideline to implement as benefits. Each division had to be integrated in a system.

#### **4. (A): Academic (Pushing Research Study and Publication)**

the Foundation Year Department has been developing a curriculum following national and international standards in accordance with actual needs to improve the quality of learning, teaching, and research; emerge teaching and learning methods by using ICT; promote research study; strengthen the selection of students for admission; facilitate and manage the pursuit of a bachelor's degree; strengthen English and Chinese language skills; breeding ideas of loving culture and art; and participate in social tasks.

#### **5. (E): Education for Sustainable Development**

For sustainable education development, the Foundation Year Department has consistently adhered to the policies of the university so that students or individuals could benefit from the educational opportunities to learn how to live, behave, and take for granted the values for a sustainable future. Development was created for everyone at all stages of life and in all contexts of learning opportunities; like Education for All, it also focused on the three pillars: Society, Environment, and Economy, and so as to culture. Therefore, the sustainable education development focused on the study of expertise, perspectives, and values, all of which motivated students to seek their sustainable living in democratic society.

#### **6. (U): Unity**

The Foundation Year Department with any other department of the university have statute, internal regulation, circulation, and guideline for carrying out in both its own division and relevant partner institutions. Management teams, lecturer, and students were united as a solidarity to promote education, human resources, and development sector.

#### **7. (R) Responsibility (Accountability)**

For its accountability, the Foundation Year Department determines to perform all tasks in the university's education sectors, all of which were the professional, expertise and ethic trainings in order to create various opportunities and jobs for students. Other to the above accountability, the department contributed to the societal and national duty by producing human resources that were qualified, motivated, loyal, and ready to participate in any development activity, fulfilling to the needs of society. Meanwhile, management teams, professors, lecturers, and any other working team have committed to fulfill the responsibilities for their roles excellently during their smooth performing.

#### **8. (O): Opportunity**

The Foundation Year Department attends to human resources development through which the education system provides opportunities for students coming to study here. Some students are awarded scholarships rating equitably following their past academic achievements; for example, some students received 100% scholarship due to their first place of classroom achievements, and so on. More importantly, outstanding student with good grade and getting first place from high school and students from the countryside who was poor, but hardworking are awarded scholarship ranging from 30% to 100 % accordingly. Students under Foundation Year Department supervision are offered internships opportunities at partner organizations, institutions, and companies of the university. The internships are the supplements and adds-on to their subjects having been being studied. Students are invited to participate in Job Expo activities and also assisted to get jobs.

### 3.2 Requests for further study

The study sheds light on the management model of the Foundation Year Department, which can be applied to other departments or to other universities for the benefits of both universities, society, other developments; but the study is only just an aspect having been analyzed at Asia Euro University. If I have the opportunity to study further, I will suggest the focus on:

1. Model of human resources development study of the university about work efficiency.
2. Model of student management in participating in community development activities with morale.
3. Model of risk management of academic system in higher education.

### 3.3 Implementation of religious principles in daily-working activities

Jobs in education requires high attention in human resources training with expertise and ethical profession to fulfill social needs. They require efforts to find ways to define strategies, plans, and policies in order to carry them out effectively and achieve the desired results. Therefore, as a student who directly implement this work, I have followed the principles of religion, especially the Dharma in Buddhism, such as patience, diligence, spiritual contribution, good memory and consciousness, compassion and empathy, and virtue emergence to exist in myself, family, society and students.

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## MODEL OF MANAGING A BUDDHIST PRIMARY SCHOOL AT WAT PREY SPEU FOR EFFECTIVENESS<sup>1</sup>

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Ph.D. in Public Administration

### Abstract

The study on this topic is in the purpose of studying the development of Buddhism and Buddhist study as well as the creating model of managing for the effectiveness. This study uses some data and compiled documents from other researchers, and the big amount of information is from Prey Speu Buddhist Primary School by interviewing, observing, and practicing as the role of leaders.

Through this study, the Buddhist study grows well or deteriorates is relying on the evolution of the social structure, especially, the politics along with the attention of the school leaders. Also, some models have been made in this study as following:

1. Fostering the Buddhist Education focusing on Pali Linguistics in Buddhism.
2. The development of the management system in Buddhist school has been arranged with the unanimous ideas and decision from teachers, Buddhist students, and people in community.
3. Managing the Buddhist school following the Four Sublime States.
4. Buddhist School is the Education Centre in Community and Propagation which provide the opportunity to the children of lay people to learn more about the moral subjects and life skills taught by the Buddhist monks or Buddhist school management teams.
5. Buddhist School Integration and Social Service stand on the principles of the Three Seminars; moral, meditation, and wisdom as well as to provide the social service with some activities like constructing the street, the bridge, the school buildings, the hospitals, and the public garden.
5. Modernizing the administration of Buddhist school for the quality reinforcement, exchanging ideas for the better correction, and providing the transparency and accountability for the Buddhist School.
6. Developing human resource of teachers and leadership by providing the scholarship for those who wants to continue their study in high degree that fit with skills, social needs, and to sponsor for the short training course and seminar as well as to encourage the heart with the certificates of recognition and rewards in the events of community.
7. Practicing the Visual Studio Learning in accordance of social development in COVID-19 pandemic accompanied by installing the internet connection for the Buddhist students and involved staffs to do more research on information and making the easy ways of propagating the Buddhist school activities and religions to lay people in all places.
8. Creating communication network and sponsor for the school by ways of chanting dharma, educating in religious ceremony, religious tour, philanthropist funds, and non-government organization.

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<sup>1</sup> This article is a part of dissertation

## 1. Problem Pattern of Research.

The Constitution of the Kingdom of Cambodia has stated that "Buddhism is the State's Religion", and it has been fostered by having holidays, religious training and educating, setting up state school curriculum related in Buddhism, and providing support to Buddhist institutions. The Law about freedom of belief and religious implementation means that whenever the freedom does not conquer any other believes, does not affect the social manner, and public security.

According to US government estimates, the total of Cambodian population is approximately 16.7 million (estimated in the middle of 2019). According to the Ministry of Cults and Religions, about 95% of Cambodians practice Buddhism and Theravada Buddhism, and another 5% are Christians, Muslims, demigods, Baha'is, Judaism and Kauai.

Buddhist education is a field that has contributed to the training of human resources in Cambodia. This field was established centuries ago, before the reign of the former King Father and flourished during the Sangkum Reas Niyum (Popular Socialist Community) era under the leadership of King Norodom Sihanouk at that time. This field of Buddhist education is also recognized by Buddhist countries around the world.

According to the research of some scholars of Buddhist history in Cambodia, the field of Buddhist education was first established in 1909 during the reign of King Sisowath and based on the history of Buddhist study compiled by the Research Committee of the Buddhist Institute which was published in 2006, it is written that the first Buddhist school was established as "Borombuddhavachana Pariyatipasat" which was located in Siem Reap province and after that this field gradually grew. However, Buddhist scholars observed that the most advanced field of Buddhist education was during the 1950s and 1960s under the rule of the former King Norodom Sihanouk.

All schools, both Buddhist school and state school as well as private school, are all important, with many important factors such as:

- It is where people learn how to read, how to write, how to think, and how to calculate the mathematics.
  - It is a place to learn how to behave and to learn the way that leads them to become good citizens, that is, schools are important in providing education to humanity.
  - A place that educates people to think critically and creatively which make them better problems solvers in life.
  - A place provides education and knowledge to get good occupations and good careers.
- Education leads people to understand the world around them as well as to develop the skills they need to be successful in life, how to go about life, to gain new knowledge, meet new people and new jobs, as well as develop personal behaviors. It is to expand new knowledge, strengthen the ability to grow more than other people do and to know the goals of life by doing whatever to be ready for a livelihood to compete intellectually by learning about different cultures and religions around.
- A place that has such significances in society because it helps educate people and prepare them for the workforce. It also teaches them how to become responsible members of society, and it helps people learn about the world around them. They learn to think, solve problems

and communicate effectively, these skills are essential for success in college and in the workforce.

Therefore, the school is one of the most important training institutions in Cambodian society, a place to learn the basics towards success in life. There are many important things to learn in school, but one of the most important is how to think critically. Learning to ask questions and think for yourself is essential for success in any field. The most important thing in school is how to think and ask questions that lead students to develop their own thoughts and ideas and be able to discuss intelligently with others.

All in all, school is extremely important because it gives everyone the skills and knowledge they need to succeed in life. The school will help them develop social and communication skills and teach them how to think and solve the problems. School is also a place where individuals can make friends, expand relationships and learn about different cultures. Finally, schools are places where individuals can learn about their strengths and weaknesses and find out what they want to do with their lives, especially in Buddhist schools. Gain both secular knowledge and moral knowledge, that is, Buddhist study is a field of Buddhist education that has been established since ancient times. That is to train the resources of Buddhist monks and reduce the rate of illiteracy in society by providing knowledge and morality, which is the foundation contributing to the promotion of the society and the values of Buddhism as a beacon for the people to live in prosperity and harmony.

As for Wat Prey Speu, which was established in 1903, it has fulfilled its duties for the benefit of the Buddhists and the society, especially in morals, culture, society and education. In 1930, the field of education in the traditional and social sciences flourished constantly, but sadly all religious activities were banned by the Khmer Rouge regime. Freedom of religion and education began to be provided in stages until the reign of Preah Bhikkhu Phal Sophoeun. Both the development of pagodas, social affairs and the education sector have gained momentum, which is the point of the question of how under his administration he used the methods to promote and foster the education sector, especially the Buddhist primary schools. Progress that starts with the 7 Buddhist Bhikkhus and novices in 2011 until there are more than a hundred Buddhist monks in 2022?

In order to participate in solving the above problems and create a model for the management of the Buddhist primary school, I have studied the model subject of the management of Wat Prey Speu Buddhist Primary School in order to be effective, hoping to be very useful in the fields of the development of Buddhism, Social Affairs and Buddhist Studies.

## **2. Objectives of Research.**

This study focuses on a number of key points related to the above topics:

- 1.To study about the evolution of Buddhism and Buddhist studies in Cambodia.
2. To study about the model of management of Wat Prey Speu Buddhist Primary School.

### **3.1. Background Information of Wat Prey Speu.**

Wat Prey Speu, officially named “Wat Thun Rattanasophonaram”, is a monastery located in Prey Speu Village, Sangkat Choam Chao II, Khan Por Senchey, Phnom Penh. The pagoda covers an area of 4.6 hectares, including Prey Speu Primary School Land, as it is under the control of the pagoda.

## 2. Data Collection

### 2.1 Naming the Pagoda.

Seeing such a good successful and blessing land, the elders, the leaders and all the people agreed to choose the place with the carambola tree, and this place belonged to the old man named “Ta Rath” who enjoyed this land by purchasing this land to be a pagoda with the name Wat Prey Speu, a place with a symbolic of carambola tree during 1903. Later, during the reign of the 4<sup>th</sup> Chief Inspector named Preah Dechkun Khoun Thun renamed it in Pali and to commemorate the name of the landowner, giving it the name “Wat Thun Rath”.

Then, on January 9, 2018, the 9<sup>th</sup> Chief Inspector, when he was Preah Kru Charanavijja, added the name in Pali to make it easier for the monks to recite the name **Wat Thun Rattanasophonaram**, also known as Wat Prey Speu to this day. After the fall of Lon Nol and occupied by Democratic of Cambodia, not only pagodas, even the people suffered, their families were torn apart, and their lives were miserable. After the day of the liberation of the Cambodian National Salvation Front, the Cambodian people were freed from death, returned to their respective hometowns and rebuilt the remaining pagodas for their worship. Prey Speu pagoda was the one among those pagodas from that time.

### 2.2. Rebuilding Pagodas.

Wat Prey Speu was closed during the Pol Pot regime and reopened in 1980 and is still operational until today.

#### A. Chief Inspector After Khmer Rouge (7 January)

Buddhist people have agreed to invite Lok Ta Phat, a native of Takeo province who was venerated in 1980, to live at Wat Prey Speu, which previously had no monks. He lived alone in this pagoda. He stayed only one year, then, he was invited to live at Tuol Sopheakhuon pagoda and returned to his hometown forever.

Then, in 1981, the Buddhist people invited Bhikkhu Khim Sun, who was also ordained in 1980, to come and live in the pagoda as the prelate of Prey Speu pagoda to lead and build this pagoda to be prosperous. He led and built many building achievements in the presence of the temples, eating halls, monk’s residences and Pali school buildings. Unfortunately, he died of an illness at the age of 56 during his 32-year in monkhood.

In 2011, due to Venerable Khim Sun's inability to control and lead the monks and the work of the pagoda because of his illness, the Committee of Buddhist followers requested a monk from Salaanukun Khan Dangkor (not yet divided that time, the current Khan Po Sen Chey) come and lead the pagoda as the interim chief inspector. Preah Bhothi Serey Moni Vong Kimsorn, Preah Anukun Khan Dangkor (now Preah Ubali Vamsa Vong Kimsorn, Preah Anukun Khan Por Senchey), assigned Bhikkhu Phal Sophoeun to live in Prey Speu pagoda to lead and build the pagoda after the ailing monk, venerable Khim Sun. Bhikkhu Phal Sophoeun also made efforts to lead and build the construction of many achievements and the re-establishment of Pali school in line with the development of the nation.

There are 9 Chief Inspectors who has managed and led this pagoda until now. And they are:

1. Venerable Khounh
2. Venerable Chel
3. Venerable Touch
4. Venerable Khoun Thun
5. Venerable Luo Och
6. Venerable Khoun Phin
7. Venerable Phat (1980–1981)
8. Venerable Khim Sun (1981–2014)
9. Preah Visutthanunhan Phal Sophoeun (2012–now).
- 10.



ព្រះវិហារវត្តព្រៃស្នី

### 3.2.1. Management structure and leadership role of Wat Prey Speu.

#### A. Management Structure of Wat Prey Speu Leaders.

The leadership and management of the monks in Prey Speu pagoda has been smooth since the beginning of the leadership of Bhikkhu Phal Sophoeun, with appointing the hierarchical structure of the monks to be easy to lead and manage in accordance with the norms of general leadership. The word leader is leader, which means three things:

1. Being able to persuade people in the team to react, follow to achieve the goals of the team, such as (cheer Leader) can make the group of people cheer happily until they win and get rewards and so on.

That is why, Peter F. Drucker, who defines the definition of the leader that “Leader is the one who has followers, besides that, that is not leader.



2. A person who trusted by people in the group and preferred to obey his order in each situation is called "a leader" following situation approach or hero-building situation. Leadership is related to three components:
  - a. Leader
  - b. Follower
  - c. Situation
3. Being elected by the people in the group to have the power to decide to lead the group, such as the monk A being chosen by the Buddhist followers as the head of the pagoda, this shows that many people are welcomed as Leader or determinant of the future of the pagoda as announced by the Ministry of Cults and Religions.

The definition of these three characteristics will show that the leader must have the ability to persuade others to follow the situation as a rule or have an election that makes people recognize these, and three parts will result in good leadership.

Therefore, when he came to lead this Prey Speu pagoda in 2012, the Chief Inspector also appointed and organized the following structure:

- Bhikkhu Hut Sany, manager of the monks.
- Bhikkhu Sor Samphors, vice-manager of the monks.
- Bhikkhu Nop Kin, discipline manager.
- Bhikkhu Pak Va, security manager.

In 2016, the pagoda management board was changed by appointing a new pagoda management board, such as:

- Bhikkhu Mean Mab, manager of the monks.
- Bhikkhu Phy Pheak, vice-manager of the monks.
- Bhikkhu Keoun Ol, member.
- Bhikkhu Chom Dy, member.
- Bhikkhu Nhe Nara, member.
- Bhikkhu Boeng Vichet, member.

2017-2018 The management board also changed and added monks to help the work of the pagoda due to the growing number of monks. Those monk committees are:

- Bhikkhu Mean Mab, manager of the monks.
- Bhikkhu Nhe Nara, vice-manager of the monks.
- Bhikkhu Boeng Vichet, member.
- Bhikkhu Saing Samnan, member.
- Bhikkhu Pech Panha, member.

In 2019, the pagoda committee also decided to appoint the right-left-handed disciples, new management board and appointment of new priests to assist in the leadership and management of the pagoda, such as:

- Preah Visutthanunhan Phal Sopheoun, Chief Inspector.
- Preah Kru Kaveyvong Mean Mab, the right-handed disciple.
- Preah Kru Yusamangolmuni Nhe Nara, the left-handed disciple.
- Bhikkhu Boeng Vichet, discipline manager.
- Bhikkhu Saing Samnan, secretary of pagoda.

In 2020, the pagoda committee also decided to change again due to the case that some Buddhist monks left the monkhood, and some of them changed the residences:

- Preah Visutthanunhan Phal Sopheoun, Chief Inspector.
- Preah Kru Kaveyvong Mean Mab, the right-handed disciple.
- Preah Kru Yusamangolmuni Nhe Nara, the left-handed disciple.

And there are additional management board as below:



*Management structure of Prey Speu pagoda*

## 2.2.2. Buddhist Monks' Statistics in Wat Prey Speu.

Since 2011, under the leadership and management of Preah Visutthanunhan Phal Sophoeun, the current Chief Inspector, the number of Buddhist monks has steadily increased, although during the COVID-19 pandemic, the number of monks has not decreased. The statistics of the monks from 2011 to 2022 are as follows:

- In 2011, there are totally 7 Buddhist monks. (5 Bhikkhus, 2 novices).
- In 2012, there are totally 15 Buddhist monks. (5 Bhikkhus, 10 novices).
- In 2013, there are totally 35 Buddhist monks. (7 Bhikkhus, 28 novices).
- In 2014, there are totally 57 Buddhist monks. (7 Bhikkhus, 50 novices).
- In 2015, there are totally 75 Buddhist monks. (9 Bhikkhus, 66 novices).
- In 2016, there are totally 83 Buddhist monks. (12 Bhikkhus, 71 novices).
- In 2017, there are totally 91 Buddhist monks. (12 Bhikkhus, 79 novices).
- In 2018, there are totally 124 Buddhist monks. (11 Bhikkhus, 113 novices).
- In 2019, there are totally 120 Buddhist monks. (12 Bhikkhus, 108 novices).
- In 2020, there are totally 111 Buddhist monks. (10 Bhikkhus, 101 novices).
- In 2021, there are totally 122 Buddhist monks. (13 Bhikkhus, 109 novices).
- In 2022, there are totally 140 Buddhist monks. (16 Bhikkhus, 124 novices).

## 4. Wat Prey Speu Buddhist Primary School Background

Wat Prey Speu Buddhist Primary School was born under the leadership and control of the corpse of venerable Khoun Thun, who was an intellectual during the 1940s. At that time, the Buddhist primary school at this pagoda had about 30 Buddhist monks studying. After the death of venerable Khoun Thun, venerable Luo Ouch took over as the chief inspector of the pagoda and the director of the school who took responsible and led. As his reign was invaded by the war, the Buddhist school in that time did not run smoothly, but the Pali school operated until the Lon Nol era and closed under the Pol Pot regime. After the liberation on January 7, 1979, in 1980, Wat Prey Speu was opened and rebuilt. And the Pali School, or Buddhist Primary School in Wat Prey Speu has reopened, but not smoothly run due to many factors such as the lack of Buddhist monks living, and the pagoda was in a state of autism and lack of resources. In 2012, under the leadership of Bhikkhu Phal Sopheoun, who came to manage the Buddhist Primary School, the school started to grow again. At the beginning, there were only seven monks studying in the first primary school, and the first composition of the management committee of Prey Speu Pali School was headed by Bhikkhu Phal Sophoeun as a president, his excellency Kosalvittjakaru Maen Prang as a vice-president, Bhikkhu Hut Sany as a secretary, Bhikkhu Nop Kin as a school assistant. For teachers, Bhikkhu Nop Kin was responsible for teaching Pali and Math, Bhikkhu Sor Samphors was responsible for teaching Khmer, Bhikkhu Pak Va was responsible for teacher Buddhist history and disciplines, professor Leom Leurm was responsible for teaching grammatical usage of Pali. Also in 2012, the school management proposed to establish a formal school by Prakas No.: 253/12 ក.វ.វ. ជ្រុង ចុង dated on August 22, 2012 the proposal of establishing Prey Speu Buddhist Primary School.

#### **4.1. Managing Prey Speu Buddhist Primary School.**

##### **1. Establishing the First Management Board.**

Seeing the increase in the number of Buddhist monks and the desire to join the Royal Government in building human resources, especially the monks from the peasant family, lack of education due to many factors such as livelihood. Wat Prey Speu Pali School was first born with only four management members. Due to the diligence and sacrifice of all the management team, the school has reached a strong condition and has more and more students come to study.

The management team was very conscientious and sacrifices everything, especially working without any allowances that time. Completing school assignment as well as taking time to teach at Buddhist school just to make sure that our Buddhist school can be strong and standable in this hard situation.

All the management team members follow the words of the Buddha, which manifest the six principles of leadership such as patience, vigilance, diligence, division, kindness, contemplation, and seeing what is right and what is wrong.

Therefore, we have worked very hard for this Pali school so far. Wat Prey Speu Buddhist School has become one of the best Buddhist Primary School among other Pali Primary Schools in Phnom Penh.

In the reorganization of the management committee of Wat Prey Speu Buddhist Primary School, when there was a proclamation on the establishment of Wat Prey Speu Buddhist Primary School, the school management committee was organized because at that time, our school was newly established and there were not yet standard students that the ministry states that the school can apply for a principal, two vice-principals for establishing a standard school, that must be contain of 15 students per classroom minimum. Also, there must be comprising of 3 classrooms as the appointment of the Ministry of Cult and Religion. Otherwise, the Buddhist Primary School can be established only for the management board.

In 2012, the school operated but did not meet the requirements of the Ministry because there were only 45 Buddhist students, with only two classes open. So, our school did not have a principal, only a management board.

The management Board of Wat Prey Speu Buddhist Primary School are:

##### **a. Bhikkhu Phal Sopheoun, a president.**

- Leading as a whole in decision-making and school organizing in Buddhist School.
- Checking the teachers' works.
- Looking for allowances.
- Educating general Buddhist students.

##### **b. His Excellency Kosalvittjakoru Maen Prang, a vice-president.**

- Directing and accomplishing the work from the Chairman or president of the Management Team
- Facilitate general administrative work.
- Liaison with the Department of Cult and Religion of Phnom Penh and the Ministry of Cult.

**c. Bhikkhu Hut Sany, school secretary.**

- Helping to prepare school documents, school internal records, and school regulations.
- Enrollment documents, absentee list, student scores.
- Monthly report.

**d. Bhikkhu Nop Kin, school assistant.**

- As a building conservation.
- Observing students' activities.
- Keeping students' lists.

From 2014, due to school development and more student enrollments, the school management has been changed, all management decided to give the role of chairperson of the board to:

**a. Bhikkhu Nop Kin, a president.**

- Leading as a whole in decision-making and school organizing in Buddhist School.
- Checking the teachers' works.
- Looking for allowances.
- Educating general Buddhist students.

**b. Bhikkhu Mean Mab, a vice-president.**

- Directing and accomplishing the work from the Chairman or president of the Management Team
- Facilitate general administrative work.
- Liaison with the Department of Cult and Religion of Phnom Penh and the Ministry of Cult.

**c. Bhikkhu Chom Dy, school secretary.**

- Helping to prepare school documents, school internal records, and school regulations.
- Enrollment documents, absentee list, student scores.
- Monthly report.

In 2017, due to the enough number of students according to the response of the Ministry of Cults and Religions, the school requested the Board of Directors with Prakas No. 229/17 <sup>រ.ក.រ</sup> dated on 29 November 2017 on the appointment of the school management of Wat Prey Speu Buddhist Primary School, Sangkat Choam Chao, Khan Por Senchey, Phnom Penh, with the following names:

1. Bhikkhu Mean Mab, school director.
2. Bhikkhu Chom Dy, deputy director in charge of administration.
3. Bhikkhu Koeun Ol, deputy director in charge of technical.

The three Deputy Directors in charge of Administration and Deputy Director in charge of Technical Affairs also received regular allowances from the Ministry of Cults and Religions.

In 2018, the Board of Directors was changed to the two Deputy Directors, as they had to leave the monkhood to work as normal men. The names of the Board of Directors are as follows:

1. Bhikkhu Mean Mab, school director.
2. Bhikkhu Pech Panha, deputy director in charge of administration.
3. Bhikkhu Nhe Nara, deputy director in charge of technical.

Recently in 2021, the Board of Directors was changed again to deputy director in charge of administration as he had to leave the ordination to work as normal man. The new names of Board of Directors are as follow:

#### **d. Teachers and students.**

We show teachers' and students' lists only in the academic year of 2022–2023. Because this year is the new year, all the Buddhist students come together to study and the number of teachers has to be reorganized. Classes are classified to 3 grades, grade 1 there are 2 rooms with 80 students, grade 2 is a room with 35 students, grade 3 is a room with 17 students, total of students are 132 ,while teachers are hired 6 teachers, contracted teachers 7, volunteer 1, official teacher 1, total are 15 teachers.

#### **d.2. Buddhist Students.**

The list of Buddhist students at Wat Prey Speu Buddhist Primary School, academic year 2022–2023, where most of the monks live in Wat Prey Speu, and a small number from other pagodas, such as Wat Kampeng, which has 14 new students this year apply to study at Wat Prey Speu Buddhist Primary School, which also returned to that pagoda. So, there are totally 132 Buddhist students.

#### **e. School Curriculum.**

School curriculum of Prey Speu Buddhist Primary School in 2022–2023 is as follow:

- Khmer.
- Mathematics.
- Social-Science.
- Grammatical Usage of Pali.
- Translation of Dhamabotthakatha



## Teaching and learning activities at Wat Prey Speu Buddhist Primary School



### Activities to respect the flag before entering school

#### 4.2. Buddhist Primary School in COVID-19 Pandemic Context.

On March 16, 2020, the Royal Government of Cambodia decided to suspend all educational institutions in the country, both public and private, to help prevent the spread of COVID-19 pandemic.

So, regardless of the state school, the Buddhist school is also closed and some schools do not have any students, most of them go to their hometown.

But the Buddhist primary school at Wat Prey Speu still has Buddhist monks and no monks return home. Therefore, the school just studied a little as usual and carefully followed the measures of the Ministry of Health, which was issued by the Prime Minister.

For not wasting time in education, Wat Prey Speu Buddhist Primary School has operated blended-learning, mixed the online classes with the conventional classes. However, those activities are in high level of attention to follow the protection measures “Three Dos, Three Don’ts” set by the Royal Government.

Online education at the primary level is very difficult and lacking, such as lack of technical equipment like slides projections, computers and so on.

Also, under the leadership of the Chief Inspector, called for and announced that the two Deputy Principals, teachers and instructors to bring Buddhist monks and students to be vaccinated against COVID-19 Pandemic according to the measures of the Ministry of Health. And now all monks are vaccinated. Some have done it twice and some have done it three times. Even after receiving the vaccine, all the Buddhist monks are not negligent, always very careful.

In the context of COVID-19 Pandemic, the two main objectives for the study are to have continuous learning and to cooperate with the Royal Government in controlling and preventing the spread of COVID-19 Pandemic.

However, distance learning or online learning is not very qualified because it is a new context and has both advantages and disadvantages.



### 3. Synthesis and Conclusion

#### 3.1 Model of Managing a Buddhist Primary School at Wat Prey Speu for Effectiveness.

1. **Fostering the Buddhist Education** is highly caring and paying attention on the education both on the Buddhist sector and public sector that both sectors are agreeing the same vision with different function. The Education of Buddhist sector is responsible for fostering and reinforcing the mental and social moralities, and it is also a foundation, especially Pali language. However, the public sector is responsible for providing scientific knowledge and life skill. The Buddhist Sector must be following the standard of the National Education System especially having a good cooperation between the Ministry of Cult and Religion and the Ministry of Education Youth and Sports. Buddhist students who have left from the monkhood are be able to continue their study at Public School as well as the students who have ordained to be Buddhist monks are be able to study at Buddhist School by starting from the grades they have studied. The certificates must be equivalent.

2. **The development of management system in Buddhist School** is implemented with the unanimous ideas from Buddhist students, teachers, school management board in Buddhist school and community. For providing the best uses and development for the students and school, monthly meeting and semesterly meeting are held for determining the problems occurs and obviously solving those problems with Buddhist students, teachers, and school management board openly as well as to find the best correction as needed.

3. **Managing the Buddhist School following the Four Sublime States.** Loving-Kindness (Metta) is about providing love, good connection, good wishes, and good cares on Buddhist students, teachers, and school management board. Compassion (Karuna) is about providing sympathetic and aiding those Buddhist students, teachers, and school management board with the Four Requisites by supporting with the scholarship and rewards in fostering the quality of life to be more prosperous. Sympathetic Joy (Mudita) is about providing joys, enthusiastic feeling, and proudness and still encourage for the efforts of studying, teaching, and taking responsible in managing the Buddhist students, teachers, and school management board. Equanimity (Upekkha) is about providing justice and equal love to the Buddhist students, teachers, and school management board. Recruiting teachers and management team is tested, checked, and evaluated in terms of knowledge, skills, and attitude and to divide the responsibility for each to handle with the right skills.

4. **Buddhist School as the Education Centre in Community and Advertising** is that the Buddhist school is not only for educating the Buddhist students, but also for the education and vocational training to the community, especially for the morality. Buddhist followers' children in community are educated to understand the values of moral in Buddhism and implementation or any initiation and give them more the opportunity to study any professional subjects and life skills. Likewise, the school has free program of teaching foreign languages and computer without paying any fee. Buddhist students who are highly understandable in religious context, civilization and culture are appointed as the Dharma chanter and religious advertiser via social medias.

5. **Buddhist School Integration and Social Service** is that the Buddhist School stands on the lines of the Three Seminars; Moral, Meditation, and Wisdom by creating the confident based on morality for the Buddhist students and Buddhist followers to completely know, completely see, and understand about



the Buddhism and faithfully and carefully indulge in studying. Practicing and implementing to make the effective result both in physical and abstinence like developing the Buddhist school following the standard, culture and need both for Buddhist sector and public sector. Buddhist school is involved in cooperation of providing social service through pictures of humanitarian activities like helping the poor, helping the victims of scarcity caused by flood, and fire as well as constructing school building, bridge, street and public garden. These social activities are implemented and practiced by the Buddhist students and school management team of Buddhist school who are knowledgeable and moral.

#### **6. Modernizing the Administration of Buddhist School.**

In order to amend and modernize the school administration, school management team have set some prospective as follow:

- **Quality reinforcement** is to prepare and practice the Observation and Evaluation systems on the student' study. Setting schedule for study time, leisure time, and worship time. Rechecking the principles or tenets which have been practiced. Evaluating and encouraging in the direction of correcting, praising, supporting and promoting.
- **Be open to receive problems, needs, and ideas** is about holding a meeting definitely in a purpose of finding the lack of information or ideas related to the process of learning, teaching, managing, school developing, social activities, discipline, internal regulation and Buddhist school environment. These are for solving the problems critically to hit the significance.
- **Buddhist School Accountability** is focusing on the convenience of accepting the students' problems, transparency and accountability in problems solving for the students, quality and effectiveness of providing help for the students on time, the students' needs in their study as the matter of subjects, supplements, and health care.

**6. Developing Human Resource and Leadership** The top school leaders of the Buddhist schools always pay attention in providing sponsor, support, and encouragement to the involved stuffs who are working in the school all parts of teaching, administration, environment, and development. Those stuffs are sincerely provided with the Four Requisites, publicly praised and supported, and sent to attend in other training courses for new skills and knowledge development to apply in their needs. Some involved stuffs are supported with the scholarship and sponsor to continue their Bachelor Degree.

**7. Visual Studio Learning** The global disease, COVID-19 pandemic, have extremely affected and harmed the educational system. For security of life, all the Buddhist schools have closed. However, the leaders of National Buddhist School have declared and approved the process of E-learning by using other useful social assistances in line of broadcasting and delivering the lessons to the students. Prey Speu Buddhist Primary School management team has found the helpful ways of creating the modern classes equipped with the internet, WiFi, computers, printers and copier, and other applications for exchanging and delivering the information. These creativities innovated for the involved stuffs as well as the students to have opportunity to learn more accompanied by creating the School Management System by means of Electronic System.

**8. Creating Communication Network and Sponsor** Prey Speu Buddhist Primary School receives financial sponsor from the government by ways of the Ministry of Cult and Religion which have the specific financial limit that is hard to manage the annual salary for the teachers and involved stuffs who

are working actively and energetically. Therefore, in order to solve any problems related to the expense in Education, construction, and food for the Buddhist students the Buddhist school leaders have put best efforts in appealing for the sponsor from activities like chanting dharma, religious ceremony, Buddhist tour, and Non-Governmental Organization both in local and international funds from other philanthropists.

### 3.2. Practicing the Dharma in Daily Life.

The methods of living in harmony and peace and achieving the goals referring to the Buddhist philosophy, that is the way of life which the Buddha have enlightened and guided us to practice, and those fundamental facts which have been practiced daily and regularly in life provide us the excellence in life. Precisely, we can actually say the fundamental facts, dharma, is the great medicine in the world for sure. The dharma which is daily practiced in the brief summary for the fundamental practices are **good thinking, good implementing, good speaking, good associating, and checking into good places.**

Dharma is the key commemoration which refreshes our sense to have consciousness and be responsible in terms of thinking, doing, and speaking. We are the one who set our own fate, no body sets for us, like the Buddha's words, "Atta hi Attano Natho" which means "Self-reliance". This Buddhist proverb has taught us to live peacefully in society, be ourselves, never rely on fate without doing anything, be strong to face with obstacles occurred in this world of truths. Dharma has shown us that we are the owner of ourselves and it changes our mindset from thinking, doing, and speaking in negative ways into positive ways. That changes from pessimism to optimism.

We are innovator must avoid repeated practices if those practices of thinking, doing, and speaking are totally bad. Be careful of negative ideas that could be in action, be careful of action that could become destiny or correlation, be careful of destiny that could become our personality get along with us.

Thus, the thing to make our lives living with the beauty of happiness is not difficult. It is our decision starts with our desire that the happiness must be with us. What is unexpected thing we have not figured out is that happiness happens since we wake up by reminding that we will absolutely face the good things rather than the bad things. Even though we face the bad things unexpectedly, our mind still remains calm and accept all the bad things happen as well as keep the happiness stay with us, still.

The Buddhist proverb has been said, "Satima Sokhamethati" which means the conscious one always get the happiness. Having the consciousness and carefulness of things happening now or things are going to happen in the future and accepting with the consideration that no one can avoid the Three Characteristics of Life (impermanence, suffering, and unreality). So, when it comes, we must accept it with our peaceful mind.

Therefore, dharma is the life decoration and protection that when we practice regularly, bad instinct, negative thinking, negative doing, and negative speaking with ignorance will not exist anymore. This medicine of dharma has taught us to be strong enough living in life, be courageous to walk forward with energetic and confidence, be optimistic, never quit our goals or dreams, and overcome all the struggles to be successful in life. "Dhammo Have Rakkhati Dhammacarino" which means "Dharma always keeps the practicer (doer)".

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## THE MODEL FOR ADMINISTRATION OF THOMAS SINGAPORE SCHOOL IN CAMBODIA<sup>1</sup>

DR. Chea Chamreoun  
Ph.D. in Education Science

### Abstract

**The model for administration of Thomas Singapore School in Cambodia were such as** 1. Served to parents of early children trusty, honorary, organized well, systematized management, and achievement based on good strategy, 2. Created the smartness, intelligence and positive thinking, 3. Parental participation in learning and management, 4. The management and learning based on needing of communities, 5. Applied Buddha teachings in management and teaching, 6. Cultivate the spirit of love, responsibility and goodwill, 7. Language Approach Learning, 8. Strengthen the awareness of new technical teaching and management

### 1. Introduction

#### 1.1 Background and its Significant

Early childhood education is a study for the development of children from birth to 6 years old, in terms of nurturing from parents, learning to understand naturally and learning by curriculum to develop children's understanding better in physical, emotional, mental, social and intellectual.

Parents now have many options to provide their children with opportunities in the field of education, some of which are based on the state-run curriculum provided by the community and some of which are offered by the private school. Some private schools have many levels and standards, and the cost of services is different varieties. Singapore Thomas School is a private, does not focus on high fees, but on providing equality and the same values for children and parents, regardless of living standards. Children who attended this school were cared well, educated and trained to develop physically, mentally, emotionally, socially and intellectually through the school curriculum. Teachers motivated and encouraged the children to think creatively, do something to appear in any form, and praise the achievements that children have made it, especially to promote children to bravely speak, think and act both in the classroom and in public places or forums organized by the school. Any way to build the good friendships and trust amongst the teachers, students and parents. From day to day, the number of kindergartens for early childhood education has grown significantly community based kindergartens, private kindergartens and state-run kindergartens.

If we look at the number per year, we see that both the number of kindergartens and the number of early children enrolled increase every year, as in the case of the 2012–2013, 56.49 percent of 5-year-olds attended the program, compared to the early childhood education in 2008–2009 was only 35%. Children aged 3–4 years old attended 21.23 percent. However, access to educational services for early children under 0 to 3 years old reached only 3.19%.

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<sup>1</sup> This article is a part of dissertation

According to Education Information Management 2012–2013, Cambodia had about 8,300 primary and secondary schools were 455, of which about 4% was the private schools and kindergartens were about 3,000.

Progress is due to the expansion of the number of community-based kindergartens, primary schools, private kindergartens and educational programs for homeschool to early childhood. However, the scope of this expansion is still limited due to lack of physical and financial resources as well as capacity. Demand and quality of education services at this level are still limited and there is a gap between one geographical location to another, especially in areas with low primary school enrollment and high dropout rates. This focuses less on nutrition, protection and health of young children.<sup>1</sup>

At present, the quality assurance framework has not been developed and only kindergarten teachers in public schools have been trained. Community-based kindergarten teachers and mothers of home-based early childhood education programs have limited to access training and materials for learning and teaching are still limited, and the development of community-based physical education materials has not yet been a priority.

Policy interventions during 2009–2013 were the basis for improving the quality of early childhood education services in 2018. Those foundations included the formulation of national policies and national action plans on the protection and development of early children. National Committee for the Protection and Development of Early Children, proclaimed on the management of private kindergartens and Prakas on the recognition of national and sub-national trainers. The guidelines for parent education programs included pregnant women and parents with children less than 2 years of age and the guidelines for resource of kindergartens. Monitoring and evaluation systems for early childhood education outcome-based on vision are designed to improve the quality of education. Working relations with other relevant ministries in accordance with the policy of decentralization and deconcentration from the national level to the commune level will facilitate the sharing the Education Strategic Plan 2014–2018 ensures the quality of kindergarten and general education in Cambodia are covered the public and private education inspections from kindergarten to secondary school to improve the quality of education, aim to create quality, efficiency, effectiveness, trust and timely response to the needs of the managerial leaders of learning and teaching in public and private educational institutions. The Education Strategic Plan 2019–2023 focuses on financial management reform, focusing on school financial accountability, budget auditing, and human resource management reform, focusing on training, teaching methods, and on-site training programs<sup>2</sup>.

Singapore Thomas School is a school for the education of early children from 3 years old to up and is managed into age levels such as first year kindergarten is from 3 – 4 years old, second year kindergarten is from 04 – 5 years old and third year kindergarten is from 5 – 6 years old. In addition, there are primary classes from 1st to 6th grade; the curriculum is in both Khmer and English. The Singapore Thomas School has been open since 2012, but due to the global impact of the disease, Covid 19, 4 branches have been closed, but two branches are still open. Singapore Thomas School does not focus on financial gain, but focuses on cultivating the most children resources, with children from poor

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<sup>1</sup> Human resource and responsibility ( source: <http://www.moeys.gov.kh/index.php/kh/early-childhood-education.html#.YzmfCHZBzIU>)

<sup>2</sup> Reform Strategy Education, Youth and Sports 2018 - 2023

families providing 100% of scholarships while tuition fees are as low as \$ 10 Or 40,000 Riel per month, it is the cheapest fee but costless to opportunity to all children for learning or learning for all.

We do not dare to think that Singapore Thomas School is the perfect, but we run this school to help each other to the best of our ability, especially children. Therefore, the study of this topic related to the Singapore Thomas School will be useful for continuing its mission to develop well and improve the shortcomings.

## **1.2- Research problems**

In this study, we identified issues related to the Singapore Thomas School, such as how is the background, objectives, strategies, visions and projects?. How does school management work? What are the problems, obstacles and solutions? How to create the management model?

## **1.3- The objective of the research**

1. To study about the administration of Singapore Thomas School
2. To study the modeling of administrative management of Singapore Thomas School

## **1.4. Methods of the research**

This study uses two methods to data collecting for writing to analyze : 1) Primary Data is to study various sources which got from the books, research papers, articles, newsletters, websites and other social networks, published books or articles are from some bookstores and from some libraries. 2) Second Data is Field Study by collecting from Singapore Thomas School through observing the school environment, both inside and outside classes, meet with students and teachers, as well as leaders, conversation and interview with parents of students too.

## **1.5-Background related to the topic**

I am the founder and top leader of Singapore Thomas School from the first branch to the sixth branch. But before setting up this school, I worked as a teacher in some schools, as well as the manager of those schools, and also as an educator to train many trainees related to education, human resource development, leadership in education and child education psychology.

## **1.6- Interest and motivation**

I was a former Buddhist monk, my basic education was based on Buddhism as Buddha teachings, Pali learning, and also studied at various training schools, both inside and outside the education system, and I am also close to devotee Buddhists, realized their ways of living, affected my heart so much were the poor Buddhists, they needed their children go to school but can't effort to pay for expensive fee anyways some schools are far away from their communities, they worried much to the safety of them.

To alleviate the worries of those Buddhists and to repay the rice bowls(arm-food) that Buddhists used to provide me, I run the Singapore Thomas School without considering of the profit, but the fee of only \$ 10 per month, in order for poor families to be able to send their children to school, students from poor families are provided 100% scholarships. All the students who come to learn at here are well taken care of, both providing knowledge and education about the environment around their lives.

These factors at above motivated and inspired me to run the schools and expanse to more branches after Covid 19 is controlled 100%, i know that demanding of parents are high to their children go to school.

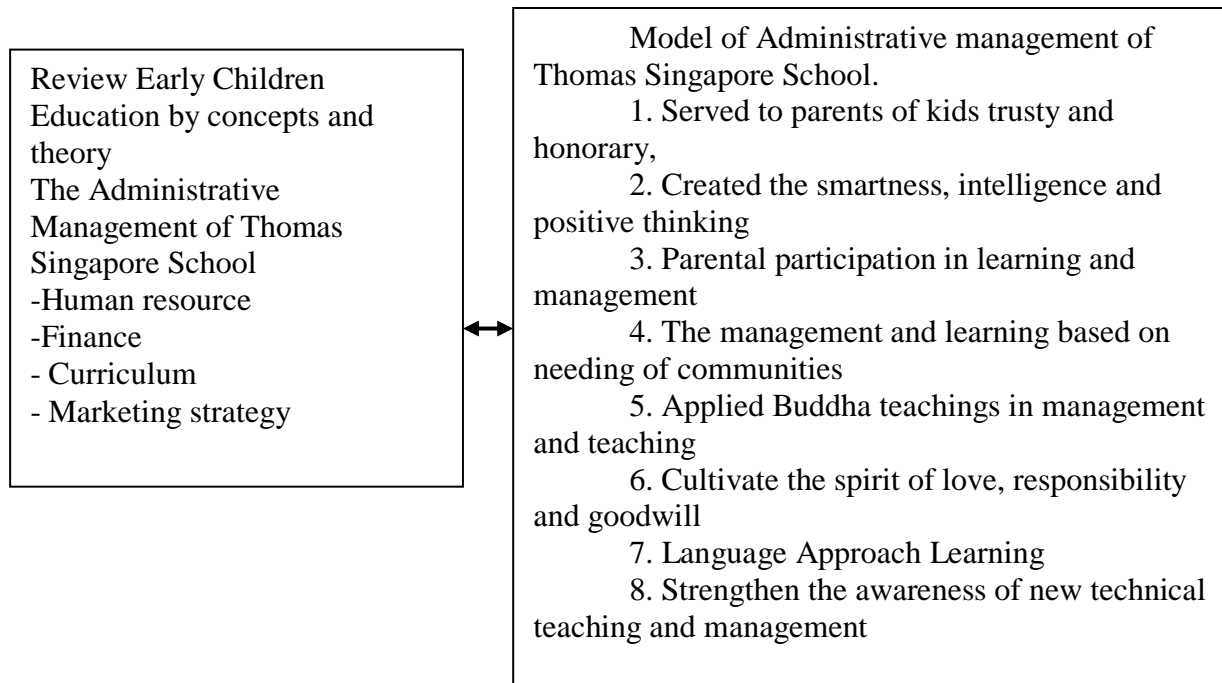
Through this non-formal education activity over the years, I have been motivated to write by defining a doctoral dissertation topic relevant to my own school.

What I am proud of, as well as the school as a whole, is that if I graduated the Philosophy Doctoral Degree, it motivated me, inspired me and encouraged me to expand more branches and provide more scholarships to gratitude the arm –food, to Buddhism and education.

### 1.7. Scope of study

This study focuses on Singapore Thomas School in Cambodia, which offers classes from kindergarten to primary school, especially for schools that are still capable of teaching after the end of the Covid 19 era.

### 1.8 Conceptual Framework



## 2. Data Collection

### 2.1 Review Early Children Education

#### 2.1.1 Definition of educational administration

Administration is important because it relates to the performance of the organization, which aims to achieve efficiency in line with the goals and for the survival of the organization. In this sense, we will study the term "school administration".

The term administration defined by some scholars, such as Simon A. Herbert that refer to an activity in which two or more individuals work hand in hand to accomplish something to achieve their goals in a particular area. Bamard Chester said that is the work of two or more individuals working together to achieve a set goal. Sergiovanni said administration is a way of working with another to achieve the purpose effectively.

In short, administration is the action of two or more people working together to achieve a well-defined goal.

For school administration, there are many scholars defined the meaning as Campbell said that it is the strategic plan for the school to grow in the direction set, and the person who develops the strategic plan is the team administrator of the school. In addition, there are some scholars who can conclude that school administration is an activity that concerned persons or institution jointly thought and worked together to improve the education sector, especially to participate in change or development of knowledge, ability, attitude, events, values, ethics and to be a good member of society.

People involved in the education sector are the students, teachers, school administrator or director, some community members who have been appointed to support and management committees.

### **2.1.2. Concepts which related to early children**

There are many theories related to teach the earl children in kindergarten, they focus on learning from the realities of children, personal feelings, children's intelligence and children's activities. Administrators and teachers are encouraged to develop curricula to develop children's intelligence and maximize activities so that children enjoy playing and learning.

Those activities for the children to understand themselves, both in terms of play and learning methods, with the teachers as the guides.

The children's curriculum focuses on the development of children such as physical, emotional, mental, social and intellectual development. All of these developments go through the five insights under the observation and inspection by school leaders and teachers.

Through researching, we found that the early children's curriculum has been initiated for centuries, and scholars of all generations have continued to think and experimented, taught, and evaluated to see the variability of children.

Plato and Aristotle are recognized as the fathers of philosophy or great philosophers focused on the importance of early childhood for learning. Plato stated that the state should provide pre-school child care. This view was supported by Aristotle who continued the idea that children under the age of seven should be taken well care of parents and create activities to teach them to understand the environment around before bringing them to school. In the 15th century, Martin Luther reacted the idea that the family was the most important institution in teaching early children. He considered the family institutions as the educational institutions of pre-school children. Centuries later, John Amos Comenius suggested that all children should be educated before the age of six and should be educated from Mother School, with a focus on clarity and physicality creates a family curriculum with notebooks. Teach them how to write letters on the board or in a book and praise the characters they wrote. This praise made them happy and also inspired and motivated them. Learning and playing make a difference in the physical, emotional and mental development of children. Children's learning is learning without being forced or pressured by emotional or physical threats, but to learn more about nature. Jean Jacques



Rousseau, a child naturalist said that teaching to the children to learn naturally without pressure made the children were healthy mind. Johan Estalozzi, He cared for and promoted the children in poor communities or from the poor families are educated but should not use violence against children under pressure, such as detention or need them to memorize or blame them. Friedrich Froebel was recognized as the father of kindergarten, his vision is to focus on teachers, creating programs that adapt to the nature of children and adults, encouraging them to create activities that enable children to be creative in their own toys. He founded Kindergarten in 1837, named Kindergarten in German, which means the garden of children.

Garden of children is for to grow physically, emotionally, mentally as;

- Playing is the children's learning; children will grow on their own,
- Games and music help children to have experience in learning and thinking
- Using learning tools to make children creative,
- Creating activities for children to develop their habits and intelligence within the natural framework.

Since then, many scholars have been involved in providing ideas and practical activities for children, including the creation of a nursery, the first of which was Maria Montessori of Italy in 1907.

In summary, early children's teaching programs are started from family institutions to social institutions, focusing on physical, mental, emotional and social development without resorting to violence through activities. Learning is more of a natural framework than an academic understanding, memorizing or requiring reading and writing. Kindergarten is also considered a garden and nursery.

## **2.2 Data Collection**

### **2.2.1 Background of Thomas Singapore School**

Chea Chamroeun is the founder of Thomas Singapore School. He has always admired Singapore's education system and aspires to open a school based on Singaporean standards. On the other hand, he was a Buddhist monk for more than 10 years, he realized the statue of Buddhists lives with committed suffering, and he wanted to help those Buddhists from suffering by providing the mindfulness, knowledge, wisdom for repaying to them who nurtured him by 4 requires.

With a passion for education and social contribution, he run the six branches of Thomas Singapore School, the first of which was run in 2012, with a licensed from the Ministry of Education, Youth and Sports in 2014. The branche was at Damnak Ampil village, Damnak Ampil commune, Ang Snoul district, Kandal province. Second branch was in 2016 at Prey Pdao village, Trapeang Kong commune, Samrong Tong district, Kampong Speu province. Third branch was in 2015 at Toul Ta Sok village, Sendey commune, Samrong Tong district, Kampong Speu province. The fourth branch opened in Trapeang Kreung village, Samrong district, Takeo province in 2019. The fifth branch opened in 2018, renamed GO International School in Kbal Damrey Village, Sangkat Kakap, Khan Por Senchey, Phnom Penh. The sixth branch opened in Chak Chrouk village, Sangkat Samrong Krom, Khan Por Senchey in 2022.



### 2.2.2 Philosophy

Early childhood education is the development of children from birth to 5 years old based on nurturing and enhancing the learning process that responds to nature and the development of each children according to their potential under the social and cultural context in which children live with love, compassion, salvation and understanding of everyone to lay the foundation for the quality of life of children to become completely adults that are valuable for themselves and society.

### 2.2.3 Vision

Aims to organize the children for the four developmental factors as physical, emotional, mental, and social and intellectual.

### 2.2.4 Mission

1) Promote student-centered learning experiences focused on bringing learning resources in the community and local wisdom to the children in practical learning,

2) Organize the activities for children development in the body, emotional, mental, social and intellectual,

3) Organize activities to promote education and saving,

4) Organize activities to encourage children to develop the necessary knowledge and skills in accordance with the curriculum.

5) Provide learning space both inside and outside the school and community for children to learn from real situations.

6) Provide opportunities for parents and communities to participate in the development of the quality of early childhood education.

### 2.2.5 Directions

- 1) Children at Singapore Thomas School need to grow well physically, emotionally, mentally, socially and intellectually,
- 2) Every children must understand the value of life through culture, tradition and Buddhism under the teacher as guiding.
- 3) Children are guided and instructed to understand the real situation, both in school and outside and in the community.
- 4) Parents of children must participate in the development of children with knowledge, skills, ethics and quality.

### 2.2.6 Symbol and Definitions



Above, Khmer letter in the circle of the symbol "«សាកលវិទ្យាល័យ ថូម៉ាស»» while below in English is "Thomas Singapore School".

- Green represents the growth, training, knowledge and wisdom.
- Yellow represents success through careful study and working.
- Two Royal Lions represent the courage, greatness through knowledge, experience and professional ethics.
- The star represents the light of knowledge

### 2.3. The four pillars are the foundation of education

Thomas Singapore School follows the guidelines of the Ministry of Education, Youth and Sports, in particular the four pillars of education:

1. Learn to know
2. Learn for knowledge
3. Learn to have good morals
4. Learn to live together in society

**In the 21st century, the goals of education have changed over time, focusing on:**

- Education focuses on personality and leadership
- Educate to be a good citizen
- Educate to have good communication skills

- Educate to have the ability to think, consider and solve problems
- Educate to know how to cooperate and know how to work in a team
- And educate to be creative

## **2.4 Curriculum Objectives**

In general, the curriculum of kindergarten for early children must follow state standards and other approaches to meet the needs and development of children in each community. Children's growth and understanding through family life; social context in each communities, and the surrounding environment. Therefore, the curriculum for kindergarten is considered for various purposes such as;

### **1. Art and language goals**

The most children from the age of 3 years old up understand the daily words using and things around them. Therefore, in teaching to children is to see, know, hear and get to know things around them often through pictures, paintings, and songs and some letters, both alphabets and vowels, and also know about quantity of number more, less and color. It showed that they have the ability to understand plural, singular, adjectives, nouns and prefixes.

Through video and audio, seeing, talking, and doing things increase their growth day by day, and the environment around them, such as friends, classmates, teachers, and parents changed their lives and made them enjoy living with friends while studying.

### **2. Mathematical Goals**

Kindergarten children know and can count some numbers, especially from 1 to fewer than 50 or 100. The current socio-economy is motivating and inspiring to use the banknotes for exchanging the goods and products in everyday life. So in each family there are banknotes that their children know its quantity as 100 riel, 500 riel, 1,000 riel and 10,000 riel. Some children, when their parents bring together a lot of banknotes, they can also find out how many riel these banknotes are.

Thus, in the daily lives of children, they go through math and geometry through the use of various objects around them. This knowledge only makes the brain grow every day.

### **3. Sports goals**

At around of kindergarten, there are some playing areas for children that are well-organized and take care by team of administrators to avoid any possible accidents. Inside of kindergarten's area, there are running areas, playgrounds, climbing equipment, slides, clinging and so on.

Children's play activities improve physical health, make friendship and have fun with classmates. Children's mental development through this sport is even better.

### **4. Cultural direction**

Cambodia is a country that has inherited a Buddhist culture and traditions left by its ancestors. Both the traditions and cultural influences of Buddhism make a large number of families (95%) apply in daily life. Applying the activities passed down from generation to generation and influenced by the elderly, the middle-aged, the adolescents to the children, as in the case of prostration, respect for elders, respect for monks, and participation in religious activities.

These activities have been modeled and followed by children in kindergarten, and the teachers often teach them to salute, respect and use appropriate words. These activities educated the children to

have the morality, discipline and hygiene, making the children's mood change, especially the coolness and no more stubborn.

## **2.5 Curriculum and Schedule**

Thomas Singapore School is set for the curriculum to children from 3 years to 6 years old, managed into 3 groups;

- Low level kindergarten from 3 years to 4 years old
- Intermediate kindergarten from 4 years to 5 years old
- Advanced kindergarten from 5 years to 6 years old

In addition, there are curricula for senior students that are limited to the class level:

- Basic training class
- Grade 1 – 2
- Grade 3 – 4
- Grand 5 – 6

The school's curriculum is in line with the curriculum set by the Ministry of Education, Youth and Sports. Attend public schools.

Therefore, the students who transfer from public school can apply to this school and students who transfer from this school can apply to study in public school or other schools.

### **1. Schedule**

The school has a clear schedule for children from Monday to Friday. Children can choose between morning and noon schedule, and the school also has a full day program, too.

The curriculum for children focuses on how to writing, to read, to spell , to count, science, games, real practice, and hygiene, health also safety.

### **2. Children's study time and growth**

In principle, the curriculum to early children at this level is not less than 40 weeks per year, and not less than 240 hours for children from first day to 3 years old is not less than 360 hours.

1. The age of children 's growth from first day to 3 years is necessary to study the both at home and at school, with a week for the classroom no more than 3 days, teaching only 2 hours per day. Teachings focus on smartness from activities and body movements training.

**Physical growth** such as:

- Can jump up by foot
- Can get the ball with both hands
- Can walk up or down the stairs.

**Emotional and spiritual growth**

- Able to express emotions clearly according to the incident
- Recognize the praise and encouragement through the achievements they have made under the guidance of teachers and parents.

**Social growth**

- Can make up, go to the bathroom by themself
- Play with other children
- Line up with other children to know their position

**Cognitive development**

- Manage the objects by the 5 insights,
- Inform their names and surnames,
- Try to solve the problem by themselves as instructed

**2. The growth age of children from 3 years to 5 years,** Learning is focused on kindergarten by 3 days per week, 3 hours per a day, directly on the children's cognitive ability.

The growth of children in various factors;

**Physical growth as;**

- Can jump back and forth
- Receive the ball thrown by the both hands
- Walk up and down the stairs professionally
- Draw the painting in various formats
- Can bend and lift objects at a light weight

**Emotional and spiritual growth as**

- Express feelings based on what happened
- Praise their abilities and achievements with their classmates
- Need freedom to play, to think and to act

**Social growth**

- Able to practice daily work
- Play or work with goals with others
- Respect and bow to adults or elderly
- Use polite words as "thank you" when receiving something
- Better self-responsibility

**Cognitive growth**

- Can tell the difference in smell, color, sound, taste, appearance and can be manage into study materials in groups

- Can tell family name and age
- Able to converse in person and tell stories
- Can create various questions, can count the numbers and creative thought

**3. The growth age of children between 5 years – 7 years** is focused on the growth of children who are more advanced and requires special rooms or classes for them, no more than 4 days per week and no more than 3 hours per day.

**2.6 Content for children to learn**

To develop the children to be completely man, Thomas Singapore School has developed the curriculums to assist in understanding, physical, emotional, spiritual, social and intellectual development.

Content for the children from 3 years old to 5 years old focuses on children's stories, individuals, places and the natural environment around them and other materials that they have the opportunity to be close to or interact with in everyday life and thing or the stories that caused the children to interest without focusing on meaning or memorization.

The cognitive ability or integration processes that are important and necessary for children, such as body movement, cognitive ability, social ability, thought ability, language ability, ability to seek the

Classrooms are carefully designed to provide comfort to students to reduce stress or frustration during in classes. Because of this reason, the classrooms are organized in an orderly manner, used to be colorful, symbolic of spiritual growth, and have educational programs that are decorated in different parts of the classroom.

In the classroom, students are led by teachers to do a lot of activities to train the mind, intelligence and strength.

## **2.7 Environmental management**

### **1. Interior of the classroom**

The interior of the classroom is well decorated, with a neat arrangement of tables, cabinets, chairs and children's toys. The rooms are connected with pictures of education in literature, Painting of the history of Buddha and Jataka, sports, culture and society, also the slogans too. In the classroom, there is enough light and a fan to reduce the heat. In general, the arrangement of the interior the classroom is hidden with the meaning of mental and moral growth.

### **2. Exterior of classroom**

Outside the classroom, there are the spaces for children to play and some supplies sports. The children can run around and play any sports under the utmost care of the teachers and concerned people to prevent any incident from happening. All children are strictly prohibited to leave the school grounds and outside, there are colorful trees and flowers.

### **3. Tools for learning and playing**

Supplies studies in classrooms are organized in an orderly manner and are easily mobile to all corners of the classroom. The supplies at inside the classroom is easy to explain to the children to understand and get acquainted with the supplies such as papers, notebooks, books, blackboard, writing board, rule ,bag and more.

Each child has the places to put their supplies and is instructed to take care of their property and not to take other people's property without permission. Outdoor supplies are related to sports and shoe storage.

All supplies are cleaned and sanitized after children play or learn to prevent germs that can easily be passed from one child to another.

### **4. Relationship building**

To create closeness with the children, all teachers are friendly, smiling, talking, knowing the level of their understandings and playing with others happily, with regardless of their backgrounds, or their parents. The teachers stay with them from the time starting at school until the time they return home, and the teachers take care of all the children's belongings and instructs them to prepare themselves. The teachers are the second mothers to them in the school who have to listen and follow. This relationship between teachers and students make the students want to go to school every day and remember the heroism of the teachers. The more the teachers' have the good relationship with the children, the more the children grows.

Teachers play the important role in establishing the supportive and motivating relationship between parents of children and school leaders, especially in important events, their parents are invited to participate as on sports, culture and social activities, their parents are valued as good through bringing their children to school, motivated them to learn and participated in other activities. Others as well. The teachers also introduced the relationship between children and children, especially guiding them to play together and learn together happily. Encourage them to love each other and share what are possible. Parents are evaluated as good, were appreciated and commended during parents-teachers conferences



and as role models for other parents. Teachers made the close relation to them through the sports, drawing lessons, music, religious and cultural activities, and more. Creating these programs allowed children to meet, to work and to play together intimately.

All the problems happened because the quarrels, insults and supplies, the teachers solved those peacefully and easily until the children shook hands and learned, played happily together.

### **2.8 School Fee**

Thomas Singapore School is a school that provides opportunities and values for children's education and improving the quality of life of parents by reducing poverty and spending without regard for values.

Before the Covid19, the school set prices of more than \$ 10 per month, but the director and administrative team thought that every family in Cambodia were impacted on the income but at the same times wanted their children go to good schools with quality and standard, but most schools are worth more than the income each family earned. Therefore, to help them in the education and reduce the expenses of families who are in need but willing to send their children to school, the price is set at \$ 10 per month for kindergarten, but for higher classes, it is limited to no more than 15 Dollars per month. Students from poor families are provided 100% scholarships. The collection of fees from the students is small, but the school earned some income from supplies selling and some parents opted for lunch, childcare packages and transportation, which is why the school has more income.

The school follows the Buddhism teaching as "give more, gain more" in the sense that the lower the price, the more students will come to study at this school. Therefore, the financial benefits will be greater depending on the number of students enrolled.

### **2.9 Marketing Strategy**

Thomas Singapore School has developed a simple, marketing strategy focused on the target customers who near school, especially poor families who limited in ability to send their children to prestigious schools with fee is more expensive than their monthly income earned. Setting a price of \$ 10 per month is the lowest price that any school cannot afford, but this is the school marketing strategy. The leadership that defines this strategy refers to the number of students to attract and motivate students to enroll as much as possible. On the other hand, if a person recommend to anyone to enroll their children, that person is discounted for their child to study for free per month.

School supplies are discounted to a minimum if any parents paid the school fee three months in advance and are provided with a \$ 15 student uniform or supplies, if paid for one year in advance, provided in two sets of uniforms or study materials with in cost \$ 21.76. The school also has a strategy to attract parents of students as distributors of Thomas Group affiliated products such as real estate, car rental and other products and ask for supporting their products as well.

### **2.10 Partnership**

The school has built many relationships with concerned national educational institutions and private education, business and others to share ideas, knowledge, skills and experiences through workshops, new training courses and many other social activities. In addition, the school has own partners such as real estate, car rental companies, Thomas Group and GO International School.

## **2.11 Achievements**

During the 10 years of schooling, we have gone through many problems and obstacles, and we have achieved a lot. What motivated and inspired us keep a running this school is the smiles and thanks from the parents of the students who and provided the special discounts to them while other private schools cannot afford it. Our school is not making the profit to become rich, but what we are doing is to promote the education to the grassroots and encourage parents to bring their children to school to gain the basic knowledge, science, ethics, language and friendship. Parents should not leave their children at home while they go out for jobs to support their daily lives. Children who live in rented houses when they are not feeling well, sometimes playing games and go outside the door, and what is worrying much is the drugs or child sex trafficking.

Therefore, bringing children to school is the value of equal understanding in the field of education, whether public or private schools, with the same goal is to cultivate human resources to grow more and more social development.

For the past 10 years, we have had many students in each branch, and those students are all good children, obey the school rules, know how to help each other, respect the advice of parents and pay attention to learning.

What we are the most proud of this school is to have the ability to keep school fees at just \$ 10 per month, discounted in some cases, and provided the scholarships to students from poor families around 100 students per year.

After final exam done in second term, school granted the certificates and recording transcripts also other papers to the students to make it easier for students to continue their education at public or private schools.

## **3. Synthesis and Conclusion**

### **3.1 The administrative Model of Singapore Thomas School**

#### **1. Thomas served the trust, honor, achievement, and good strategy**

Singapore Thomas School served the trust to parents who bring their children to school by caring, educating and honoring them. The school has a well-structured learning, teaching, management, organization, discipline, environment and hygiene, with a focus on joint achievement between schools, parents and the community; it means that children are the center that we all need to pay attention to together. These are in accordance with the Strategic plan, which is defined as the vision, mission, guidelines, strategic plan, implementation of the strategic plan, evaluation, analysis and implementation of achievements.

#### **2. Create the smartness, intelligence and positive thinking**

Children are taught with modern techniques, with learning aids to help children learn, remember and understand, and develop, smartness, strong, positive good heart and happy thoughts. All children are tested on their cognitive ability and their backgrounds from their parents. Information from parents makes the school known their backgrounds and development, and teachers bring the backgrounds mixed with new technical teachings to create the awareness and intelligence. The learning from parents, teachers who feel good, smile and friendly, make the young children's nerve cells to grow well with quality in addition to a lot of intelligence. Each child has their own intelligence, more or less, if parents

and teachers understand can encourage them in learning to suit every child according to interest, make them love to learn, work and lives happily.

### **3. Parental participation in learning and management**

1. The parents of children cooperated with us to raise the children's awareness and daily activities.  
2. The parents of children had the same school's goals in the development of children's mental, physical, emotional, mind and social development at the same time is to create the awareness among parents.

3. Two types of the involvement's parent are the formal and informal. The formal involvement is directly to parents by inviting to receive information related to the child's development, as well as adopt children caring methods, encourage them to do homework, and provided the children's educational psychology. For informal involvement, the teachers to visit the children at home to see the real situation of the children for evaluation.

4. Parents have to participate in decision-making, design, implementation and evaluation on their children learning,

5. The role of the parents is to nurture the children well, to have good communication with them, to be the volunteers for helping them, to be their assistants and instruct them in learning at home. Education is based on acceptable principles and to participate in school activities and communities.

### **4. The management and learning based on needing of communities**

The Singapore Thomas School follows the policy of the State and the Ministry of Education, Youth and Sports, but the management of the school and the educational program are focused on the social context of the community, the environment and the actual needs. The managers and teachers have a high level of professional ethics, responsibility and are trained with new educational methods to keep a following with social changes and modern technology.

Each community has some similarities and some differences depending on the growth and livelihood of the people, so each branch of the Singapore Thomas School responds quickly to the needs of that community and organizes curricula accordingly the needing, too, is particularly focused on the growth of children based on physical, emotional, mental, social, and intellectual changes.

### **5. Applied Buddha teachings in management and teaching**

The Singapore Thomas School is follow the Buddha teachings, designed to be beautiful, tidy, safe, comfortable, and have peace of mind, a center of faith for teachers, students, and communities. In the classroom, there are miniature of Buddha statues and various paintings related to the temple, Jataka especially history of Buddha and Vesantara , as well as the story of Sovanasam too. The students are guided to the pagodas for praying ,chanting, homage to The Buddha, the Dharma, and the Sangha, and instructed them the way of respect to the elderly too.

The students are also taught and practiced in daily routines how to eat with mindfulness, know the value of food, live in dignity with love and sharing, saw with mindfulness and wisdom, listened to the benefits of knowledge and practice, as well as makes it happen. Make the good relationships amongst the students, teachers, managerial leaders, and community.

### **6. Cultivate the spirit of love, responsibility and goodwill**

All the children at Thomas Singapore School are nurtured to be compassionate, respectful and considerate of each other by non-violence, even physically, verbally and mentally. They are also

instructed to take responsibility for the dress, equipment, study, sports and other activities. They are nurtured and build self-confidence.

### **7. Language Approach Learning**

The growth of children is rapidly evolving in today's technological society, so in response, the school focus on language to learning tools, visuals, symbols, creating new perspectives by linking hands-on learning experiences.

Learning tools, activities of playing are showed through language that is easy to communicate and build awareness. Learning with a focus on this language is through the English characters that "Language" is;

L = learning by doing is learning through playing, creating happiness and fun with learning tools, teaching methods and evaluation got from the teachers.

A = Acting learning is learning through hands-on lessons in mathematics, society, culture, art and sports. Practice often makes it easy to understand and remember and can be applied to other things according to children's imagination.

N = naturally learning is the most natural learning from the early development of children to adulthood. It got the warmth of family and people around.

G = Game of learning is learning that focuses on games that teachers guided directly. Children enjoy this activity and each game is introduced to its meaning, importance and benefits. As a result, children clearly understand the direction of playing.

U = Understanding content through introducing the children to understand the content of lessons and the activities playing. This contents is to inspired ,motivated and creating interest, introducing the purpose of learning and playing, reminiscing about past lessons or activities and capturing new information. In short, learning about other things through words, thoughts and actions.

A = Action learning is learning that refers to participating in group, activities with other children by hands-on activities.

G = Group lessons are managed the lessons into sections and parts of learning materials, as well as group of children for them happy in learning to each sections, as in the case of sports and the arts.

E = Environment of learning refers to the learning environment that affects children both positively and negatively, so the school pays close attention to the internal and external environment, as well as the relationship between individuals and teachers and parents.

### **8. Strengthen the awareness of new technical teaching and management**

In order to increase the understanding of new technical teaching and management methods, both teachers, staff and leaders are supplemented in short educational sessions, participate in workshops, invited special speakers with skills and experience to share and studied visits both inside and outside the country for well understanding and apply in daily activities at Singapore Thomas School. The programs to increase understanding of teaching and management methods are related to educational psychology, teaching aids, leadership in education, use the technology for knowledge creation, standardized assessment and participatory activities of the communities to create joint learning and so on.

### 3.2 Research request for Future

In this study, i focused only my school, Thoma Singapore School which designed from first branch in 2012 then expensed to more branch but the structure of administrative not yet reformed, it is always available for all branch even new will run soon but for curriculums sometimes are flexible. I thought this study must be first for Cambodia and must be useful to other schools especially kindergarten. New challenge always come, while management of private and public school not yet reform to context of society. So,if any study concerned with this topic ,please consider on Model of Risky Educational Management .

### 3.3 Applying Buddha teachings to job

As i was former monk, i always follow Buddha teachings, and participated the religious ceremony or contributed for religious buildings. Right now, in name of Business man in education and real estate, sometimes stressed and serious but i applied the Buddha teachings to job as to do the good, free from the bad and cultivate the mind. These 3 words help me more the positive and put more energy for develop the job better by one side of hand for business and another for charity.

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## MODEL OF HUMAN CAPACITY DEVELOPMENT THROUGH THE ACTIVITIES OF HUMAN RESOURCE TRAINING<sup>1</sup>

DR. SOKKEA SIN

Ph.D.in General Management

### 1. Introduction:

#### 1.2. History, Importance and Procedures

A nation, a company, an institution, a team, an organization, an individual can grow all dependent on the human capacity, which is an essential resource for the growth of each nation or organization. In addition, for each individual, ability is the most important resource for changing life and destiny in order to have a smooth and developed process towards the various successes of the dream individual. Countries, companies, and institutions do not have the people, the resources, the leadership, the planning, the implementation of a clear work strategy, the nation as a whole or all institutions will not be able to succeed. Therefore, the ability of people who are full of good knowledge, good skills, good character, as well as experience and high responsibility can bring positive results in the implementation of various plans in the company or institution successfully. In fact, the capable human resources in each country, who are well-disciplined and well-leadership, will make the country or institution develop continuously. However, human resources that are highly capable and effective in self-development, family, institution and country must have three main points, including **good knowledge, good skills and good character**.

Seeing this importance, I set an example of "human capacity development" for the benefit of individuals, families, institutions and society. That is why I cite the example of strengthening human capacity for development to demonstrate the true human character of management and leadership along the path of good knowledge, good skills and good character.

#### 1.2. Research Issues

Recognizing that the development of human capacity is unique in making the nation, institutions and individuals prosperous in almost all areas, including education, tradition, administration, and better living. What is human resource development? And what is the model of human resource development?

#### 1.3 Objectives of the study

1. To study about human capacity development through activities of human resource training.
2. To study the Model of human resource development through activities of human resource training.

#### 1.4 Methods of study

This study is a qualitative study with primary data from documents related to the topic, while secondary data is based on personal experience working in human capacity development through human resource development activities. This is done for synthesis and analysis to write in the text of this thesis.

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<sup>1</sup> This article is a some part of dissertation in Khmer version

### **1.5 History related to the topic**

I chose this subject because I have more than 15 years of practical experience in business and education both formal and informal with national and international institutions, UN included in the field of education and training Human resources in the community, universities, NGOs, with at all levels of national and international with experience ranging from volunteer to project manager, and also as an international student studying in Asian and European countries, becoming a national and international businessman and as national and international coordinator and consultant.

**1.6 Limitations and scope of study:** In researching on the above topic, I cite practical case studies with experience in working with a wide range of people in education, development and business both nationally and internationally in developing human capacity through knowledge, skills, and character.

### **1.7 Importance**

An example for everyone to use to strengthen their capacity and reach a change in their destiny, and for institutions to use to assess the personality of employees before deciding to apply for a job and for employees to have a clear understanding of the employer. Compiling and researching on the development of human capacity is an additional knowledge to understand the context of reforms and developments in leadership, management and teamwork to connect for the benefit of all individuals for leading one's own life and for leading and managing institutions.

### **1.8 Interests and motivations**

I have a strong interest in writing this topic based on my love and appreciation for human resource development and would like to share my experience and knowledge in the context of work and business. Apparently to other people to lead the way to progress and be able to manage various risks. In addition, I believe that human resources are the most important factor for the development of all sectors, and the study of human resources serve the institutions. actually, most of people are interested in studying hard skills and soft skill only. Meta skills and the characteristics of real people are not very interesting to study in detail, and this is a reason why some institutions face high risks in performing their work with the recruitment of incompetent employees to use the work. On the other hand, for most individuals themselves are less interested in their meta skills (Meta skill) and their true nature and even do not know themselves well by focusing. But hard skills and soft skills which lead to a long time to develop themselves and can not even see their strengths and weaknesses and do not know who they are and what are the characteristics of the six types of people and what skills are the best and how to manage their true character for self-development in both work and business for daily life.

## **2. Data Collection**

### **Human Capacity Development**

The development of human capacity here refers to the knowledge, skills and character as detailed below:

### **2.1 Knowledge**

#### **2.1.1 The meaning of knowledge**

##### **General Definition:**

Knowledge is information gathered over time through various media, it does not include specialized studies that can only be obtained with extensive training and information confined to a

single medium. General knowledge is an essential element of a lost intellect. It is strongly associated with general intelligence and with openness to experience. Studies have found that highly educated people in a particular domain tend to be more knowledgeable among many people. General knowledge is thought to be supported by the ability to remember long-term meaning. General knowledge also supports schematic comprehension schemes. To gain knowledge, various methods and models are used that are applied to individual experiences. The following is a method that can gain knowledge effectively with diversity for human development such as want to know, reading, research, listen, write, teach others, apply, hungry and willing, must be open-minded, observe, reasons, experiments, self-analysis and discipline, learn from failure, innovation, general health.

Most people who like to learn new things help their intellect grow all the time because their curious attitude makes it easy for them to gain a lot of knowledge in almost every field. So the real curiosity make learning fun, which contributes to creativity, happiness, confidence, skills, productivity and more.

### 2.1.2. Skills

## 2.2. Types of skills

There are three types of skills to develop human capacity, including as Soft skill, Hard Skills or Technical Skills, and Meta skill.

Most people have probably heard of soft skills, hard skills or technical skills, but meta skill is a new word that you rarely hear.

### 1. Soft skill

**General Definition:** Soft skills are skills and abilities that are difficult to measure and difficult to define. It is an interpersonal skill that helps people get along and collaborate.

#### Common types of soft skills:

- Communication skills
- Teamwork skills
- Coordinating skills
- Leadership Skills

### 2. Hard SkillsHard skill

**General Definition:** Hard skills are **objective, quantifiable skills gained through training, school, or work experiences**. Hard skills are often usually something that can be taught or learned. For that reason, hard skills can typically be easily proven.

#### Types of hard skills:

- Presentation skills
- Administrative Skills
- Training of trainer Skills
- Project Management Skills
- Proposal Writing Skills
- Business Plan Writing Skills
- Foreign language skills

### 3. Meta skill

#### General Definition:



Meta-skills are "advanced" skills that enable you to learn other skills better and are a genius to use at all times in life and to manage your ability to improve other skills. Meta skill is a skill that allows you to learn new skills faster and it also makes you better and develop many other skills. Meta skills focus on 5 points:

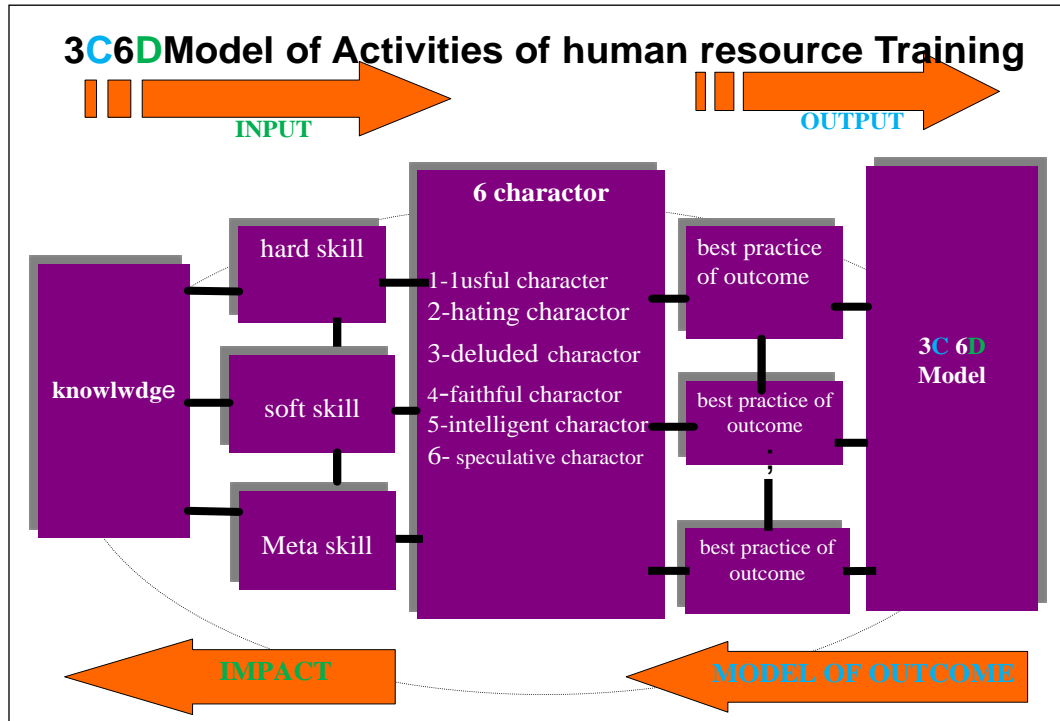
- Feelings
- Sight
- Dreaming
- Establishment
- Learning

### **The differences between meta and soft skills**

Many meta-skills appear similar to soft skills. However, soft skills tend to be interpersonal skills that you can adapt to in different environments and around different people, but meta skills are permanent. Meta skills inspire enthusiasm and commitment to full learning. Life will serve as a basis for learning how to learn new skills.

Some activities of human training





### 3.1 General Definition:

Character is the conduct of something like good character is to do good deeds. And

Today's character is formed by a combination of our parents' inherited temperament and instincts with the environment around us, or by external factors that act permanently on our individuality. It is more or less intense and important, but never changes it.

#### 2. 2. There are 6 foundations of character, including:

**1-lusful character** : it is a state of mind that is immersed in the body, taste, smell, sound and alliance until it becomes an emotion, often with orgasm.

**2-hating character** : it is instinctively irritable, prone to just saying the wrong thing, wrong or inaccurate, often by conflict.

**3-deluded character** : it is a state of mind that is always in a state of drowsiness, sleep or infiltration of sadness, often with a lot of delusion.

**4-faithful character** : it is a state of mind in which anxiety, confusion, and almost every breath is full of thoughts.

**5-intelligent character**: it is an instinct that has its own philosophy or principles and tries to motivate itself and others to achieve their goals.

**6- speculative character**: It is the instinct that ends with the use of wisdom in reasoning, and solving problems in personal, work life, as well as interest in the upliftment and development of the mind. It

The word "**character**" here means the nature of the human mind, naturally, by dividing the human character into six major categories, you can observe that you and those around you are the kind of character that tends. What is the reaction?

And each character has its good and bad characteristics and how important it is if we are in any character. And what are the ways to deal with each character and how to take advantage of each character for everyone who has a different personality and comes together in the same group.

Even in a group of institutions where people with different personalities work together, there is one of them that has the best character that we can notice and take for further training to become a manager or leader for continuing to lead a company or a nation in the future.

### **3. Synthesis, analysis and conclusion**

Model of human capacity development through activities of human resource training such as ;

#### **1. Create a project and goodwill**

All major achievements are based on the development of a clear project through study, research, understanding and evaluation, to accurately calculate the strengths, resources, specific plans and levels of risk, to create a clear and well-intentioned plan with courage, diligence, patience and enough intelligence to make a long-term dream come true.

#### **2. Create the right knowledge**

Knowledge is acquired through curiosity, reading, research, listening, writing, learning from others, practicing hunger and will, open-mindedness, rational observation, experimentation, self-analysis, discipline, learn about failures, innovations, and more at the behest of the environment around you. In order to know yourself well and be able to achieve your dreams, it is necessary to have knowledge about life, and this knowledge can be acquired through practical experience in society, work and business, both logically and philosophically.

Knowledge is a weapon to fight against obstacles in life and it is a bridge to lead you to happiness. When faced with a problem, knowledge gives you a better understanding of life, including freedom, independence, reason, simplicity, and the ability to manage work emotions. Integrity and living in accordance with natural laws. In addition, knowledge motivates you to move forward with faith and confidence and to know yourselves better. Therefore, it is necessary to develop the right knowledge to meet the needs of society and life.

#### **3. Create opportunities and seize opportunities**

Good opportunities are hard to come by waiting, but if the opportunity arises, seize it. If the opportunity does not arise, create it by yourself, depending on your resources and abilities. The Khmer slogan says, "Weak people seek opportunities, smart people seize opportunities, while strong people create opportunities." We encourage participants to create opportunities through the use of knowledge, skills, both hard and soft, disciplined, mature, team-building, through business creation or collective action, using their own skills and leadership.

#### **4. Develop skills and use talents**

Good knowledge, wisdom and self-awareness is not enough, but to develop the true talents through three skills such as Hard skill, Soft skill and Meta skill. Talent is a natural ability in addition to learning and exploring more. Using innate talents combined with knowledge as a strategy to achieve goals is easy to succeed.

#### **5. Develop your habit of discipline:**

Discipline brings excellence and is a foundation that must be strictly obeyed. Self-discipline leads to the success of the plan. In education and training of human resources for various units, we train the trainees to be self-disciplined. There is discipline in one's home, discipline in one's town, and discipline in one's work unit as well.

#### **6. Develop your maturity in both work and business :**

It refers to the mature mind both work and business. This mature mind seems to have a deep and unassuming mind, a strong sense of independence and a willingness to determine its own destiny. Maturity is also defined by not comparing oneself with others, creating one's own peace, not being proud, not attaching happiness to materialism, and not trying to change the attitudes of others as one desires.

#### **7. Develop a life strategy through chess**

To play the game of "chess" is to understand and to know the rules to engage in working life, especially in real business. "Chess" is played by two people or two groups or with a computer. The game is designed to fight the enemy, attack, escape and defense, etc., which requires us to use our brains to think a lot when walking one cell carefully and to think about the benefits and consequences of loss, do not take risks .

Or have confidence with a clear goal to win. Chess is a sign that reflects the four types of troops and has 64 cells and is divided into (King), (Queen) (captains) , (sharp soldiers), and (soldiers). To be trained by yourself to be skillful with game chess can benefit your work and business effectively with strategy, management, self -discipline, motivation, patient and mind-maturity.

#### **8. Develop courage and dare to decide to change your life:**

In the Human Resource Training Forum, all participants are trained to have the courage to do and dare to accept the benefits, especially dare to make changes or decide to make changes to make life better. The right decision, and even the courage, the success of work or the success of life is not far off.

#### **9. Develop the ability to understand the character of yourself and others:**

Character is a form of behavior that is arrogant and formal. Character includes gentleness, thoroughness, firmness, attention, calmness, self-exaltation, arrogance, narrow-mindedness, sincerity, curiosity, and so on. Character is a habit of human actions, so in order to work with others, you need to know your own character and other characters, and you need to adapt to the character of others as well. Behaviors are expressed physically, verbally, and emotionally, in one way or another by the evaluation of others when something is emotionally traumatic.

### **3C6D model for HR capacity development**

- 1-**C**reated a project and good-will
- 2-**C**reated the right knowledge
- 3-**C**reated opportunities and seize opportunities
- 4-**D**eveloped the ability to understand the character of yourself and others
- 5-**D**eveloped your habit of discipline
- 6-**D**eveloped maturity in both work and business
- 7-**D**eveloped a life strategy through chess game
- 8-**D**eveloped courage and dared to decide to change life:
- 9-**D**eveloped skills and use talents



# MANAGEMENT MODEL OF KHMER LITERATURE DEPARTMENT FOR EFFECTIVE WORK FOR PREAH SIHAMONIRAJA BUDDHIST UNIVERSITY<sup>1</sup>

DR. CHHIN SEYHA

Ph.D in Khmer Literature

## ABSTRACT

Doctoral dissertation on “**Management Model of the Department of Khmer Literature for Effectiveness at Preah Sihamoniraja Buddhist University**” for the purpose of studying the role of Preah Sihamoniraja Buddhist University in the promotion of Khmer literature, the establishment and management of the Department of Khmer Literature and the establishment of a model of the management of the Khmer Literature Department of Preah Sihamoniraja Buddhist University in the promotion of Khmer literature.

This study uses documentary data from institutions that have researched, compiled, analyzed by scholars, researchers in publication, and some data from direct interviews with the founders and concerned people in the field of Preah Sihamoniraja Buddhist University.

The management model of the Department of Khmer Literature are 1. Clear vision and principles 2. Leadership structure and ethics 3. Curriculum and labor market 4. Motivation and encouragement 5. Dissemination and information 6. Expansion of cooperation 7. Human resource training 8. Management in the database system and 9. Support budget and financial resources.

## 1. Introduction

### 1.1 Background and Significant

Language is the identification / speech that we use to communicate with each other to express a certain will, emotion and mind. In this world, every nation has its own language for communication in their respective societies. The language of each nation is born at the same time as that nation, and evolves, evolves, grows, or declines according to that society.

Linguists have studied all the languages in the world and found that there are a large number of languages, including small, large, dead, and two thousand five hundred to three thousand five hundred languages. Among them, linguists categorize languages into groups or tribes. Languages can be in the same family only if they have similar features. There are 20 major language groups, such as **1. Indo-European** (a large tribe that covers almost all continents and a large part of India) **2. Samito-Semit** (a large tribe in northern Africa, Eastern Europe and western Asia) **3. Nero-African** (a large species of Africa) **4. Kwang** (a tribe of scattered African) **5. Caucasus** (a small species of people living around the Caucasus Mountains) **6. Malayo-Polynesian** (a fairly large tribe found in the islands of parts of the Pacific and Indian Oceans) **7. Melanic** (a small tribe located in the Pacific archipelago) **8. Papua** (a small tribe in New Zealand – Guinea) **9. Australian family** (large enough to be a native tribe in Australia) **10. Korean tribe** (a large tribe of both Koreans) **11. Ainu** (a small tribe in northern Japan) **12. Japanese tribe** (a large tribe used in the whole of Japan) **13. Chinese** (a large Asian tribe covering the whole of China) **14. Khmer-**

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<sup>1</sup> This article is part of dissertation

**Mon tribe** (an important large tribe in Southeast Asia) **15. Tai tribe** (a large tribe in Southeast Asia) **16. Tamil** (large tribe used in southern India) **17. Mon tribe** (Large enough species used in some parts of India) **18. Burmese Tibetan Tribe** (Large Tribe Used in Tibet, Myanmar) **19. Eskimo-Kaleite** (a small species on the icy sea (North Pole)) And **20. Native American** (a large tribe used by Native tribes throughout the Americas) (Ministry of Education, Youth and Sports : 2014).

Khmer is one of the oldest languages in Southeast Asia in the Austro-Asiatic language family. On the other hand, the Khmer language was born simultaneously with the Khmer people and they could not remove the language from the people. And Khmer is a language that is more special than other languages such as **1. Sounding 2. Word formation 3. Fold form (original fold and chat fold) 4. Word class 5. Alliance-Grammar** and **6. The meaning of the word**. In addition, the Khmer language has evolved three major times, including **1. Ancient Khmer language (from birth to the 15th century) 2. Kandal Khmer (16th to 19th centuries)** and **3. Current Khmer language (from 20th century to present)**.

On the other hand, *Khmer language* or *Khmer literature* is a science that studies *Literature, Linguistics* and *Culture-Civilization*. Khmer literature was incorporated into the curriculum by the Royal Government from primary to secondary school and later developed into a specialization for undergraduate and postgraduate study at both public and private universities throughout the Kingdom of Cambodia as well.

Khmer literature is a skill / subject that is very important for the Khmer nation, such as 1. National language and a valuable heritage that Khmer ancestors left to us 2. Reflect the Khmer national identity 3. Communication between people and people 4. Knowledge and Wealth Search Tool 5. Tools for doing business, business and all kinds of careers 6. Tools for the collective action of people in society for various purposes.

Recognizing the importance and necessity of Khmer literary skills, Preah Sihamoniraja Buddhist University, a state-run higher education institution, established the Department of Khmer Literature under the auspices of the Faculty of Educational Sciences and Literature. For the training of Bachelor of Khmer Literature at the end of 2020 (1st generation) 2021 (2nd generation) and allow to open training for Master's degree in Khmer literature, first generation in 2021.

In addition, Preah Sihamoniraja Buddhist University has participated in promoting the training of Khmer literature through, such as 1. Social media (YouTube, Facebook, News ...) 2. Providing scholarships to public and private institutions, organizations and associations, organizing workshops using Khmer language as a vehicle 4. Providing opportunities for Khmer writers from all institutions to train and 5. Support for all work activities related to Khmer literature etc.

Studying this topic, I think it will bring a lot of benefits in the work of Khmer literature, and all these models will be modeled in the management of the Department of Khmer literature and other institutions can be applied also.

## 1.2 Objective of the study

The purpose of this study was to study the role of Preah Sihamoniraja Buddhist University in the promotion of Khmer literature, the establishment and management of the Department of Khmer Literature, and the establishment of a model of the management of the Khmer Literature Department of the Buddhist world.

## 1.3 Historical work related to this topic



Since I have a lot of work experiences in Khmer literature, I also suggested the establishment of the "Department of Khmer Literature" at Preah Sihamoniraja Buddhist University in order to further participate in the training of human resources in the field of Khmer literature. Broader and more vibrant, especially providing opportunities for those who want to study, love and support Khmer literature to have a deeper understanding of this important field.

#### 1.4 Interest and Motivation

It is my interest that with the training of Khmer literature in our country only have a PhD in Linguistics and a Doctor in Literature, I must completed my PhD in Khmer Literature and commit to join the Royal Government of Cambodia in developing resources in turn. More and more in this field through public, private and foreign universities. Seeing all these factors, I am motivated to study for a doctorate in Khmer literature in order to better understand the process, theory and new discoveries in contributing to the betterment of myself, family and society.

## 2. Data Collection : Preah Sihamoniraja Buddhist University

### 1. History of PSBU

**Preah Sihamoniraja Buddhist University** is a public (state) higher education institution under the control of the Ministry of Cults and Religions and was initiated by Samdech Preah Abhisiri Sokunthea, Supreme Patriarch, Dr. Bour Kri, Supreme Patriarch of the Kingdom of Cambodia, to contribute to the Royal Government of Cambodia under the most noble leadership of Samdech Akka Moha Sena Padei Techo Hun Sen, Prime Minister of the Kingdom of Cambodia in the mission of humanitarian education, to contribute to the promotion of human resources in the society and the excellence of Buddhism. This study trains human resources by actively paying attention to both clergy and laity, regardless of political or religious affiliation, to strengthen and expand the capacity of human resources to contribute to nation building.

The PSBU was inaugurated by His Majesty King Norodom Sihamoni, King of the Kingdom of Cambodia on December 4th 2004, with the title "Preah Sihamoniraja Buddhist University" and issued a letter. In principle of the Office of the Council of Ministers No. 914, dated June 10, 2005 and received a law authorizing the transformation of Preah Sihamoniraja Buddhist University into "Preah Sihamoniraja Buddhist University" by Sub-Decree No. 83 dated July 24, 2007 and recognized the quality of education from the Board. Accreditation Committee of Cambodia (ACC).



A. Building of Samdech Preah Abhisiri Sokunthea B. Building of Prime Minister Hun Sen

Preah Sihamoniraja Buddhist University has 4 Buddhist faculties and 7 training processes:

1. Faculty of Educational Sciences and Literature (Major in Educational sciences, General Management and Khmer Literature)
2. Faculty of Philosophy, Religion and Law (Major in Buddhist Philosophy and Law)
3. Faculty of Information Technology (Major in Computer Sciences)
4. Faculty of Pali-Sanskrit and Foreign Language (Major in TESOL).

In the academic year 2004–2007, the payment of professors' stipends and administrative work was the royal property of Samdech Preah Moha Sangkha Reach.

In 2007, His Majesty the King also built more the building with named "His Majesty King Norodom Sihamoni", which is under the patronage of His Majesty King Norodom Sihamoni, King of the Kingdom of Cambodia and Samdech Preah Moha Sangkha Reach, as well as Buddhist students everywhere. Seeing the increasing number of students from year to year, the Rector and the management team met to prepare to build a new with 24 floors, 24 rooms and a meeting hall. The groundbreaking ceremony was held in December 2009 and the construction cost is nearly 500,000 US dollars. At present, the Buddhist school building of Sihamoni Raja University is still in short supply to meet the growing needs of the students, including only two academic buildings and one administrative building. Decided to start building a new building with 9 floors and 45 rooms, there is also a car park, a meeting place for students, decorated with a beautiful garden, and the new school building is equipped with modern study facilities, office, club room, law school for students, main hall, small hall, co-hall, professors' rooms, waiting rooms, health rooms, canteens, all of which will be an important driving force in promoting modern Buddhist education reform.



New building under construction

## 2. Leadership and management structure

At present, Preah Sihamoniraja Buddhist University consists of leaders such as Samdech Preah Moha Sangkha Reach as a Rector, 4 vice rectors, 1 dean, 3 vice deans, 6 lecturers, 16 contract officers. In addition, there are 7 Head of Departments (volunteers) and more than 100 other part-time lecturers overtime from basic school year to master's degree (master's degree).





structure of administrative line

### 3. Curriculum and training

Preah Sihamoniraja Buddhist University is a state educational institution under the **General Inspectorate of National Buddhist Studies** and **Ministry of Cults and Religions**. In that, the basic school year is accredited by the Accreditation Committee of Cambodia by letter No. 41/09 BCT. SOC, dated February 24, 2009. The Basic Year Class is a general knowledge program designed for all Preah Sihamoniraja Buddhist University students to build capacity and prepare to study at the university level.

The PSBU offers two levels of training: bachelor's and master's degrees, including majors such as General Management, Law, Educational Sciences, Khmer literature, Information technology, Public Administration, TESOL, and Buddhist Philosophy.

### Management of the Department of Khmer Literature

#### Department of Khmer Literature

##### 1. Historical Background of Department

From 2007 to 2019, Preah Sihamoniraja Buddhist University had only six departments training in majors such as General Management, Law, Educational Sciences, Information Technology, Buddhist Philosophy and TESOL. By 2020, with the connection between Professor CHHIN Seyha, General Supervisor of the Council for Research Sciences and Social Affairs and His Excellency Professor NGOUN Sdach Pheakdey, Vice rector of PSB University Held at Takeo Teacher Training College, organized by the Smile Youth Association of Cambodia.

After a lot of input and understanding, especially with the help of Professor PLONG Taun, Professor Dr. CHHIN Seyha expressed his intention through social media (Facebook) directly with H.E. Prof. NGOUN Sdech Pheakdey about the work. Establishment of the Department of Khmer Literature on October 10, 2020. H.E. NGOUN Sdach Pheakdey, Vice rector of PSB University, expressed his interest and

pleasure in the visit of Professor Dr. CHHIN Seyha, which is to help monks and young people who want to continue their college education. Later, after understanding the work, H.E. NGOUN Sdach Pheakdey, Professor Dr. CHHIN Seyha and Professor Phlong Ton on behalf of the co-founders met twice and agreed to establish a Department of Khmer Literature in class training Bachelor of Khmer Literature at Preah Sihamoniraja Buddhist University since then.

## **2. Leadership structure and role**

From its inception to the present, the Department of Khmer Literature has organized and used human resources (professors / teachers) according to the subjects of each year appropriately. At present, the Department of Khmer Literature has the following leadership structures: **Prof. Dr. CHHIN Seyha**, Head of Department 2. **Mr. LIM Asikin**, Deputy Head of the Department 3. **Ms. PUM Puthea** 4. **Mr. LY Leang Hourt** 5. **Mr. DOUNG Nheb** 6. **Mr. SOEURNG Ratana** and 7. **Mr. PHALL Soka**. In addition, we have a number of professors / teachers who come to teach each subjects, both undergraduate and graduate.

## **3. Curriculum**

### **A. Bachelor's Degree**

This program is designed for students studying for a Bachelor of Khmer Literature, focusing on general knowledge such as education and cultivating literary virtues in Asia and Western Khmer culture and civilization, Literary theory. In addition, students will learn about the work of Khmer literary, protocols in administration, composing vocabulary, pedagogy, and teaching methods, innovation, leadership, education, and commentary.

### **B. Master's Degree**

The program is designed for students pursuing a master's degree in Khmer literature, with a focus on two major disciplines: literature and linguistics: theory, literature, comparative literature, folk literature, philosophical literature, linguistic philosophy, and phonetic analysis, writing, and spelling. Original. In addition, students will study the translation and explanation of basic languages in Khmer writing, innovation, leadership and research methods.

## **4. Teaching Methodologies**

The teaching method is a way to achieve the goal of learning, it is a system of activities in accordance with the order of the teacher, organized with the help of specific means, practical activities and students' understanding to incorporate social experiences embedded in the content of education. In addition, for the current and current situation of Covid-19 epidemic, in order to comply with the three-pronged measures of the Royal Government of Cambodia and the Ministry of Health, and to facilitate professors, teachers and teachers, some subjects are required. Learn online through Google Meet and Zoom Meeting. All teaching materials, research and / or group discussions can take place online in response to Technology 4.0 and modern teaching principles (Digital Academy).

## **5. Observation and evaluation**

Bachelor Degree of Khmer Literature of the Buddhist Faculty of Educational Sciences and Literature of the PSB University always thinks about quality, efficiency, values, professional ethics, job market and qualifications for students who are studying in each subject and every year. For the observation process, the Department of Khmer Literature has set out a number of principles for a. Lecturer / Teacher Time and b. Fellows – Students must participate in the proper implementation.

## **Achievements of Department**

From its inception to the present, the Department of Khmer Literature strives to fulfill work to overcome all tasks, strive to work together and always determined to achieve some achievements such as 1. Organize the leadership structure 2. Design and create a beautiful department room 3. Establish uniforms for leaders, members of the department 4. Equipped with 1 air conditioner (1 odd) 5. Prepare and gradually create textbooks for each subject 6. Organize consistency on lesson slides and subject projects 7. Training 2 generations of undergraduate students (1st and 2nd generation) 8. Prepared and develop a training program for a master's degree in Khmer literature and 9. Prepared bookshelves for students – students to read and research etc.

### **Challenges, obstacles and solutions**

In addition to the achievements of the Department of Khmer Literature, there are also some challenges, obstacles and obstacles. However, the management, members and teachers of the Department of Literature work hard to achieve consistent results. We volunteer to work together for the progress and education of our Cambodian children.

### **Promotion of Khmer Literature through the Department**

Since the end of 2020, the Department of Khmer Literature has organized two generations of bachelor's degrees in Khmer Literature, namely the first and second generations, with about 100 monks and students. In addition, professors / teachers have taught various subjects including basic subjects, computer, mathematics, statistics, public administration, introduction to law, philosophy, English, and writing skill. In addition, the Department of Khmer Literature has always participated including: 1. internal training within the Buddhist University 2. Leading and disseminating Khmer literature at the Branding Cambodia at UYFC–Phnom Penh 3. Work on word formation and loan for linguistic skills at the Linguistic Committee of the National Council of Khmer Language 4. Skills training and short course 5. Writing and composing books 6. Broadcasting on radio, televisions, workshops and social media 7. Training work in general education schools 8. Reviewing and editing books and 9. Technical work on Khmer literature in government institutions.

## **3. Synthesis and Conclusion**

### **3.1 Management model of the Department of Khmer Literature**

#### **1. Policies, visions and clear principles**

The Department of Khmer Literature has set clear principles and policies for the implementation of its work, especially the vision, mission, values, goals and objectives, along with the strategic plan for the short and long term to respond to social trend and needs.

#### **2. Structure, leadership and good governance**

The Department of Khmer Literature is structured and clearly assigned roles and responsibilities for each section. It promotes transparency in leadership, coaching, and general work, focusing on providing equal opportunities in the internal structure of principles of transparency, integrity, participation, accountability; systematic meetings determine the effectiveness and efficiency of the work set out.

#### **3. Curriculum and job market**

Currently, the Khmer language is highly valued by institutions for the promotion, conservation and improvement. The Khmer language is popular in the labor market, especially in both public and

private schools. . The Department of Khmer Literature has developed a unique curriculum that publishes well-written works. This is part of generating revenue through Khmer literature.

#### **4. Motivation and encouragement**

Management team, Professors, Lecturers, Teachers and all members of the Department of Khmer Literature who have taken great care in fulfilling their roles are encouraged and inspired in various ways by the rector of Preah Sihamoniraja Buddhist University, in particular, Samdech Preah Abhisiri Sokunthea, Supreme Patriarch, Honorary Doctor, Bour Kri, Samdech Preah Moha Sangkha Reach of the Dhammayuthikanikaya of the Kingdom of Cambodia, always pays attention to all working groups who fulfill their duties in accordance with his will. The well-being of the team of the University is the well-being of Samdech. These team are considered to be Samdech's family and these who have made progress in the field of Buddhist studies.

#### **5. Promotion and on media**

Under the knowledge and wise guide of Samdech Preah Abhisiri Sokunthea, Supreme Patriarch, Dr. Bour Kri, Samdech Preah Moha Sangkha Reach of the Dhammayuthikanikaya, the Khmer language is highly valued in the promotion through Department of Khmer Literature. All promotional activities are advertised on social media, Facebook, Google, Line, Telegram, Tik Tok and the mass media, including radio, television and publishing in the form of books, magazines and the Internet.

#### **6. Expansion of cooperation**

The Department of Khmer Literature has established cooperation with the Council for Scientific Research and Social Affairs and the Khmer Literature Division of the Program of the UYFC-Phnom Penh by sharing curricula, seminars meetings, discussions and participation in various programs together. We have set a strategy to continue to cooperate with other institutions to expand the scope and strengthen the quality and for the benefit of those relevant institutions.

#### **7. Continuing resource training**

The Department of Khmer Literature has established a continuing resource training project, with inviting the literary experts from various institutions and organizations to share special knowledge and skills to the management team, students and staff to get new knowledge to trend of social context. The development of this program is held through workshops, short educational courses and through groups of social media. The trainees are becoming a continuous resource in promoting, preserving and developing the national literature.

#### **8. Database management**

Looking at the latest technology in the Industrial Age 4.0, the management team of the Department of Khmer Literature has set policies and strategies to use the database system to manage the interests of the field of education and other outreach activities.

#### **9. Budget and financial resources**

We acknowledge that in the past there has been a shortage of funds to facilitate the development of the Department of Khmer Literature, thus to meet the demand for various uses. We have established a policy of cooperation for the support of various institutions, non-governmental organizations and technology individuals who are motivated to promote Khmer literature and encourage management team and lecturers to compile research and produce documents for publication, direction to generate revenue for this institution.

### **3.2 Suggestions and Recommendations**

#### **1. Suggestions**

In this form, it reflects the history of the establishment of the "Department of Khmer Literature", the mission, vision, objectives, principles, structure and achievements as well. In addition, it also highlights the promotion of the use and dissemination of Khmer literature through the work of the Department to have a remarkable momentum.

#### **2. Recommendations**

We can assess that Khmer literature is very important in terms of study, research and skills, but more useful for civil service, private work, business and daily communication better. Therefore, we must be determined to work hand in hand, cooperate and work together to value our Khmer literature to be more glorious and harmonious.

### **3.2 Applying of religious principles in daily work activities**

#### **1. Morality**

I always respect and educate teachers who are members of the department to adhere to the morality of life at all times, because morality is a basic element that everyone must have indispensable.

#### **2. Virtue**

At the same time, I always cultivate the mindset of teachers in the department to maintain the values of virtue and impart that virtue to all students and individuals and always practice in life.

#### **3. Loyalty**

In my leadership work, loyalty is very important, requires teachers in the department to create a culture of honesty, loyalty to each other, especially to value each other regardless of trend.

#### **4. Gratitude**

At this point, I myself always practice and practice those who are grateful to us, no matter how small, physically, verbally and mentally, I will always remember.

#### **5. Brahma Vihara Dharma**

On behalf of the management of the Department of Khmer Literature, as well as a Buddhist, I Educated teachers, students and youth to have 1. Compassion and love 2. Must know how to save each other for peace 3. Do not be jealous or resentful and 4. Be neutral to those around you and at all times.

#### **6. Akti Dharma**

Personally, I have removed this injustice because it destroys the goodness, happiness, and prosperity of all mankind.

#### **7. Sangha Dharma**

As human beings, we should know how to share happiness, goodness, humanity and gifts to those in need. I, like the teachers of the Department of Khmer Literature, have always fulfilled this society.

#### **References:**

Books and notes related to Preah Sihamoni Raja Buddhist University  
Curriculum of Khmer Literature  
Interview with its administrative team

## MANAGEMENT MODEL OF I TRUST INTERNATIONAL SCHOOL<sup>1</sup>

DR. San Sithorn

Ph.D. in Business Administration

### 1. History of problems and importance of study

Cambodia's education system fell to zero under the leadership of Democratic Kampuchea, known as the Khmer Rouge. Schools, educational institutions, universities and libraries were damaged by fire or destroyed for other purposes. Many intellectuals, scholars, teachers, and people working in the field of education face punishment or execution. Under the Khmer Rouge regime, they never believed in intellectuals or scholars because they thought these people were feudal or would one day revolutionize the Khmer Rouge regime. The Khmer Rouge allowed all children to learn the letters and vowels under the tree, but most importantly, all children had to work and revolutionize.

When the Khmer Rouge was overthrown, the education system was maintained and restored, despite the lack of educational materials, educational institutions, and teachers. The Government of the People's Republic of Cambodia or the Khmer Republic or the Kingdom of Cambodia pays close attention to the education system. Strategies, policies and procedures are changed after the development of society. The Ministry of Education, Youth and Sports has been established, and schools and educational institutions have been established across the country based on the Rectangular Strategy, which runs from Phase 1 to Phase 4. Freedom in education is protected by the state. Children are provided with government education from kindergarten through high school, which is formal education. The government also gives freedom to other non-formal education, such as private schools or other institutions established by NGOs. The government pays attention to both quality and quantity. People's living standards are improving day by day and the reason they are looking for a suitable private school for their children is because they believe that private schools guarantee professional ethics, environment, hygiene, health and quality of education.

In order to contribute to the development of human resources with quality, professionalism and ethics to develop our country, private schools have developed in all provinces to provide high quality and competitive education services.

ITRUST International School is also a private school that provides effective educational services that are recognized by the general public. We have identified key factors such as specific location, reputation, good organization, quality management and permission from the Ministry of Labor and the Ministry of Education, Youth and Sports, which is an interesting place for study. All teachers and students use appropriate and beautiful uniforms and it is the reason why all parents are more confident and send their children to study at ITRUST International School.

This research is very important for me personally in writing this doctoral dissertation because it gives me the following: Gain an understanding between theory and practice in today's labor society.

– Increase knowledge more widely Gain experience from experts or professionals who work in the field

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<sup>1</sup> This article is a some part of dissertation

- Of education in a private unit on practical management.
- Gain an understanding of the practical management activities of ITRUST International School.
- Provide benefits to individuals and society.
- Keep it as a document for the next generation. And in particular, it is an important path for ITRUST International School to move towards digital development and innovation.

## **1.2 Objectives of the study**

This study aims to make some contributions to improve the implementation of the Management Model of ITRUST International School as well as the effectiveness of providing public services to students at the ITRUST International School at all levels, from kindergarten to primary school and English at all levels with quality and development in all eras.

So, in this study:

1.2.1 To learn about the management system of ITRUST International School

1.2.2 To study the development of a model for effective management of ITRUST International School.

## **1.3 Work history related to the topic**

When it comes to work related to management or work in the field of education, I first started teaching in 2002, then teaching Japanese at private schools and some associations in Phnom Penh until 2010 I Started a joint venture with four people to open a school called GALAXY School, which is located in front of Hun Sen Phnom Penh Thmey High School in Sen Sok district, Phnom Penh, and held the position of Deputy Director until the end of 2013, I said goodbye Quit work due to distance from home and difficulty traveling. At the beginning of 2014, I started working as an assistant principal at ITRUST International School until June 20, 2016, becoming the director of ITRUST International School, Branch 3 to the present.

## **1.4 Interests and Motivation**

I am very excited to have fulfilled my long-cherished dream since I left my hometown in 1998 in Prey Veng to Phnom Penh. Due to the difficult family situation and the school is far away, it was difficult for me to travel back and forth, so I decided to stay away from the two rich relatives to continue my studies in Phnom Penh, and I always had dreams. And determined to study for a doctorate to fulfill your desires, you have the merit to work hard for your child to learn. On the other hand, I am very pleased to have received permission from Bodhisastra University Florida, USA to write a doctoral dissertation. Motivation for me is very important, even though I have faced all kinds of difficulties in the past, I always encourage myself to strive to learn as much as today. In particular, he received encouragement and support from his family, team and friends around him to continue his doctorate to develop himself as well as help the society more.

## **1.5 Research Methods**

The research is based on the following data collection and analysis: Data from existing documents include: data on policies, strategies, plans and reports developed by ITRUST International

School, as well as other relevant documents such as Departments and Ministries of Education, Youth and Sports, and libraries, libraries, authors' works. Magazines, educational newsletters, and the Internet. The most important research venue is at ITRUST International School, Branch 3. All the collected data were analyzed qualitatively. Research and preparation of this dissertation to meet the requirements of the doctoral studies of Bodhisastra University Florida, USA.

## **2. Data Collection about I Trust International School**

### **2.1. Background of I Trust International School**

ITRUST INTERNATIONAL SCHOOL was founded by four founders: Mr. Som Sameth, Mr. Nun Suntith, Mr. San Sithorn and Mr. Keo Sinon. Work, language, communication and technology. These three are the indispensable market needs, so ITRUST International School decided to open with a focus on:

1. General knowledge of Khmer language
2. Foreign languages (English, Chinese, Japanese, Korean)
3. Computer and some other skills.

ITRUST INTERNATIONAL SCHOOL is an international private school licensed by the Ministry of Education, Youth and Sports in 2013 and is located in Arey Ksat Village, Arey Ksat Commune, Lvea Em District, Kandal Province.

ITRUST International School is a standard private school with general knowledge of Khmer from Kindergarten to Grade 6 (General Khmer Education Program) and General English for all levels of General English Program and focuses on clients and results in modern curriculum and extensive experience at an affordable price. The school provides standard and professional teaching services in a safe and conducive learning environment for all students and ensures that every effort is made to meet the expectations and educational goals of all students. When they enroll in this school, the school demonstrates a commitment to sustainability at all times, both individually and as an educational organization, by actively participating in our community and incorporating sustainable business practices whenever possible. The school guarantees responsibility to the highest standards by meeting the specific and complete needs of the students and providing a work environment that provides people with a sustainable approach to earning a living and living in a world of We for partners, staff and students. The school also has a project to provide a learning forum for people with learning disabilities and physical disabilities, especially the blind, the deaf, and the deaf. Business Goals The school aims to become a leading teaching symbol in the local education industry and even become the top private school in Cambodia in the first five years of operation.

### **2.2. Currently, the school has 4 branches:**

**The first branch** was first opened on January 2, 2013, located in Arey Ksat village, Arey Ksat commune, Lovea Em district, Kandal province.

Tel: 086 42 48 48/012 321 757 Page: ITRUST International School Branch 1

E-mail: itrust01@gmail.com





**The second branch** was first opened on January 2, 2014, located in Prek Luong village, Prek Luong commune, Khsach Kandal district, Kandal province.

Tel: 010 500 647/097 388 10 21

Page: ITRUST International School Prek Luong 2

E-mail: [itrust02@gmail.com](mailto:itrust02@gmail.com)



**The third branch** was first opened on November 20, 2016, located in Prek Ta Ong I village, Peam Oknha Ong commune, Lvea Em district, Kandal province.

Tel: 093 222 327/078 222 327 017 709078/070 70 90 78/076 70 90 78

Page: ITRUST International School 3

E-mail: [itrust03@gmail.com](mailto:itrust03@gmail.com)

**The fourth branch** was first opened on March 1, 2022, located in Kdei Chas village, Prek Luong commune, Khsach Kandal district, Kandal province.

Tel: 010 500 647/097 388 10 21

Page: ITRUST International School Kdeychas 4

E-mail: [itrust04@gmail.com](mailto:itrust04@gmail.com)



### 3. Vision, Mission and Values

#### A. Vision

All students are successful in their studies, professional and personal life, and they become potential human resources for the society.

#### B. Mission

Provide rule, quality, kindness education services complying with national and international standards to students in order to make them well prepared for their higher education and professional career.

#### C. Core Values

We all adhere to a profession that respects innovation and ownership.

#### D. Logo

#### E. Symbolic meaning

1. The logo is round and has two circles supported by the slogan. Education Quality Development

2. The inside of the first circle above is written in Khmer (ITRUST International School) using Font Kh Moul size 12

3. Inside the first circle below, write in English (ITRUST International School) using Font Times New Ramon size 12

4. Interior inside the second circle

- Angkor Wat represents the great fame of the ancestors
- Four people represent the four founders above
- Computer image representing the modernity of ITRUST International School

### 2.3 Structure of ITRUST International School Branch 3

ITRUST INTERNATIONAL SCHOOL has a clear management structure and role. Staff are the most important resource for the sustainability and smooth running of the school, and all of these resources are knowledgeable and experienced. Responsible for work and have a high professional ethics.

Management structure and roles

- Principal (Mr. San Sithorn)
- Deputy Director
- Chief of Administration
- Head of Technical Education
- Chief Accountant
- Head of Human Resources
- Front Desk Officer Customer Service Executive
- Car driver
- Security
- Cleaner

The following is the structure of the third branch of ITRUST International School, which we have designed for use only in the third branch.

### Division of School Management

#### 1. Teacher Management and Staff Management

- All teachers and non-teaching staff must have an employment contract and must abide by the school's internal regulations with the consent of the individual and the school management.
- All employees must sign off-hours.
- Teachers and staff who come to work regularly and without any rules will receive additional bonuses.
- All staff must wear the uniforms set by the school.
- Salary is based on degree and ability, work experience.
- Salary and position increases must be made through management evaluation.

I Trust International School						
No.	TEACHER'S NAME	SEX	MORNING HOURS		AFTERNOON HOURS	
			TIME IN	SIGNATURE	TIME OUT	SIGNATURE
1	Prasert Vichit	F	8:00		11:00	
2	Prin Vongkham	F	8:00		11:00	
3	Prin Vongkham	F	8:00		11:00	
4	Prin Vongkham	F	8:00		11:00	
5	Prin Vongkham	F	8:00		11:00	
6	Prin Vongkham	F	8:00		11:00	
7	Prin Vongkham	F	8:00		11:00	
8	Prin Vongkham	F	8:00		11:00	
9	Prin Vongkham	F	8:00		11:00	
10						
11						
12						
AFTERNOON HOURS						
1	Prin Vongkham	F	12:00		1:30	
2	Prin Vongkham	F	12:00		1:30	
3	Prin Vongkham	F	12:00		1:30	
4	Prin Vongkham	F	12:00		1:30	
5	Prin Vongkham	F	12:00		1:30	
6	Prin Vongkham	F	12:00		1:30	
7	Prin Vongkham	F	12:00		1:30	
8	Prin Vongkham	F	12:00		1:30	
9	Prin Vongkham	F	12:00		1:30	
10						
11						
12						
EVENING HOURS						
1	Prin Vongkham	F	4:00		5:30	
2	Prin Vongkham	F	4:00		5:30	
3	Prin Vongkham	F	4:00		5:30	
4	Prin Vongkham	F	4:00		5:30	
5	Prin Vongkham	F	4:00		5:30	
6	Prin Vongkham	F	4:00		5:30	
7	Prin Vongkham	F	4:00		5:30	
8	Prin Vongkham	F	4:00		5:30	
9	Prin Vongkham	F	4:00		5:30	
10						
11						
12						

## 2. Enrollment Management

All students must complete the pre-enrollment form to ensure that parents or guardians of students accept all school services and programs and adhere to school policies.

- All students must take a proficiency test before entering school, unless you do not know
- Pay tuition and materials before enrollment
- Students must be 3 years old or older Registration must be accompanied by a birth certificate, family book, photo and registration form.



## 3. Subject Management

The subject of teaching management is that the school requires all teachers to prepare lesson plans for each lesson under the coordination of the Head of Academic Affairs, such as:

- Set a time to teach each lesson.
- Once a month, bring the books taught to the director to check the stamp on a monthly basis.
- Teachers must assign homework to students on a daily basis.

## 4. Attendance Management

For the management of the presence of both teachers - non-teaching staff and students, the school practices on a daily basis, such as:

- All teachers and non-teaching staff must sign before entering the work and must sign before leaving the house in case of non-signing is absent
- In case you are busy, you need to ask for a law at least 3 days in advance
- In case of emergency, you can ask by phone
- For all students, the class teacher is the absentee.
- In case the student does not come to school, the teacher must call the student's parent.
- At the end of each month, the teacher must issue a follow-up book to the students so that the parents of the students know the results of the study and know the presence of their children.

## 5. Timetable Management

Time management is very important for each unit to make the system work on time and be responsible for timely service as follows:

- Schedule for each exam is monthly, quarterly and semester

- Teaching settings for each lesson
- Time to complete the book
- Allocation of time to line students
- Allocation of time to receive students
- Allocation of time to watch students during breaks
- Allocation of time for watching Video Class
- Allocation of time to speak into the microphone

## **6. Payroll Management**

Payroll management We make direct cash payments and open to all employees at the beginning of each month. In addition, the school has important principles such as:

- Increase salary every year through exams
- The school provides the 13th salary at the end of the year
- The school has a monthly bonus for outstanding employees
- Provide 50% salary to employees who have to give birth within 3 months
- The school provides 50% of the salary in advance if necessary.

## **7. Report Management**

Report management is an important thing that we need to pay attention and organize in a good order, easy to find to know which work priority, which documents to enter first or exit first:

- Monthly meeting report
- Monthly income and expenditure report
- Monthly Student Report (New Student, Old Student, Dropout)

## **8. Exam Management**

The exams are held every month to know the ability of the students as well as the teaching of the teachers that the school has planned for each course, and the exams are very accurate.

- Phone is not allowed during the exam
- Students must combine all levels
- Wear school uniforms except for part-time students
- Students are not allowed to bring anything other than pens, pencils and erasers.





### 9. Class Management

For classroom management, the school practices on a daily basis, such as:

- Discipline is the foundation of the school
- Good classroom habits
- Teacher-model activities of students
- Classrooms must have a clean environment
- Classroom decoration, whiteboard, fan, table, slogans



### 10. Certification Management

Certification management is done through the final exam of each course, which is to collect points from the beginning of the course or from the first month of the course until the end of the course, we combine to avoid new students have higher scores than students Old and so far, the school has already issued three certificates, with the invitation of the governor of Lvea Em district.



### 11. Building Management

The management of the school building is arranged in alphabetical order to facilitate the management of the letters A to N, with two buildings facing each other, easy for students to find, and the first building in front of the office and video room. It is easy for students to study and we have arranged the water, electricity, fan, table and chairs very well for you.



## 12. Environment Management

Environmental management is the first point that the school pays the most attention to because it is a model for young students and students, such as:

- Educating students when queuing
- Instructions on where to store garbage
- Separation of hard and soft waste
- Tell all students where the school bins
- All garbage is packed properly by the school to facilitate the garbage collection team.



## Development Partners

Our development partners include KODOMO, Tiffy SARA, and the bank, which always provides incentives to outstanding students, and the company provides scholarships such as pens, books, pencils, soaps, medicines, and 800,000 riels.



### Communication Network

Networking is important for the whole organization to get timely information or social communication, as well as parents of students who have problems with their children's education, in which the school communicates orally through meetings. Teachers with parents every 6 months and by phone, Facebook, Chat, Telegram.

### School Marketing Strategies

Marketing strategy is an information to let us know the potential of the market for our services to know exactly the needs of customers, the following schools:

- Children or grandchildren of all public-school principals get 50% discount
- Children of all employees get 50% discount
- 30% discount on all employees' nephews or nieces
- Older students bring in new students, get \$ 2 for incentives
- A staff member, a teacher with a student enrolled through him, receives \$ 5 for incentives
- For students who can't afford to pay for school (poor students) is 100% Free school
- What is even more special is that we have a modern curriculum book.

### Future plans

For the future project, the school plans to expand the market to all provinces and cities, especially to compete with well-known schools, and what is more special is that the school plans to build a large building of this third branch, which is tall Five floors equal to 100 rooms, we have already hit the foundation, but due to Covid-19 disease, we have temporarily suspended construction.



### Achievements

What we have now is a great source of pride for all of I-Trust International School, which previously had only one branch, but now we have up to four branches, and every branch has its own car. Two units per branch and no less than 600 students, especially in the third branch.





### Challenges, obstacles and solutions

Of course, for the ITRUST International School, we have gone through many problems and obstacles that are difficult to describe, such as:

- Shortage of English teachers due to our rural
- Difficult to transport students due to road conditions
- Lack of resources due to our limited resources at launch
- It is difficult to find a place to rent because there is no large building as needed
- Difficult to pay due to his irregular income
- Tuition is cheap

But despite all these problems and obstacles, not giving up our plans and objectives, we have tried to solve every problem step by step based on perseverance.

### 3. Synthesis and Conclusion

#### 3.1 Management Model of ITRUST International School

##### 1. Organizational structure, roles and responsibilities in general conditions

The school has selected people with knowledge and skills in each field to position in the structure, and those people are all experienced, moral and highly committed to the development of the school. Smooth face. The human resources in this school are well aware of their roles and responsibilities, and have good relationships.

##### 2. School development planning

To ensure quality and effective school management, teaching and learning. The performance of school leadership focuses on results, increasing the school's autonomy and ownership, as well as having the skills and knowledge to make the school more supportive of all stakeholders. In addition, through its performance, the school can reflect on the principles, policies, guidelines or regulations to ensure that the school management is at the level and can respond to the strategic plan of the Ministry of Education. Anyway. The development of a sustainable school requires leaders to be skilled in mobilizing resources from all walks of life to increase the involvement of stakeholders such as students, teachers, parents, school support committees, local authorities and others. Many more at the grassroots level to carry out self-assessment activities to identify the good points and what needs to be improved, and then to plan

and develop the school based on the points that need to be improved and to monitor and evaluate the school during the year. Each study.

### **3. How to manage a school to be famous**

Every organization always wants to grow and have good staff. Responsibility for work, respect for time can make the organization grow and become famous. Therefore, in order for the school to be famous and effective, ITRUST International School uses a method to manage staff effectively, quality and high responsibility in the work. When the staff in the unit is good and gives customers confidence, they will continue to advertise. The method to manage staff effectively and quality is focused on the following 5As:

- Appearance: Qualifications to prepare the attitude and dress in accordance with the profession:
- Attitude: Attitude must be friendly, respectful and respectful, responsible, honest and honest.
- Ability: Knowledge ability, including Soft-Skill and Hard-Skill with experience.
- Approach: The art of doing things must have a clear method for performing flexible work according to the situation
- Adaptability: Adaptability must be adapted to the culture, environment, educational trends and community context.

### **4. Student-centered learning**

The school's policy is to focus on students, such as 1. classroom management, including hygiene, environment, aesthetics, order, and focus on students. 2. Learning management techniques are student-centered. 3 Assessment is student-centered. 4. Moral training Virtue is student-centered.

### **5. Curriculum Development**

Develop guidelines for curriculum development The first step is to study and analyze basic data such as 1. information on community conditions and needs 2. analysis of school potential 3. analysis of core curriculum. The second step is to draft a curriculum, such as 1. defining the objectives of the course, 2. defining the content, 3. managing teaching and learning activities and media, and 4. defining methods for monitoring and evaluating students. The third step is to evaluate the quality of the curriculum, the fourth step is to implement the curriculum, and the fifth step is to evaluate the curriculum.

### **6. Give importance to the team**

Guidelines for focusing on the use of the team are 1. team building according to the objectives 2. team training to have knowledge, skills and ethics 3. develop team leaders to have a long-term vision to lead each unit in principle. Leadership, transparency and transparency. 4. Building good team relationships. 5. Conflict management within the team and 6. team decision-making techniques.

### **7. Staff and teacher training**

Due to technological changes, differences in staff types and lack of skills to meet the needs of the organization. For employees who face new technologies in their work, training is provided. Keep schools up to date with new technologies and use them in production processes and services to better meet customer needs. Due to the recent trend towards teamwork and the need for training in problem solving, decision making, creativity and quality of teaching.

### **8. Motivation of staff**

ITRUST International School also has a way to motivate its staff and focus on the following 3Cs:

-Complement: Praise employees by giving rewards or organizing commendation letters.

-Completion: Fill in the gaps of employees by improving, building and encouraging to work responsibly in their role.

-Compound: Strengthen staff through various school education and training programs, such as attending workshops and inviting special speakers to provide training and training on new techniques.

#### **9. Strengthening administration and discipline are:**

The person in charge of administration is required to have a daily record to record all daily work activities, plan and make announcements related to the leave of individuals and students. Must have quality, skills, knowledge, good work experience Be willing to work to the best of your ability, do well, go through the stages, do not be selfish alone.

- Work hard, do not just sit and play in vain Focus on work using the skills you have
- Good relationship between team and management
- Motivate yourself to work
- Do not leave work leading to congestion
- Know the job clearly what they want
- Learn a lot of new skills
- Do not gossip, make each other look straight and the work does not work
- If you have new ideas, must do to become an outstanding employee.

### **3.2 Conclusions and suggestions**

After writing a practical thesis on the topic of " Management Model of ITRUST International School ", I was able to conclude that the model of IT Trust International School management needs to be staffed and continuous after the stage. One step at a time in order to enhance the quality of education and work efficiency, as well as promotion dividends. In addition, the management always gives hope and encourages all subordinates to express their techniques, talents, skills, including physical and mental strength to do their best to participate in ideas to solve problems and other tasks. Occurs in ITRUST International School). After a thorough analysis of the data, it was shown that there are good results in line with the legal standards in the management process of ITRUST International School, which is playing an important role in building the capacity of all staff to contribute to development. The school is famous as well as a training center for human resources in the country.

In conclusion, the management process of ITRUST International School is considered to be good management in terms of the general situation of administration and human resources, the various offices in the school and the management method are much better in accordance with the standard. Recognition from the Ministry of Education, Youth and Sports and other relevant ministries allows the official establishment of the law can be used as a model. On the other hand, the management of staff with ethics, honesty, solidarity, integrity, fairness and clarity is not biased. This is why I have the expectation that if I have the opportunity to run a business, I will follow a good strategy to make the management work as successful as possible. But despite the good news, the school still has some shortcomings and is working to eliminate those shortcomings.

### 3.3 Practice of Dharma in daily life

Cambodia is a country of Theravada Buddhism, in which more than 95% of the Cambodian population are Buddhists and their birth certificates, identity cards and passports are registered as Buddhists, including me. That takes the Three Noble Truths, that is, taking the Buddha, the Dharma, the Sangha as a reliance, trying to cultivate moral qualities in oneself. Obedience to the words of the Buddha or the teachings of the Samma Samputa, which are the foundation for daily life. On the other hand, because I have been a Buddhist monk for 12 years, my daily life and daily business ventures take virtue, truth, morality and integrity as the foundation of a successful business. Strong (all monks who come to study at all ITRUST International School must get 50% discount, this is the principle). In fact, for the well-being of daily life, both physically and mentally, I have taken the seven principles of the Buddha, manifested on the occasion of the General Assembly, which have seven principles that each person must be trained to achieve. We will learn to live by the seven principles consistently, which today we can say that each of us should adopt these seven principles as a culture for the conduct of life:

1. **Khanty culture:** If you want to be successful, you have to have Khanti or patience, patience, forbearance and tolerance. The Buddha enlightened that this Khanty is the supreme dharma, the first dharma that all Buddhists should first learn and practice before proceeding to learn dharma, apply other principles, because nothing comes from being born. Spontaneously or simply, it comes with all the hardships, all the misery, so there must be Khanty first.'
2. **Non-killing culture:** The Buddha gave a definite norm for those who identified themselves as priests (monks) and monks, even in religion, saying that "priests who persecute other animals do not Yes, a priest, not a monk. Just ordinary people. This makes it clear that Buddhism or Buddhist monks should not use "killing" as a means, for any purpose. In this sense, the other animals that should not be killed are our "human beings."
3. **A culture that does not harass, does not ridicule others:** a culture that promotes coexistence, mutual understanding, does not despise one another, lives in equality and does not lead to quarrels and conflicts, which leads to the failure of the second culture. This is another part of living in a culture of peace.
4. **Culture in law:** By avoiding harassment and ridicule. It is better for each person to live in the way of the rules of his discipline.
5. **Culture of Conscious Eating:** Conscious eating is conscious of the fact that this food belongs to the poor, should not be wasted, know which foods should be used for physical and mental health and consume enough to meet the needs of the body.
6. **Culture of living in a state of tranquility:** Living in an environment that is conducive to intellectual growth and the attainment of higher dharma, where there is no excessive noise, there is an environment that is desirable to live in.
7. **Culture of mind control:** is to try to develop one's mind to be healthier, capable and virtuous, which will lead the practitioner to control his mind not to fall into the power of greed, anger and ignorance, delusion and Ignorance.

## THE MANAGEMENT MODEL OF SOTA PROFESSIONAL COMPANY LIMITED<sup>1</sup>

CDR. HANTHORNG KIT  
Ph.D. in Business Administration

### 1. Introduction

#### 1.1. History of problems and importance of study

Cambodia is a developing market economy in Southeast Asia with a population of 16.5 million and GDP of around USD 22 billion (2017). The country has seen rapid economic development over the past decade, with an average GDP growth rate of 7 percent annually. Liberal trade and investment policies have been introduced to promote trade and foreign investment. Despite its challenging business climate, opportunities can be found in several sectors, in particular in agri-food & horticulture, garments, healthcare, logistics, energy and tourism.<sup>2</sup>

Cambodia began its transformation from a planned economy to a free market economy in the late 1980s and has been one of the fastest growing economies among Asia's developing economies in recent years. Its annual growth averaged 7 percent post-crisis, driven by robust garments exports, services, real estate and construction. The country's economic growth is expected to remain robust in the coming year, although Cambodia is increasingly exposed to greater competition from other countries in the region, in particular from Myanmar, Laos and Vietnam. <sup>(1)</sup>

Cambodia became a member of the World Trade Organization (WTO) in 2004. Its membership of the Association of Southeast Asian Nations (ASEAN) provides businesses in Cambodia the advantages of the ASEAN Economic Community, a single market of over 600 million people covering ten countries in the region. In addition, free trade agreements have been concluded between ASEAN and China, Japan, South Korea, India, Australia and New Zealand. Furthermore, under the Anything But Arms (ABA) agreement, Cambodia can export any product, except for weapons, to the EU tariff-free. The US and the EU are Cambodia's main export markets, while its main foreign investors include China, Vietnam, Japan and South Korea.

Cambodia, as well as many other developing countries, struggles with social and economic equity issues that lead to corruption among public officials who demand informal payments to provide adequate income for their families. Finally, the corruption of public officials remains a major obstacle for businesses operating in Cambodia. Cambodia's business environment is defined as experiencing high unpredictability and high costs. Especially small and medium companies find this business environment difficult.

SOTA Professional Company Limited Co., Ltd (SOTA) was established in 2015 which is acknowledged by Ministry of Commerce with registration number Co.7837KH/2015 on May 2015 as a Private Limited Company under the investment law of the Kingdom of Cambodia. SOTA has registered

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<sup>1</sup> This article is a some part of dissertation

<sup>2</sup> <https://www.rvo.nl/sites/default/files/2019/01/doing-business-in-cambodia.pdf>

the license of tax agent in 2017 which recognized by General Department of Taxation, Kingdom of Cambodia. Doing business in Cambodia's mission of the practice is to help companies doing business in Cambodia enhance our client's business through the incorporation of our services.

This research is very important for me personally in writing this doctoral dissertation because it gives me the following: Gain an understanding between theory and practice in today's labor society.

- Increase soft knowledge more widely, gain experience from experts or professionals who work in the field.
- To supports SMEs understanding about how to manage the business technique and accounting company.
- Gain an understanding of the practical management activities of SOTA Professional Company Limited.
- Provide benefits to individuals, business owners, students and society to learn in real case practices.
- Keep it as a doctoral dissertation for the next generation and in particular, it is an important path for SOTA Professional Company Limited to move towards digital development and innovation.

## **1.2. Objectives of the study**

This study aims to make some contributions to improve the implementation of the management model of SOTA Professional Company Limited as well as the effectiveness of providing professional services such as accounting, tax and advisory to SMEs in Cambodia.

The purpose of this cases study is two objectives:

- To study about the systematic management of SOTA.
- To create the management model of SOTA.

## **1.3. Background related to the topic**

Before I started my business (SOTA), I worked as a management of accounting and tax in local company in Cambodia. My first job at Chreang Sophan (Cambodia) Group Co., Ltd, role as accounting manager. I learned a lot from this business activities related with hotel, restaurant, massage & steam sona. The responsible is to know how to prepare the consolidate of financial statement, budgeting preparation and team management and time management. And then, I moved to work at Tokyo Consulting Firm Co., Ltd, role as senior accounting and tax. In my past work experience, I know how to prepare the financial statement to clients, setup accounting system, monitoring and implementation, monthly and annual tax on income, return and advisory. Enclosure my CV.

My experience as a key management in accounting and tax department, in different type of industry, have allowed me to engage in the works as mentioned in the job responsibilities, include aid the company financial growth, support to achieve the company's target and budget plan, be in a leadership position that is an effective and efficient management style, able to handle most of the company's matters relevant to accounting, finance, tax, advisory as well as team leadership and able to

be flexible in term of working scope with prioritize. The job descriptions for the applied position mentions a need for someone who experienced in working in accounting, finance, tax and understand the many kinds of the business for 12 years or over and someone who has high management experience and strong leadership skills as well as other requirements stated per JD, of which areas that I have extensive experienced in.

#### **1.4. Interests and Motivation**

I am very interesting and motivating to write on this topic based on my love and appreciation for technical business management in the field of accounting profession, because I have experienced in this field and I want to pursue the entrepreneur of my life.

For many years, it is planned that one day I will create the company to provide viable professional services to help SMEs for business growth such as preparing the standards of financial statements, internal control, accounting system, and tax compliance to minimized the tax and financial risks, and protect the financial theft and fraud. On the other hand, if the company has compliance with the Cambodia taxation and accounting law, and trust and fair of financial performance, it will help the Cambodia economic growth.

#### **1.5. Research Methods**

In order to accomplish the study purpose, the analysis uses an exploratory case of primary and secondary data collection methods.

- Primary data collection is the first data from SOTA such as financial budgeting, financial accounting policy, company KPI, business development strategies, business plans and financial reports as well as other relevant company legal documents.
- Secondary data collection is method that involves using existing data. Existing data is summarized and collated to increase the overall effectiveness of research. The case study is to explores the perception of business associations, government officials, private technical group with accountants and tax practitioner, including both positive and negative aspects of tax and accounting regulations. In addition, there may be some documents citing the collection of this research data to be more accurate.
- Data evaluate and documents collection related to the topic, we analyze which one special case to consider data to used enough to write this thesis of this dissertation to meet the requirements of the doctoral studies.

#### **1.6 General Purpose of Accounting and Taxation**

##### **A. Definition of accounting**

Accounting is the recording of financial transactions along with storing, sorting, retrieving, summarizing, and presenting the results in various reports and analyses. Accounting is also a field of study and profession dedicated to carrying out those tasks. <sup>(2)</sup>

Accounting is often just called "accounting," is the process of measuring, processing, and sharing financial and other information about businesses and corporations.<sup>1</sup>

**Accounting**, also known as **accountancy**, is the measurement, processing, and communication of financial and non-financial information about economic entities such as businesses and corporations. Accounting, which has been called the "language of business", measures the results of an organization's economic activities and conveys this information to a variety of stakeholders, including investors, creditors, management, and regulators. Practitioners of accounting are known as accountants. The terms "accounting" and "financial reporting" are often used as synonyms.<sup>2</sup>

Accounting is the process of recording financial transactions pertaining to a business. The accounting process includes summarizing, analyzing, and reporting these transactions to oversight agencies, regulators, and tax collection entities.<sup>3</sup>

#### KEY TAKEAWAYS

- Regardless of the size of a business, accounting is a necessary function for decision making, cost planning, and measurement of economic performance.
- A bookkeeper can handle basic accounting needs, but a Certified Public Accountant (CPA) should be utilized for larger or more advanced accounting tasks.
- Two important types of accounting for businesses are managerial accounting and cost accounting. Managerial accounting helps management teams make business decisions, while cost accounting helps business owners decide how much a product should cost.
- Professional accountants follow a set of standards known as the Generally Accepted Accounting Principles (GAAP) when preparing financial statements.
- Accounting is an important function of strategic planning, external compliance, fundraising, and operations management.

Accounting is a term that describes the process of consolidating financial information to make it clear and understandable for all stakeholders and shareholders. The main goal of accounting is to record and report a company's financial transactions, financial performance, and cash flows.

Definition above is focus on financial transaction and information about business and cooperation.

#### B. Definition of tax

Tax from Cambridge dictionary is (an amount of) money paid to the government that is based on your income or the cost of goods or services you have bought.<sup>4</sup>

**Britannica Dictionary** stated about definition of Tax that is an amount of money that a government requires people to pay according to their income, the value of their property, etc., and that is used to pay for the things done by the government.<sup>5</sup>

Wikipedia stated about **tax** is a compulsory financial charge or some other type of levy imposed on a taxpayer (an individual or legal entity) by a governmental organization in order to fund government spending and various public expenditures (regional, local, or national), and **tax compliance** refers to

<sup>1</sup> <https://economictimes.indiatimes.com/definition/accounting>

<sup>2</sup> <https://en.wikipedia.org/wiki/Accounting>

<sup>3</sup> <https://www.investopedia.com/terms/a/accounting.asp>

<sup>4</sup> <https://dictionary.cambridge.org/dictionary/english/tax>

<sup>5</sup> <https://www.britannica.com/dictionary/tax>



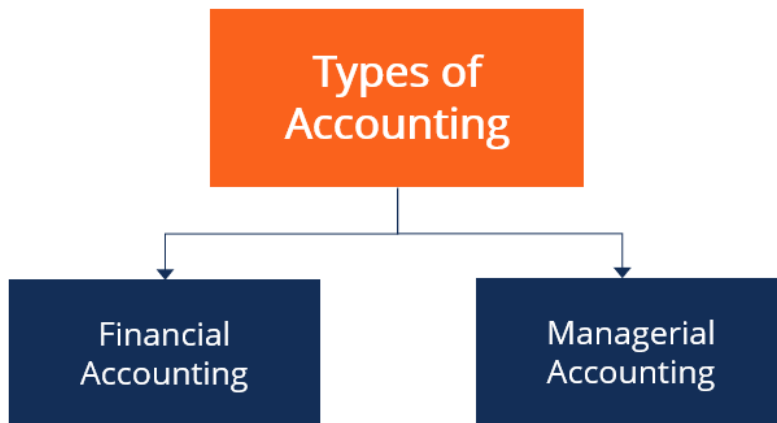
policy actions and individual behavior aimed at ensuring that taxpayers are paying the right amount of tax at the right time and securing the correct tax allowances and tax reliefs. The first known taxation took place in Ancient Egypt around 3000–2800 BC.<sup>1</sup>

Tax is a charge imposed by a government on an individual or corporate entity. The funds are then used to pay for governmental operations, transfers, and capital asset purchases and maintenance. Taxes are compulsory, which means that tax evasion is treated as a criminal offense. Taxes can be imposed in a variety of ways, such as a tax on income, purchases, imported goods, the value of property, an estate, or gifts. Taxes may be designed to influence consumer behavior; for example, a stiff tax on cigarettes is imposed to discourage people from buying them.<sup>2</sup>

A tax is a compulsory financial charge or some other type of levy imposed on a taxpayer (an individual or legal entity) by a governmental organization. Law on Taxation (LOT) is the debt of a resident person on income from Cambodian sources and income from foreign sources, and the debt of a non-resident person on income from Cambodian sources.

### Types of Accounting<sup>3</sup>

Accounting can be classified into two categories – financial accounting and managerial accounting.



#### 1. Financial Accounting

Financial accounting involves the preparation of accurate financial statements. The focus of financial accounting is to measure the performance of a business as accurately as possible. While financial statements are for external use, they may also be for internal management use to help make decisions.

Accounting principles and standards, such as US GAAP (Generally Accepted Accounting Principles) or IFRS (International Financial Reporting Standards), are standards that are widely adopted in financial accounting. The accounting standards are important because they allow all stakeholders and shareholders to easily understand and interpret the reported financial statements from year to year.

<sup>1</sup> <https://en.wikipedia.org/wiki/Tax>

<sup>2</sup> <https://www.accountingtools.com/articles/tax>

<sup>3</sup> <https://corporatefinanceinstitute.com/resources/accounting/accounting/>

## 2. Managerial Accounting

Managerial accounting analyzes the information gathered from financial accounting. It refers to the process of preparing reports about business operations. The reports serve to assist the management team in making strategic and tactical business decisions.

Managerial accounting is a process that allows an enterprise to achieve maximum efficiency by reviewing accounting information, deciding on the best next steps to follow, and then communicating these next steps to internal business managers.

An example of managerial accounting is cost accounting. Cost accounting focuses on a detailed break-up of costs for effective cost control. Managerial accounting is very important in the decision-making process.

## 2. Data Collection

### 2.1 The Management of SOTA Professional Company Limited

#### 2.1.1 Company History

SOTA Professional Company Limited (SOTA) was established in May 2015, and acknowledged by the Ministry of Commerce. SOTA has registered the license of tax agent in 2017 which was recognized by the General Department of Taxation, Kingdom of Cambodia.



Currently SOTA was founded by two key persons:

Ms. Soklen Kit is a chairwoman and Mr. Chanthorng Kit is a managing director & founder. The company service is focused on accounting, tax and advisory to solved the SMEs problem with accounting and tax, and to purse SMEs growth in now and future.

#### 1. Vision

Company Vision is to be your best cooperation of consolidation your issues with the best solutions of tax, accounting and advisory for small and medium-sized enterprises.

#### 2. Mission

Mission is to continually develop, enhance and enlarge the talents, skills and knowledge to meet the best expectations and interests of the clients.

#### 3. Core Value

- Teamwork: We work together to achieve the same goal.
- Ethical: We are reliable and trustworthy in what we do.
- Passionate: We are committed to our client success.

- Knowledge: We are empowered by key skills acquired through professional experiences to transfer to our clients for their future benefits.

#### 4. Company Symbols

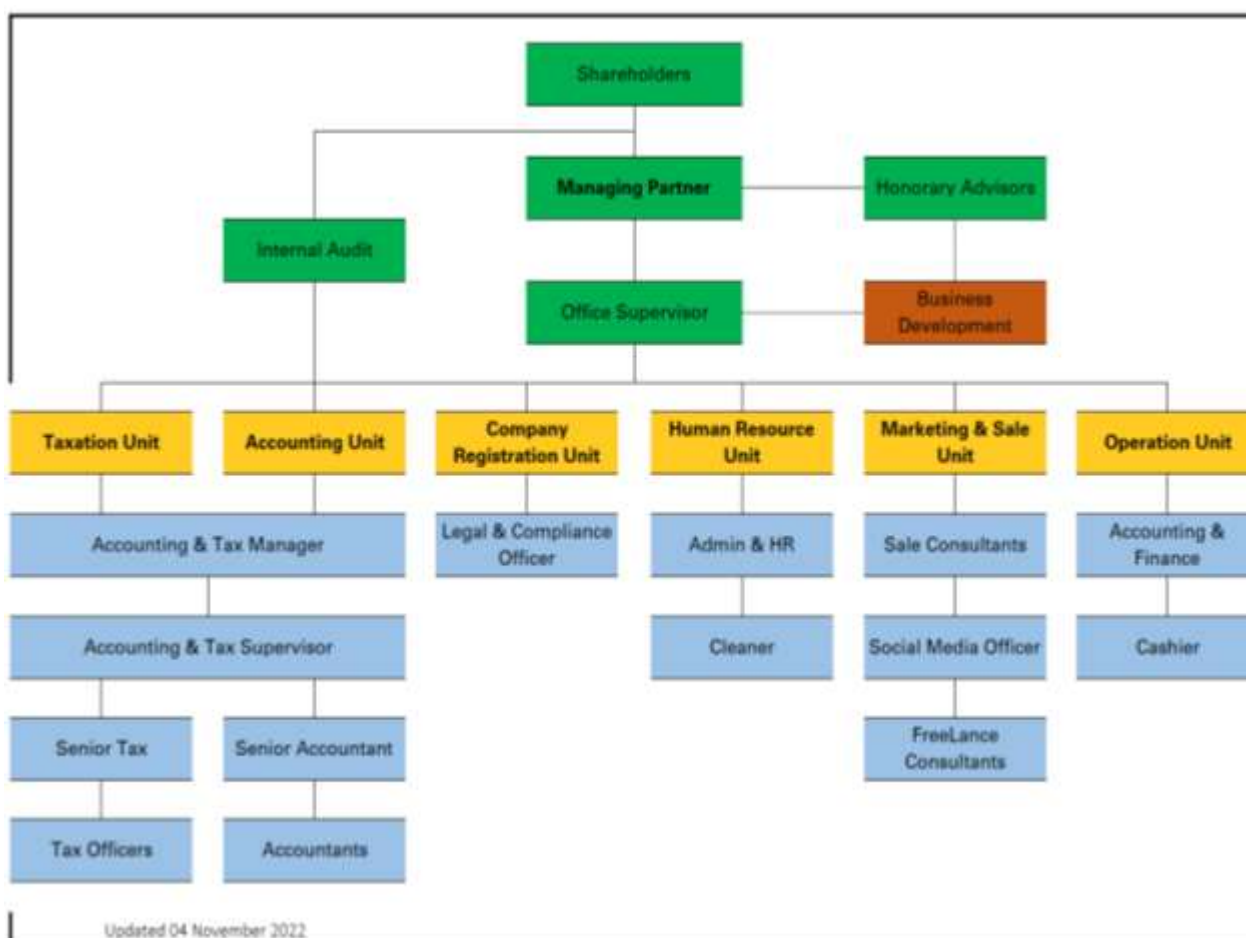


#### 5. Company Address

Official address: Lay Ann Building, #123, St 192, Sangkat Tuek Lak III, Khan Tuol Kork, Phnom Penh.

#### 6. Company Structure, License and Responsibilities

- Company Organization Chart



## 2.1.2 Company Services

- **Taxation services**

We are more than tax advisers. We are practical tax specialists.

- Tax Preparation (Monthly & Annually)
- Tax Advisory
- Pre-Tax Audit and Reviews
- Tax Planning and Tax Incentives
- Tax Audit Assistant.

- **Accounting services**

We act as back-office support to ensure that your supporting function is working smoothly.

- Setup Accounting System, Monitoring and Implementation
- Accounting Records / Bookkeeping
- Standards of Financial and Accounting Policy for SMEs
- Strategic Financial Planning
- Internal Control Review
- Review Financial Statements.

- **Corporate & Commercial services**

We fulfill your entity's obligation and commercial specialize in helping entrepreneurial businesses.

- Company Registration (MOC, GDT, CDC.....)
- Trademark Registration
- Company Closure and Liquidation
- Business Plan Writing Service
- Renewal of Business Licenses & Patent Tax
- Consulting services on Corporate Legal matters on clients' request.

- **Accounting Software Application and License Provider**

Maintain the financial records of a small business using an accounting software package. An accounting system is a method, either manual or computerized, that keeps track of all your financial data.

- QuickBooks Software (License) – SMEs Business
- Sage Accounting Software (License) – SMEs + Large Business

### Example of work procedures

procedure & practice – Company Closure and Liquidation service



### 2.3.3 Business Partnership and Networking

SOTA have a legal relationship that is most often formed by a written agreement between two or more individuals or companies. SOTA has create a strategic marketing and advertising partner with

#### MoU Company/Organization

- Cambodia Pepper and Spices Federation Association
- East Wing Auditing & Consulting Co., Ltd
- Ecovis & VSDK Partners Co., Ltd
- CAS-BIZ Technology Co., Ltd
- E-Power CCL Co., Ltd
- Pinwheel Co., Ltd

#### MoU Individuals – Give client to SOTA

- Mr. Sam Kosal
- Mr. Mam Roatanak
- Mrs. Son Lylissa – Chinese clients
- Mr. IM Songly – Lawyer
- Mrs. Sek Mala
- Mr. KEM Sopheaktra

### **Clients Evaluation (Satisfaction and Dissatisfaction)**

After the client terminate using the service, SOTA always prepares a letter to terminate the contract and asks some questions related to the company's service. One of the most common methods of measuring customer satisfaction is through surveys. Respondents record their feedback via multiple-choice questions, rating questions, open-ended questions also.

### **2.1.3 Previous Achievements**

By focusing on accounting and tax profession, SOTA has opened the face of opportunities for access to services for many clients during the 7 years of work. We founded that currently SOTA is got the big dream now such as:

- Increase share capital from 10,000.00US\$ to 110,000.00US\$ (revised article of memorandum-MOC).
- Increase staff from 1key person to 20 staffs in now.
- Changed the company address as flat home to standards office building.
- Expand our service including audit & assurance and financial advisory (revised article of memorandum-MOC).
- Financial performance for each year ended has increase of net profit before tax.
- Increase the human capital to get the key person with many years of technical experience to manage and control team work.

### **2.1.4 Key Industry and Business Success Factors**

We guarantee you the best quality of services that offers all clients by attaching ethical principles of professional accountants such as:

- Assigning talent staff with proven expertise and practical industry experience.
- Adapting the core values at all time.
- Key teamwork carries out tasks according to each client will do completed all the job responsibility and delivering reports timely.
- Managing director will do the business development as networking with associations such as Cambodia Pepper and Spices Federation association, CCC member, VMOVE Club and MVUI member, and also SOTA sale technique has separated the sale space such as create the workshop, join the training/trainer, MoU with business partnership and social media post.
- The implementation of digital accounting technology to controls allows for more efficient output levels and product consistency to clients.

Other key factors for the continuous growth of SOTA are to:

- Establish and maintain a good relationship with the network with clients.
- Achieve its projected annual sales and maintaining the operating costs of the business as per budget.

- Have effective communication skills with potential clients to ensure continuous and regular business.
- Offer a point of difference to client by consulting fee unique of services.
- Highly responsible of services.

### 2.1.5 SWOT Analysis

The following SWOT analysis was undertaken to highlight strengths and weaknesses within the business and identify opportunities and threats in the external business environment. This is to enable the proprietor of SOTA make the most of its competitive advantages, take steps to overcome his shortcomings, exploit opportunities in the market place and minimize its exposure to external threats.

Summary of Strengths, Weaknesses, Opportunities and Threat:

STRENGTHS	OPPORTUNITIES
<ol style="list-style-type: none"> <li>1 Strong business management background.</li> <li>2 Skills and experiences of the owner/operator as an accounting and tax profession.</li> <li>3 Qualification and competence of the accounting operation of the proprietor.</li> <li>4 Financial resources to implement strategies.</li> <li>5 Strong commitment to the business.</li> </ol>	<ol style="list-style-type: none"> <li>1 Some clients have a preference to purchase services such as accounting, tax, and business consulting that can offer them prompt, quality and friendly services.</li> <li>2 Constant and steady demand from clients for specialty business problem solving by the law requirement.</li> <li>3 Availability of complementary of profession services ensures constant clients focus into the problem solving.</li> <li>4 Opportunity to sell complementary services when we are to access the client business place, they can purchase service to develop the business performance now and future.</li> </ol>
WEAKNESSES	THREATS
<ol style="list-style-type: none"> <li>1 The business is principally dependent on the owner/operator during the formative stages.</li> </ol>	<ol style="list-style-type: none"> <li>1 Economic downturns.</li> <li>2 Fluctuating costs of technical human could impact on the profit margin.</li> </ol>

- |  |   |
|--|---|
| <p>2 Lack of partners to support the technical and standard reviews.</p> | <p>3 Difficult to find the key person to manage the operation management.</p> |
|  | <p>4 Existing and future competitors within the industry.</p>                 |
|  | <p>5 Difficulty in getting good and reliable staff.</p>                       |

### 2.1.6 Problem, Obstacle and Solution

Starting a business is hard work and making a successful business is even harder. As a business owner there are many challenges in today's competitive business world, luckily there are more and more resources for tackling these challenges than ever before. To help get your started, we've put together five common obstacles faced by businesses today and paired them with some solutions to allow you to operate an efficient and successful business.

#### 2.1.7 Technology and Systems

The Obstacle: We are start from small business; we don't think about computer server.

The Solution: After the company has moved to large business size, now we have the company mini-server to manage the documents and network sharing file.

#### 1. Time Management

The Obstacle: The staffs and management don't care about the client time frame to make the complete of reports.

The Solution: Currently, the management has set the staffs time frame to do with clients and make sure when the complete of reports to client need.

#### 2. Marketing and Sale Strategy

The Obstacle: The management don't clear and understanding of business network and technique to closed sale strategy and social media platform.

The Solution: Currently, he knew and understood the technique of sale consultant to clients, business networking and social media.

#### 3. Customer Service

The Obstacle: In previous, Sota doesn't have staff to handle.

The Solution: Now the management give the potential staff to manage the clients call, and call to clients of explanation Sota services, and feedback to client solution.

## 3. Synthesis and Conclusions

### 3.1 The Management Model of SOTA Professional Company Limited

We guarantee you the best quality of services that offers all clients by attaching ethical principles of professional accountants.

#### 1. Job responsible for clients



After the company take the accounting and tax project from client, SOTA assigned the talent staff with proven expertise and practical industry experience to work closely, the staff prepare a job responsibility follow by the objective of service after issued the reports to client and SOTA built a great team with the skills and knowledge to provide you with an exceptional level of service. The key word is "We are client focused and forward-thinking".

## **2. One team, one service**

This is principal framework after we got the client case problem and services. The principle of philosophy "One Team & One Service". Sota see it with part, in operating unit, majority of high performing companies: when a unified team works collaboratively, has a common strategy and understanding of the performance metrics, results are achieved. Teamwork and collaboration, coupled with effective communications, can set new standards service to solved the client problem and solution of excellence which save time and quality of work. The key word is "APPLE".

- Approach customers with a personalized, warm welcome.
- Politely try to understand all the customer's needs.
- Present a solution for the customer to take home today.
- Listen for and resolve any issues or concerns.
- End with a fond farewell and an invitation to return.

## **3. Key business partnership/networking**

As the company management, SOTA has developed old and new strategies in 2021-2022, SOTA have corporate with some tax agent partners and companies that provide general services without providing accounting and tax services. SOTA made the memorandum of understanding (MOU) with other business partnership such as Cambodia Pepper and Spices Federation Association, E-Power CCL Co., Ltd, EAST Wing Auditing & Consulting Co., Ltd, and CAS-BIZ Technology Co., Ltd, etc. On the other hand, SOTA partnered with Cambodia Chamber of Commerce (CCC) and sponsor, VMOVE club, CFO club, KICPAA and other partners. And also, SOTA has created the event, workshop, guest speaker, training to share with accounting and taxation to students, employees and employers.

## **4. Technical team and people**

Technical knowledge to clients' matter is the key word of SOTA principle and practices. A great team with the skills and knowledge to provide you with an exceptional level of service, SOTA have built a technical team is typically a group of people who have specific skills that help develop a company's products or services. These teams often operate in the technology field, but they also work in government, consulting and professional service design and improvement. SOTA perform well will eventually be asked to lead a term and to deliver results through that team and client specification. The key word is "transform your technical expertise into leadership".

## **5. Management system platform**

SOTA management practice manages the front- and back-office operations for companies providing accounting and tax services, and software is used to organize the services offering of a company, as well as to track delivery using workflows and task management. Develop guidelines for leading people and team specialization to provide services to clients. This part will show you the important of teamwork and how you can build a collaborative team to enhance performance such as

team achievements, problem solving in the workplace and clients, delegating work, and build managerial skills to increase cooperation in the team.

SOTA have set this methodology for the purpose of ensure quality and effective technical team work to make sure about how to manage the clients 'expectation on SOTA services. This objective is good management system that make sure the right people, the right jobs, and the team is multidimensional. The key word is "the clients do not come first. the employees come first".

#### **4. Target clients**

SOTA implemented effectively and time-saving strategies to attract the right business and right client need. In a competitive industry like accountancy, gaining new clients isn't always easy — but it's essential for your firm's growth.

As the SOTA is strategically located on the Phnom Penh City, nearly client's location and easy to contact. SOTA key client would include education, construction & engineering, hotel & restaurant, merchandising company, garment & factory, NGOs, and service industry.

Market segmentation SOTA will gain a competitive advantage by understanding the needs of a specific and tailored marketing strategies to client base.

- Identify the client need
- Focus on obtaining referrals
- Raise industry profile
- Collaborate with other professionals

#### **7. Promote financial and development skills to team**

Responsible for financial skills related to understanding, evaluating and managing the financial resources needed to set up a firm and develop a successful, innovative and clients sustainable. The capability of team to use relevant knowledge and understanding to manage and solve a financial problem and convert it to a benefit and opportunity for business success now and future. SOTA help the client's objective with strategic financial management, strategic financial budget and planning in growth to enable business success and sustainability.

SOTA assist students in write a thesis and internships in accounting and tax department to learn real practice in company. This is a part of career opportunities in many different industries and SOTA. Other hand, SOTA conducts at the end of the year staff's appraisal to promote and rewarding and personally satisfying because in certain positions, the staff will get spend your time helping company. Like many other fields, staff will have to apply yourself and work hard to succeed in this kind of demanding career.

Every year, SOTA usually organize training course for staff career development such as tax update and technical practice, accounting standards practices, effective team work building, time management, technical sale consultant, and creative and critical thinking. In year 2019, SOTA has transferred staff to learn and develop with other sector/organization, topic of HR and tax skills to improve performance abilities and qualities of influence productivity.

#### **8. Social media platform**

SOTA use social media such as Facebook and telegram channel to raise awareness of services and share accounting and tax update law into audience to know and learn with new law and technical

knowledge. SOTA used Facebook because it's a significant part of most people's daily lives and a powerful marketing tool and sharing post advertising service to friends, business group, and networks.

### **9. Customers care and duties**

This is a part of SOTA business strategic with customer service and representative because it's critically important to meeting the business goals and objectives, as well as ensuring the clients have a positive experience with our company. The core of customer care is listened to client concerns, answer client questions and provide information about the company's services. In prior and now, SOTA has got the client feedback as a good service, good job responsibility, comprehensive price in market, and client has transfer SOTA service to other business partner and friends.

### **3.2 Practicing of dharma in daily life**

Living in peace, peace of mind, and prosperity must be in accordance with the Buddha's teachings of the Enlightened One. Principles for people to apply in daily life to make life better. Dharma is a to bring the people to happiness like Buddhism. In personality, I apply some Buddha teaching to my job and daily life as the successful way 's teaching such as

**Chanda:** (Willing) to do all the work with love, satisfaction and willingness to make those jobs successful in any field.

**Virya:** (Effort or energy) Effortless or very diligent, with the view that no success comes without effort on all things, do not give up even in difficult situations.

**Chita:** (Mind), there is a strong determination to perform with the utmost patience and calmness.

**Vimasa** (well consideration or critic or analyses) is based on using of mindfulness and wisdom, analyze well of the situation which happening, give the well answer to all problems.

### **Practicing dharma at the workplace**

When you have a complex thinking in your brain, there are many numbers that need to analyzed. The solution, you need to meditate for 15 minutes in a quiet place.

## **APPENDIX AND REFERENCE (B)**

### **Law and Regulation**

- Law on Accounting and Auditing by National Accounting Council (NAC), public year 2016
- Sub-Decree on The Code of Ethics for Professional Accountants and Auditors
- Kampuchea Institute of Certified Public Accountants and Auditors (KICPAA)
- Resolution on the Implementation of the By-laws of KICPAA, No 005/K.I.C.P.A.A/SSR
- New KICPAA Sub-Decree
- Law on Taxation year 2004
- MEF Prakas Registration and Update Information Taxpayer

### **SOTA Documents**

- Application Form, Probation Contract, Employee Contract

- Employee Leave Form, Employee Job Description
- Employee Award letter

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### Activities of Training and workshops



## MANAGEMENT MODEL OF BANAN ECO – RESORT IN BATTAMBANG PROVINCE<sup>1</sup>

DR. By Hong Lieng

Ph.D. in Business Administration

### Abstract

Management Model of Banan Eco-Resort in Battambang Province are 1) Create the feeling to value consumers as their second home, 2) make an impression as one family, 3) Multiple services in one package, 4) Reasonable price, 5) Value customer network, and 6) Seasonal service.

### 1. Introduction

#### 1.1 Statement and its significant

The Ministry of Tourism has launched the "Cambodia is the Kingdom of Wonder with warmth" and campaign the "Clean City, Clean Resort, Good Service and Good Hospitality", it has been making Cambodia an attractive and warm tourist destination based on the concept that "clean and green". The Royal Government of Cambodia has designated cultural and eco-tourism as "green gold" because it is an important part of the green economy as well as a source of employment and economic growth. Cultural tourism contributes 80% to Cambodia's tourism sector and to socio – economic development, local community development and regional integration, as well as poverty reduction through employment in positions such as transportation, hotels, guesthouses, restaurants, arts and tourism products.<sup>2</sup>

The implementation of the Strategic Tourism Development Plan 2012–2020 has been established as a general strategic framework to define the vision, principles, objectives and key plans in the management and development of Cambodia's tourism sector. Tourism development must be focused on the priority, quantity and quality of tourism products or destinations, including cultural tourism, ecotourism, community tourism or sports, using existing capabilities, as well as improving the competitiveness of Cambodian cultural values accordingly regional and international level<sup>3</sup>. Those strategies have made remarkable growth in tourism in all factors. In terms of tourism in Battambang province is internationally recognized as the quality of heritage tourism, destination is based on the joint presentation of Angkor – France, the colony and the history of the Khmer Rouge, related to agriculture and fisheries, its religious and cultural practices, and its arts and crafts also the food, too.

Battambang province is the great potential region for attracting tourists, such the ancient Khmer houses, architectural buildings, provincial hotels (old provincial hall), pagodas, history of the lord and colonial period. In addition, there are Stung Sangke River, lakes, and agro-tourism areas, which are cultural destinations, history and natural creation, which are important potentials for tourism for national and international tourists to visit, research and relax, and which has increased from year after year. Infrastructure and the facilities for tourism have also improved, such as roads, parks, hotels, guesthouses, restaurants, canteens, transportation, adult recreation centers, etc. at the same time, the security and order in the province is also good. The Department of Tourism cooperates with the municipal administration and relevant departments, institutions and concerned people to develop the tourism

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<sup>1</sup> This article is a part of dissertation

<sup>2</sup> Ministry of Tourism, Strategic Plan for Human Resource Development in Tourism 2017 - 2025, page 7.

<sup>3</sup> Parliamentary Institute of Cambodia, page 1

development plans and design the master plans for tourism development to strengthen and expand tourism infrastructure, connect the tourist sites in the province, tourist information centers, shopping malls and souvenir shops, promote and motivate the organization of many tourist sites for tourists to relax and stay in the province comfortably and happily meet the needs of guests.

Every year, Battambang Provincial Administration organizes important events such as Water Festival, Ok Ambok, Moon day, Khmer New Year, Universal New Year, Battambang local food fair, trade fair, cycling events, and more. The tourism community is also carefully organized by integrating tourism activities into existing communities, which promotes the diversity of tourism products to benefit the people in the community. Sightseeing tours, fishing villages, scenic fishing areas of the Sangke River offer new tourism options. Battambang province is currently ranked 13th out of 93 cities in Southeast Asia as rated by the German international tourism agency which named You Discover, while Siem Reap city being the most attractive in rank 1st, Bangkok ranks 2nd, Singapore ranks 3rd and Phnom Penh ranks 4th.

Through the above study, we see that tourism in Battambang province has started to grow strongly, so that local and foreign tourists have the option to visit there after tour in Siem Reap finished. Some tourists prefer to stay in the city, in resorts on the outskirts of the city or near tourist attractions. Banan Eco Resort is not far from cultural and creation sites, especially Phnom Banan temple, Lori Banan, Wat Phnom Sampov, flower houses and vineyards. Although the Banan Eco resort has been operating for a short period of time and despite the pressure of the Covid 19, but it can serve the local and cities people to stay and relax happily,

In this study, we focus on potential tourism areas in Battambang province and the management model of Banan Eco – Resort, which will be detailed in the following chapters.

## **1.2. Objectives of the study**

The study on this topic is focused on two points:

1. To study the general situation of tourism after the crisis of Covid 19, strategic projects to restore and develop the tourism sector and the potential tourist sites in Battambang province.
2. To study the general characteristics of Banan eco-resort management and modeling for efficiency, effectiveness and success.

## **1.3. Background related to the topic**

As a PhD student, I am the business owner of Banan Eco resort where was established in 2015. So all the information related to this business I know.

## **1.4. Interest and motivation**

Banan district is the potential priority area for tourism, which includes historical, cultural and creative sites. At the same time, there is no any resort near Banan temple that provides all kinds of services to tourists at the national, regional local and international level. So, I carefully considered with the family, local authorities and other professionals to find the solution in providing those tourist services.

As a result, I have applied my job to tourism services by building a resort that has been named "Banan Eco Resort". This eco – resort offers a variety of recreational services such as swimming pool, flower garden, vegetable garden, photographical sites, accommodation (bungalows) , steam and spar and restaurants.

## 1.5. Methods of study

The study relies entirely on primary data from various books compiled and researched by scholars and authors. These documents are studied, synthesized, analyzed and write down in this dissertation. The second data is based on my personal experiences in name of the business owner of this eco resort. This data will be written down, compiled and prepared, and the synthesis in form Bodhisastra University Florida USA.

### 1.6 Review Tourism in Battambang Province

#### 1. Statute of Battambang Province

Battambang is a province at northwest with bordering Banteay Meanchey province to the north, Siem Reap province to the east and Tonle Sap Lake, Pursat province to south, Pailin province to west and Chanthaburi (Thailand). The name of Battambang district was recorded during the Angkorian and post-Angkorian periods. The legend of Ta Dambang Kranhong is believed to date back to the Angkorian period, which explains why we call it as Battambang or O'Dambang. As for the name of Preah Dambang, was the King Rama I decided to call Sangke village as Preah Dambang.

The territory of Battambang province was badly affected by the invasion of Siamese from the 15th – 18th and also early 20th centuries, it caused the the people were into poverty, desolation family and property and tragedy. It was under Siamese rule for more than a century, ruled by the Chaofapen family, later renamed the "Aphay Vong Dynasty" for six generations till 1907. Under the Franco-Siamese Treaty on March 23th, 1907, Siam returned to Cambodia the territories it had occupied for more than a century were Battambang, Siem Reap, Angkor, Serei Sophorn and Chongkal, in exchange for Trat and Dach Se (territories of Laos) upper part of the Mekong River. His Majesty King Sisowath issued Royal Proclamation No. 66, dated December 6, 1907, to define the territory of Battambang to be divided into three provinces such as Battambang, Siem Reap and Serey Sophorn. Since 2007, this province has significantly improved the living standards of the people due to the policy of developing a national socio-economic plan for 2001-2005. Agriculture ranks first compared to other provinces across the country, beautiful cultural religions, many learning monks, many ancient buildings dated on the colonial era, the ancient religious building, and many creative and innovative tourist sites as Bambo Train, flower house, and others. Many poets, writers, scholars, and artists were born in this province, but unfortunately many people were killed by the Khmer Rouge, it was second rank from Phnom Penh.

The province has a total area of 11,748 km<sup>2</sup>, 13 districts and 1 city, 92 communes, 10 Sanghat and 809 villages. Numbers of families are 263,435 families, total population is 1,205,050 people, 602,994 women, potential labor force from 18-35 years old is 56%, annual population growth is 2.3%, density is 104.92 people. / Km<sup>2</sup>, the main agricultural population is 72.20%, the average rainfall is 960.1 mm / year, and the weather is 13.50 ° c – 41.50 ° c. The province has one international border gate is Doung (Kamrieng district) and four other border gates such as Kilo 13 (Phnom Dey) in Sampov Loun district, O'Rumduol gate in Phnom Proek district, O'Anlok gate (Suon Sum) in Kamrieng district and Chhakroka Gate (400) in Samlot district. The situation at the Cambodian-Thai border is good, cooperation and share the information to each other, facilitating export-import agricultural products of people who live near the border. In 2016, the GDP of Battambang province was about 6,274,083.8 million riels, equivalent to about 1,557.6 million dollars (exchange rate 1 \$ = 4028 R) at the current price in 2015. Compared to 2014, the

provincial economy was 5,887,402.5 million riels, equivalent to 1,460.9 million US dollars. The economy grew 4.1% in 2015 compared to 2014 per capita income of \$ 1,324.5 in 2015 and \$ 1,258.0 in 2014 but fell in time of Covid19.

## **2. Tourism Strategic Plan**

The Ministry of Tourism has set the strategic plan for the development of the tourism sector at each stage for effective implementation. These strategic plans included the Tourism Development Strategic Plan 2012–2020, the ASEAN Tourism Development Plan 2016–2025, the National Employment Policy 2015–2025, National Technical and Vocational Training Policy 2017–2025 and the Strategic Plan for Human Resource Development in Tourism 2017. 2025. The implementation of the Strategic Plan for Tourism Development (2012–2020) has been established as a general strategic framework to define the vision, principles, objectives and key plans in the management and development of Cambodia's tourism sector. Tourism development must focus on the priority of quantity and quality of tourism products or destinations, including cultural tourism, ecotourism, community tourism, recreation or sports, using existing capabilities, as well as improving the competitiveness of Cambodian cultural values at the local and international levels. The Strategic Plan for Human Resource Development in Tourism 2017 – 2025 is designed to be a roadmap for the development of skills and human capital in tourism. By defining a clear vision and strategic direction and activities aimed at creating long-term employment for young graduates, providing additional skills development to those who are working, creating employment opportunities in job in country or other countries by strengthening the capacity of professional institutions and public-private partnerships to promote education and training and ensure the sustainability of education and training, increase employment opportunities and mobility. Article 7 on the regional tourism development plan and sub-national tourism development plan defines the tourism development strategy at the regional and government levels, its propose measures to reduce poverty and ensure the sustainable development and management of tourism in the region and at the sub-national administration. Strategic plan for tourism development of sub national administration must organize by following the regional tourism development plan.

The Battambang Provincial Administration, under the direction of the Ministry of Tourism, plans to designate Battambang as a "French Heritage Site" by UNESCO and conducts in-depth studies on strategic activities with experts from the University of the Sunshine Coast. This study focused on the French colonial heritage buildings, the environmental heritage along with the Tonle Sap Lake, the historical heritage from the Angkorian period to the Khmer Rouge period, the cultural heritage, religion and rituals, arts and lifestyle, and cooking.

## **3. Number of tourists, accommodation and resort**

### **- Number of tourists**

According to the report from the Department of Tourism of Battambang Province in 2019, in the third quarter of 2019, there were a total of 150,398 tourists, compared to the third quarter of 2018, a total of 148,156 people, an increase of 1.51%, including;

A. about 127,159 domestic tourists, compared to the third quarter of 2018, there were 125,192, an increase of 1.57%.

B. There were 23,239 foreign tourists compared to the third quarter of 2018, 22,964, an increase of 1.20%.



According to the report of the Ministry of Tourism, the weekly number of domestic tourists on August 6 –7, 2022 in Battambang province was 19,688 people.

- **Tourism industry**

In Battambang province, there are 50 hotels with a total of 1916 rooms, including 928 single rooms, 988 double rooms and 22 meeting rooms. There are 81 guest houses with a total of 1,416 rooms, 3 guest houses with 8 rooms. 69 restaurants, 4 health massage and spas, 22 karaoke bars, 2 disco bars, 4 sports tours, 2 travel agencies, and water and land tourism transport etc. in the near future. This Battambang province will have a domestic airport to provide travel services for national and international guests.

- **Potential tourist sites**

There are potential and tourist destination sites 52 places in Battambang province (Report of Battambang Provincial Department of Tourism 2019) as;

- 04 national cultural sites
- 01 Innovative historical site
- 01 Natural site
- 17 natural tourism sites
- 03 agro-tourism sites
- 01 ecotourism site
- 01 cultural tourism community
- 06 new tourist destinations
- 10 pagodas as new tourist destinations
- 01 cultural museum
- 01 historical museum
- 03 sports tourism

**Some samples of potential tourist sites**

**1. Banan Temple**

Banan Temple is just 20.20 km travel from Battambang city, people can go by bus, car, motor bike and tuk tuk on the road number p1571. It is such good place and natural air, green view around, amazed and surprised by long stair up to top. It was built in the middle of the 11th century and the end of the 12th century. The first king to build was Udayadityavarman II (1050–1066), later succeeded by Jayavarman VII (1181–1219). This temple was built on the top of Banan Mountain, organized as Angkor Wat, but a separate structure made of brick, limestone and sandstone.



Banan temple

## 2. Phnom Sampov

Phnom Sampov is a natural site where is located on National Road 57 (formerly National Road 10) in Phnom Sampov commune, Banan district. This mountain has a height of about 100 meters, 1030 steps stairs, 12 kilometers from the provincial town of Battambang. On the top of the mountain there is a pagoda called Wat Kirirom and there are 12 caves, but one so attractive to tourists is Bat cave. At every evening around 5 : 30 pm, millions of bats fly out.



Rock Buddha statue



Flying bat from Phnom Sampov

## 3. Battambang Museum

The Battambang Provincial Museum is located along the west bank of the Sangke River in Kampong Krabei village, Sangkat Svay Por, Battambang city, about 300 meters north of the provincial hall. Tourists can visit there on foot. The museum was built in 1968 in the traditional Khmer style and was inaugurated by King Norodom Sihanouk.

The Battambang Provincial Museum has a large yard and a large parking lot as well as a beautiful garden. Inside the building, there are many valuable artifacts related to religious architecture, Khmer art, as well as tribal paintings. Most of these artifacts include statues, sculptures, stone fragments, ruined temples, as well as some prehistoric remains. There are also many paintings and photographs on the porch. In addition, there is a fish pond where visitors can sit and read a book there in a cool and quiet atmosphere.



Some of galleries of statues in museum

#### 4. Wat Damrei sar (White elephant)

This pagoda is one of the oldest Buddhist monasteries in Battambang province. It was built at 18 century, at past it was the place for the poor students from rural villages to stay for learning. Buddha hall has 6 jivas, wing of roof were 3 and Bosbok is in the middle. Under sponsoring by the family of the lord, on the porch and on the window frame are all carved with various ornaments such as the crown of Preah Khan Rattanak surrounded by many umbrellas. The outer walls of the pagoda depicted the scenes from the Reamker or Brahmin deities in luxury. On the ceiling are statues of gods and goddesses in the style of ancient European art. It was influenced by Western art because during that year the lord summoned Italian blacksmiths from Bangkok to build his house.



Old picture before civil war and new at right now



roof is in stile of European

Reamker epic

#### 6. Battambang Provincial Hall

The former Battambang Provincial Hall is 117 years old (1905–2022), it was built during the time of Sir Katathon Chhum, when Battambang was under Thai rule from 1795 to 1907. Sir Katathon Chhum was the descendant of Chaofah Ben who ruled Battambang for five generations. In 1905, Sir Katathon Chhum

hired the Italian architect from Bangkok to build this building for his personal residence, but in 1907, when France claimed the three provinces as Battambang, Serey Sophorn (Svay Sisophon) and Angkor (Siem Reap) ) from Thailand to Cambodia, Sir sold all his houses, including this building, which he did not yet live in to the French authorities. The building was also used as the workplace and residence of senior French officials and later as Battambang Provincial Hall until 2005.

Currently, the provincial authorities have organized this former provincial hall building to be the provincial heritage museum for the national and international visitors to visit, with a display of various scenes that occurred during the reign of each lord until 1907 and during the French colonial period.



Former Battambang Provincial hall

## 2. Data collection

### 2.1 History of Banan Eco- Resort

In 2014, I bought a plot of land where is near the Banan temple with an area of 21,213 square meters. At that time was not yet transformed to do anything excepted planting the rice and vegetables which followed the countryside context. The idea of running the tourism business came on next few years when i and my family came to visit Banan temple, it was amazed and surprised with many local tourists to visit it, no any space for have a lunch. So, we bought the food to have lunch at our land. While we had a lunch enjoyable, happily and delicious under a tree, in personally my eyes looked to the road, saw many tourist transportation, cars, buses and motorbikes transported the local tourists to visit Banan temple. Some tour buses were on the way back Banan temple to Phnom Sampov mountain and some were from Phnom Sampov to Banan temple. I concentrated and decided in mind that will build a resort in this place to provide convenience to tourists because it is the focus point between Banan temple and Phnom Sampov Mountain.

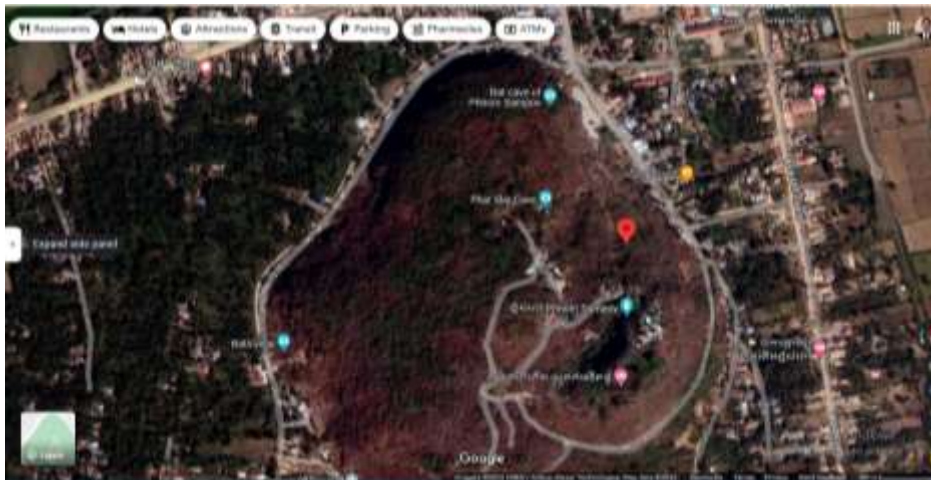
Later, I consulted with construction specialists, land, tourism, culture, environment and local authorities to study and evaluate the feasibility, then designed the plan to build it. Drawing pictures at below





## 2.2 Geography of Banan Eco-Resort

Banan Eco - Resort is located in BaBos Village, Chheu Teal Commune, Banan District, Battambang Province. It is the resort with the largest swimming pool in Battambang Province.



Google Map

The value guests can access it as linked at below

<https://www.google.com/maps?q=13.0246474,103.1002606&hl=en-KH&gl=kh&entry=gps&shorturl=1>

### 2.3 Vision

Tourism is associated with the values of culture and nature, relaxation, comfort, good service, high responsibility.

### 2.4 Business Partners

To run this business, no need any business partners to invest because it is family business but cooperated the concerned people as department of tourism in Battambang province, tourist transportations, food delivery, and others to provide service and supply on demand.

### 2.5 Logo and its meaning

Under assisted handful from professors of fine arts at the Design School in Phnom Penh to create and define the Banan Eco-Resort logo by drawing and its meaning. After a long time took, the design school designed it with my satisfaction on "tympanum" work, which showed the relationship amongst "the nature, culture, faith and family" Logo of Banan Eco-Resort the form of tympanum which is triangular, sharp above and below both sides, showing the form of Naga (legendary serpent).

Tympanum represents the foundations of Khmer culture from pre-Angkorian times, most of which can be seen in the temples, pagoda, and many ancient buildings. The tympanum of Banan Eco – resort as a symbol to preserve the Khmer cultural heritage. The color purple or pink represents the color of many ancient temples, such as Banteay Srei temple and cultural architecture such as the National Museum in Phnom Penh. At tympanum, there are stripes from top to bottom, with stripes on the top 6 and stripes on the bottom 9, which are believed to be lucky numbers, successes, good luck numbers, and numbers that bring business growth and apply it to family numbers, such as phone, and car, etc. . The inner circle of the cavity has the letters "L" and "R" in gold, according to the design school researched, confirming that the letter "L" and "R" represent the era of Jayavarman I and the letter "L" and "R" is an acronym for " Hong Leang and Ou Makara ", the name of the resort owner and his wife. Gold represents maturity, radiance and growth. The blue-green of the letter "Banan Eco – Resort" is a color that represents nature, trees, forests :



This logo is go to every buildings in this Eco-Resort especially are at the tile, roof , lintle, and tympanum.

## 2.6 Some buildings in this Eco-Resort

### 1. Building for sale Tickets and hospitality

We have a building which managed for hospitality, payment and sale ticket office for guests who come to swim at giant swimming pool.



Hospatility and Ticket buildiing

### 2. Amusement garden

Amusement park has been carefully decorated to attract the needs of visitors.

In the garden, small and large trees are planted, rare species such as hardwoods, rosewood, etc., while the flowers are many kinds, both locally and imported from abroad, planted in colorful colors. There is a small lake surrounded by the mountain stones and rocks which are decorated as the hill. The road to the lake, and to the hills, some places are arranged as wooden bridges, some places are mountain stones, which makes visitors and value guests feel like "going to visit the mountains".

In the garden, there are the small buildings (with some space for sitting and entertain) organized by the colorful flowers, agriculture zone and a building for displaying the cultural heritage.

The garden is full of ideas for nature conservation and cultural heritage. Visitors and also value guests enjoy photography and also learn about nature, culture, local life and civilization, too.



### 3. Replica temple

Banan Eco-resort has been actively involved in promoting and preserving the values of national cultural identity by building a replica of the top five temples connected by these five ways of worship. This is for visitors who enjoyed relaxing to see, to learn and to participate in the care, protection and preserve for benefits of nation. This salute gestures make people to be gentle, respectful, mature, honor and respect to elder.



There are 5 types of Khmer salutations:

1. Two hands saluted at the chest is a salute to people of the same age or friends.
2. Two hands saluted at the mouth is a salute to an older person or boss.
3. Two hands saluted at the nose is a salute to parents, grandparents and teachers.
4. Two hands saluted at eyebrow is a salute to the King and the sacred objects.
5. Two hand saluted at the forehead is a salute to the triple germs and various praying.

### 4. Bosbok building

Bosbok is a kind of architectural structure that has the form as the flower or like the top of the temple.





This Bosbok building for sacred Buddha statue and God at Brahmanism. Because, we are the Buddhists and still have some believe in gods also animism, just this building for thus to respect and praying.

## 5. Giant swimming pool

In order to design this giant swimming pool, we have studied in depth the geography, environment, and basic needs of the daily life of the people, culture and traditions of Cambodia. To do this for making people happily and enjoyable to stay and relax or to swim.

Experts have designed a modern swimming pool surrounded by a variety of trees, as well as bungalows and small building in Khmer style. Some trees came from local and authorized people, some were bought and others are imported from abroad. The quality and safety pool equipment are imported from China through Cambodian companies. This swimming pool is 30m x 50m. This swimming pool and trees planting were done before these other bungalows built, because we looked for local tourism opportunities, especially for tourists visiting Phnom Banan and Lori bamboo train, they could come to swim and relax at here. We provide the rental of safety jackets and airbags to guests of all ages, as well as under the very careful supervision of our team. At our resort, we firmly adhere to the principle of "fun and safety". We prevent any incident happen eventuality cause damage to the reputation.

Before covid19, the local and national guests came to swim with family, friends and in private, also students came to field study at here too, but unfortunately the global epidemic of Covit 19 caused hurt to our business, then break it in a short term even building. We tried to care the health and cooperate with the Royal Government while our team still under our caring.

Around the swimming pool, there are beds, tables and wooden benches to serve guests, some swim and lie down on the bed to relax from swimming, some can sit and stare at the swimmers and others take the picture because surrounding of swimming pool are adorned with colorful and attractive flowers.



## 6. Bungalow

The bungalow is the comfortable place to stay with detached and spaced buildings, accompanied by the flower garden and adequate infrastructure.

The bungalows in Banan Eco – Resort are designed in the Khmer style combined with the modern styles to preserve and develop Khmer architecture and also to satisfy customers. Some customers are fond of remodeling Khmer architecture, keeping the value of the original style and highlighting its evolution. This resort is associated with a culture of local living and friendship with an environment adorned with green trees and colorful flowers. In projects, there are 60 bungalow must be built with different sizes, some 4m x 6m, two floors, 2 rooms, while others have a round shape with 4 rooms that can meet the needs of a family to relax during the holidays. Each bungalow has a standard bathroom and sleeping area.

Currently, 5 bungalows have been serving to value guests on holiday.



## 2.7 Target value guests

Banan Eco – Resort designed the target value guests as;

1. Local customers refer to people living in Battambang province who want to visit and relax at short-term especially for swimming and photo or coffee break. Some of them come as a family or friends and so on.

2. Customers from the provinces are referring to local tourists who visit Banan temple and Phnom Sampov Mountain. They can break for lunch, coffee, enjoy with swimming pool and photo at the flower garden.

3. Customers who are local or foreign organizations or institutions, their purpose are for workshops, meetings or writing project, or report writing. Our meeting hall can accommodate up to 100 people and is equipped with the facilitates such as air conditioners, desks, chairs, writing instruments, sound equipment, projectors.

4. General and VIP customers refer to customers from every corner who wants to relax at peaceful and beautiful places, as some of our bungalows are built to suit the needs of all levels of customers and are segregated, surrounded by flower gardens and has a system of roads, infrastructure. VIP customers can relax in the bungalows with Superior Room and Deluxe Room.

5. Foreign customers , we have been looking at foreign customers who visit various areas in Battambang province. They can relax at here, we have prepared a place to stay, especially is international standards. The food is both local and international to meet the needs.

## 2.8 Services

### 1. Booking

The value guest can book through;

Local Phone: 📞 015 788 888 (Smart)

📞 011 808 168 (Cellcard)

Telegram +85515788888

+855979699969

Faecebook page: [Banan Eco Resort – Posts | Facebook](#)

Website: is under construction and team try to summit to booking.com ,agoda.com, TripAdvisor and others.

### 2. Transportation

Battambang province must take a long time to arrange the flights for tourists or general travelers. So during this time, most local and foreign tourists travel by car. Banan Eco – Resort welcome warmly to value guests who prefer to stay, we have a lot of options for transportation as bus, care, tuk tuk PassApp , motor bike and bike cycles. We serve to all value guests to see potential tourist sites in Battambang province.

3. **Payment**It is easy to serve the value guests to pay, they can pay by cash at check in time, or through App of banks that we cooperated as ABA, CELEDA, Wing, CANADIA and others. In time of Covid19, all value guests must drop the copied ID card, passport, and Vaccinate Card.

## 3. Synthesis and Conclusion

### 3.1 Management Model of Banan Eco-Resort in Battambang Province

#### 1. Create the feeling to value consumers as their second home

Banan Eco – resort takes the great care to serve value guests who come to stay, and relax whether short or long time, to feel like their second home. They are well welcomed and provided warmly and friendly the hospitality also facilitate to those value guests. The bungalows are well-designed in terms of environment, hygiene, and aesthetics and are decorated with scenery related to the traditional culture and way of life of the local people.

#### 2. Make an impression as one family

Banan Eco – Resort has studied and valued the happiness and needs of family and individual guests, so we have created bungalows for each family and individual who wish to relax on their vacation. Attentive service, friendship, warmth and sharing, fun activities, sharing stories, experiences, knowledge, mutual understanding, trust and understanding. These make the guests feel like "one family", continue to be friendly and build long-term friendships.

#### 3. Multiple services in one package

Banan Eco Resort provides all kinds of services according to the needs of guests such as food, beverages, steam, sauna, hot and cold baths, local coffee, giant swimming pool, photography place,

many bungalows in Khmer style, medium-sized meeting buildings, gardens, vegetable gardens and packages for guests to visit the historical, cultural and tourism areas in Battambang, as well as many other services such as performing arts, traditional and modern. The value guests are provided the multiple services at the same time.

#### **4. Reasonable price**

All services are standardized to local market prices and there are a number of seasonal discounts. Food, beverage, souvenirs, pool services and bungalows are all priced on those products. Provide to the value guest the easy ways to pay at check in by cash, and transfer by apps of cooperated banks as ABA, CELEDA, WING, CANADIA, and others.

#### **5. Value customer network**

Customers who relaxed for a long or short time or just swimming, photos, or have some coffee or food become the guests in the network of Banan eco-resort. We offered them the name cards and brochures for promotion, we asked photos from them to post in the social media and asked them to post and recommend on their social Medias too. Their friends on the social Medias are impressed and drop the questions about Banan eco resort. All the value guests as the messengers of Banan Eco – resort to promote through recommendation or posting on their social Medias to their family and friends.

#### **6. Seasonal service**

Cambodia is designated for each seasonal holiday, such as the rainy season, Pchum Ben (ancestor days), New Year, the King's birthday, water festival and moon day, Independence Day, Visakha day and Meakbojea day. During these seasons, Cambodians travel to their villages to celebrate the ceremony by their faiths, culture and tradition, and some of them after family ritual done, they travelled to tourist sites. Banan Eco Resort create the special packages to value guests in each season, and has special activities to provide fun for both the family and the individual, as well as organize the religious ceremonies or birthday to those value guests who relax at Banan Eco-resort.

### **3.2 Suggestion for future researching**

This study is only one part of the tourism sector, focusing only on Banan Eco resort in Battambang Province, and we have not yet studied deeply with other resorts, especially the study of how to manage the environment, infrastructure and construction. Therefore, if there is an opportunity to study further, should focus on;

1. Model of tourism management in Battambang province
2. Model of environmental organization, infrastructure and service for hotel and resort business in Battambang province.
3. A model of hospitality to tourists.

### **5.3 Practice of Dharma in the performance of work**

As a civil servant and a businessman too, my life would be complicated if I did not practice the Dharma in Buddhism. In my job, i always follow the 5 precepts, right action (Sammakarmanta) , right job (Samma ajiva) , right speech (samma vija) and right concentration (samma sait).

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## BUSINESS MANAGEMENT MODEL OF CASHIDO CAMBODIA<sup>1</sup>

DR. Pok Saoly

Ph.D. in Business Administration

### 1. Introduction

#### 1.1. Background and its significant

Cambodia is not yet able to produce enough vegetables, fruits and fish to supply the local market to meet the demand. So, that is, Cambodia still has to rely on imports of these products from abroad, especially neighboring countries, including Vietnam and Thailand, etc. (VOD, June 16, 2020) Some vegetable, fish and meat products have been found to use chemicals to maintain longevity, while local people use chemicals for agriculture in excess. According to a report by the Ministry of Commerce, in 2018, this institution found and confiscated 49 tons of food products containing chemicals and non-food that do not comply with the quality and safety. Health care NGOs have found that the products that Cambodians consume on a daily basis have the highest levels of chemicals, especially those found in vegetables, fruits, fish, meat and other canned foods. Agricultural experts, who closely monitor food, vegetables, fruits, fish, meat, both domestic and imported, claim that those products imported into Cambodia contain up to 95% chemicals.

At the RFA Listeners' Forum on March 10, Yang Saing Koma, president of the Cambodian Center for Agricultural Development and Education (CEDAC), said that all kinds of fruits and vegetables contain chemicals that suppliers use to preserve them, product quality for long-term storage. Deputy Director of Chemistry and Food of the Institute of Science and Technology of the Royal Academy of Cambodia revealed that Cambodian traders are using chemicals in meat and vegetables that can cause many diseases, including cancer and can cause harm life suddenly or can cause long-term health effects. The use of these chemicals in order to keep the meat and vegetables fresh and not rotten. The Center for Agricultural Study and Development of Cambodia (CIDC) has released research figures by Cambodian researchers who found chemicals, 61% of patties use boracic acid or 80 percent was chemical. 68 % of the large, small-fiber noodles, flat noodles, and duck eggs were manufactured at 13 sites, using chemicals out of 19 that were found to use chemicals. About 73% of squid and other seafood use the highest levels of chemicals to maintain quality. In addition, there are cabbage fermented, the rate of using chemicals is about 7%. Sodium hydroxide is a chemical used in soybeans, ginger, lemongrass, coconut, peeled fruit and palm sugar to brighten the complexion. However, it can cause high blood pressure, shortness of breath, upset stomach, vomiting, diarrhea, skin rash, and in asthmatics, suffocation, fainting or death. Do not let the meat rot, and this medicine can cause serious health problems such as poisoning, abdominal pain, nausea, inflammation of the respiratory tract, sometimes can cause fainting or death, and it is a substance that causes cancer. Agricultural experts say that the chemical products are not only imported, but also for domestic production.

According to preliminary research conducted in 22 markets in Phnom Penh and in some of the markets in the 12 provinces obtained by VOA Khmer, it appears that the chemical borak, is vendors use patties, meatballs, beef, dried fish, dried shrimp, dried squid, dried beef, sausage, fresh beef, fish, noodles and some desserts to dry well. This chemical is harmful to the kidneys and causes headaches, itchy skin,

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<sup>1</sup> This article is a some part of dissertation

inflammation of the digestive tract, stomach and intestines and can cause vomiting, blood and death. Regular use of this substance for more than 5 to 10 years can increase the risk of liver cancer. The chemicals in these vegetables usually irritate the nervous system by penetrating the skin, cell membranes and the mouth. The chemicals also cause headaches, dizziness, salivation, sweating, runny nose, tears, muscle cramps, weakness, tremors, vomiting, abdominal pain, diarrhea, lung pain, chest tightness, shortness of breath, and loss of consciousness.

In 2015, World Health Organization reported that about 600 million people, or one in 10 people worldwide, fell ill after consuming foods containing chemicals and toxins. WHO report, at least 420,000 people die each year among the estimated 600 million food poisoning victims each year. According to the report of the Food Safety Office of the Department of Medicine, Food, Medical Equipment and Cosmetics of the Ministry of Health, from 2015 – 2018, 54 people died in 91 food poisoning cases, with a total of nearly 4,000 victims (3,691 people). In Siem Reap, nearly 1,000 people are poisoned with pate bread. Preliminary suspicion suggests that the bread may have been chemically contaminated or in vegetables containing chemicals ([www.rfa.org](http://www.rfa.org)).

Radio France International says unhealthy foods can cause diarrhea or infections that lead to physical and mental impairment or encephalitis. Chemicals in food can cause poisoning or disease that can lead to cancer in the future. Foodborne illness can lead to long-term disability and even death. Raw meat, vegetables, fruits, unclean, contaminated with feces, and raw seafood caught from unclean water are all unsafe to eat (Cambodian food). In line with the spokesperson of the Ministry of Health, Dr. O Vandin said that if the food is not implemented the hygiene and food safety can be harmful to health and may even lead to loss of life (VOD). April 15, 2016).

Consumption of fruits, vegetables, fish, meat and foods that are unclean but chemically difficult to break down is causing more and more people in the country to become infected with non-communicable diseases and chronic diseases such as cancer, high blood pressure and sugar or fat, liver, heart, gastrointestinal disease, lung disease, diabetes, etc. The Ministry of Health in 2016 showed that the trend of the number of diabetics visiting public health services in the last three years has almost doubled compared to the number of cases. 42,000 in 2016 compared to 24,000 in 2014.

As mentioned above, we see that chemicals and toxins are used in vegetables, fish, meat, these products cause serious health problems, although Cambodia has food safety laws but can not prevent imports the products that contain chemicals, toxins, or the use of chemical. This is due to corruption, lack of loyalty and good intentions for consumers.

The best solution for reducing the import of toxic products and chemicals People are responsible for their own health by growing certain fruits and vegetables and choosing natural fish and meat or another great solution in the 21st century is to choose products for cleaning the germs, toxins and chemicals. Those product are the Cashido Ozone Machine, which effectively cleanses bacteria, viruses and chemicals.

The Cashido ozone machine is a state-of-the-art technology recognized by the Ministry of Health of Taiwan and is ISO 9901 and ISO 13485 certified which the ability to create ozone immediately when you turn on the water, no need to soak, wash for 10 seconds, clean, kill bacteria and germs more than 99%, remove chemical toxins from vegetables and fruits, 75% chemical detoxification from fruits and vegetables, fungicides and worms, instant odor removal (immediate odor removal), helps keep



vegetables, fish, meat fresh for a long time 50 % disinfect and wash all face, reduce the use of economical soap.

These products were imported into Cambodia by our company from 2017 to the present and are currently being marketed throughout Cambodia. We focus on Cashido products through marketing strategies and business modeling to meet the needs of the Bodhisastra University Florida USA.

### **1.2- Research problems**

This study focuses on Casido products, with the question of what is Casido? What are the advantages in business and customer health? What are the marketing strategies of Casido?

### **1.3- The purpose of the research**

1. To study about business mix and Cashido products.
2. To study the business management model of Cashido Cambodia.

### **1.4- Research methods**

This study is used two methods to collect data for writing analysis: 1) Primary data is to study various sources such as books, research papers, articles, newsletters, websites and other social media, bought some books from bookstores and got some from libraries. 2) Data data came to collect information at the sales office of Cashido Cambodia, as well as to talk with business owners, teams and customers. The data obtained from the above is synthesized and compiled into a dissertation based on the guidance of the professor to be submitted to the Evaluation Committee of Bodhisastra University Florida USA.

### **1.5-Background related to the topic**

I have been the shareholder of Cashio Cambodia with 3 other business partners. For this business, we have initially studied the market demand in Cambodia, but have not seen any companies selling these Cashido products. We traveled to neighboring countries, especially Thailand, to purchase this product to test and learn more about Cashido equipments and ozone generator. We contacted Cashido in Taiwan, manufacture that have been producing these products to learn more details some required information. We went on a field trip to Taiwan and invited speakers from Taiwan to Cambodia to add more information before making a decision.

After spending a lot of time studying Casido products and equipping them, we decided to do business with these products starting in 2017. In the context of Covid 19, Cashido is the most popular products. Most customers start thinking about health through eating and breathing.

## **2. Data Collection**

### **2.1 Background of Cashido**

#### **1. Cashido Taiwan**

Established in 1998, Cashido is an award-winning enterprise with a mission to make homes cleaner, greener and healthier through its patented, innovative ozonation technology.

Cashido was the first to harness the proven commercial process of ozonation in a safe, effective and convenient product for home use. OzoneOn (known internationally as the 10-Second Machine) was first introduced in Taiwan in 2004. More than a decade later,



Cashido's family of products are available throughout Asia and Europe, and most recently, in the U.S.

#### **Worldwide Mission, Vision and Value**

**Mission** is to create innovative products that support a healthy and eco-friendly lifestyle.

**Vision** is to provide sustainable solutions that advance individual and collective well-being.

**Value:** We believe that innovation can create sustainable solutions that advance our individual and collective well-being.

We offer products that are versatile and can be integrated as a part of people's everyday lives, giving them access to different ways they can create a healthy and safe lifestyle.



Cashido Company in Taiwan

Address : No.5-29, Laoqi, Toufen City, Miaoli County 351, Taiwan

#### **Cashido Corporation**

- 3F., No. 17, Guangfu N. Rd., Hukou Township, Hsinchu County 303036 , Taiwan (R.O.C.)
- +886-3-5981326 #1701
- Trade Mark



## 2.2. CASHIDO PRODUCT CATEGORY

Cashido Corporation is the inventor and manufacturer of the 10 Second Machine ozone faucet solution. With two factory locations in Taiwan, Cashido offers quality, made in Taiwan industry solutions. Since its conception in 2003, the 10 Second Machine's ozone sanitization effects have brought new levels of germ-free living to homes, restaurants, hotels, construction projects, schools, kindergartens and businesses worldwide.

### OZONE ANTIBACTERIAL SYSTEMS

In only 10 seconds, the 10 Second Machine can kill over 99% of bacteria, remove over 75% of pesticides, remove odors and keep food fresh. Internationally certified systems bring the power of ozone to home or business.



#### - 10 Second Machine and Commercial



#### 10 Second Machine with Ozone Faucet and Mermaido 10 Second Machine Shower

##### - Mermaido Pet Shower



When dogs continuously lick and bite its feet, it may be because their feet are infected by bacteria, fungi, viruses, yeasts . etc. What's worse, warm and wet environment makes bacteria/viruses breed easily. If not solved in time, they may have soreness, swelling, inflammation, infection. So, it remove pet odors, reduce the spread of fleas, eliminate bacteria on your pets' skin, and will not affect pets' fur color.

## **2. MICRO BUBBLE SYSTEMS–HOME USE**

The Cabozi Micro Bubble System creates billions of tiny bubbles, or Micro Bubbles, to turn clear water a milky white in thirty seconds. Micro Bubbles can be filled with a gas of your choice, including O<sub>2</sub>, O<sub>3</sub>, CO<sub>2</sub> and hydrogen. Applicable to bathtubs, spas, hotels, food processing, wastewater treatment, fishery and agriculture.

### **– Micro Bubble Bathtub System**

- Kill Bacteria:

Ozone is dispersed throughout your bathtub with Micro Bubbles, allowing you to kill bacteria on the tub and on the body.

- Anion Generation:

Anions are frequently found near waterfalls. The Cabozi Micro Bubble system can replicate this effect in your home bathroom!

- Electricity Overload Protection:

The overload protection can ensure the system working all the year.

- Residual Water Removal:

Nobody enjoys bathing in dirty bathwater, especially residual water that has been sitting in the pumps and hoses! Cashido's Cabozi Micro Bubble bathtub system will remove the residual water and clean the system each time you bathe.



### **– Cabozi Micro Bubble system–for Women**

Dirty air and make-up make it difficult to clean skin. Excess dust accumulating on the skin greatly affect skin condition and makes the skin darkened and aging. So, it's very important to clean your skin properly and regularly.

Cabozi Micro Bubble system produces 0.2 microns of bubbles which can dive deep into the skin and bring away the dirt without irritating your skin. Make your skin clean and smooth.

#### **- Cabozi Micro Bubble system-for Men**

To release the fatigue and pressure of whole day's work, taking a hot bath is definitely the first choice. Living in a concrete jungle, it is no doubt a luxury to get close to nature. You know how you feel relaxed when walking through the woods? That's because we are breathing in anions, or negatively charged ions, that are abundant in the forest and near waterfalls. The Cabozi Micro Bubble system will replicate this anion effect in your own bathtub. Relax your body without the drive to the woods!

#### **- Micro Bubble Walk-In Bathtub System**

SPA: Enjoy the bath with gentle waves of water.



### **3. MICRO BUBBLE WASHING SYSTEM-COMMERCIAL AND INDUSTRIAL USE**

Micro Bubble systems designed for professional food processing. The cleaning power of Micro Bubbles combined with the antibacterial power of ozone can be used to kill bacteria, remove pesticides and keep food fresh. Ideal for washing delicate birds nest, medicinal herbs, snow fungus and other high value food items. Reduce waste and serve safer food at your business today.

#### **-Micro Bubble Medicinal Herb and Deer Antler Washing System**



Micro bubble medical herb



Micro bubble deer antler



### Micro Bubble Pets Spa

#### -Industrial micro bubble System (ECO-SIP)

Eco-SIP (System in Package) integrates the five core skills of Cashido Corporation – ozone technology, Micro Bubbles, green power, Enviro-Control, and Internet of Things(IoT).



### 4. Cashido Mini Ozone Air Purifier

**The Cashido Mini Ozone Air Purifier easily solves a variety of air purification problems.**

Most ozone air purifiers are either ON or OFF. The Cashido Ozone Mini has two timed settings where it turns ON and OFF automatically. The timed On and Off feature prevents excess ozone buildup so you can leave the ozone generator running all day, **worry-free**.

#### **Mode 1 = Standard mode**

On for 3 minutes, Off 7 minutes (Fan off). After 8 hours the unit will automatically power off.

#### **Mode 2 = High mode (press twice)**

On for 5 minutes, Off for 5 minutes (Fan on). After 8 hours the unit will automatically power off.

### 2.3 Installation and operation instruction

#### **Installation method and procedure**

1. Check to see that the machine is free from defects, also make sure that the device has not suffered any shipping and handling damages.

2. Please check if any parts are missing, and make sure the following accessories are included:
- a. 10 Second Machine
  - b. Adaptor/Ozone Mixer (XM2 applicable)
  - c. Silica Tub (XW2 applicable)
  - d. Screw and Plastic screw holder (XW2 applicable)
  - e. Cable Tie
  - f. Wire mount
  - g. User Manual/Warranty Card
  - h. Velcro
  - i. AC adapter
  - j. Filter
1. **Remove the original aerator.**
  2. **Install the Cashido mixer adapter F (21.5 x 23.4 mm) external-external.**
  3. **Install the Cashido mixer on the adapter.**





## 2. Cashido Cambodia



Office Add: N.Road 4, #D8, Borey Odum II, Sangkat Cham Chao 3, Khan Porsenchey, Phnom Penh Cambodia

### 2.2.1 Background

Cashido Cambodia was run in 2017 by shareholder Cambodians based on own created vision, mission, core value and objectives such as;

**Vision:**

- Want to see Cambodian people have better health with good eating and drinking and living with green environment.

**Mission:**

- To help Cambodia people cut don't eat chemical food, vegetable and meat by using CASHIDO.

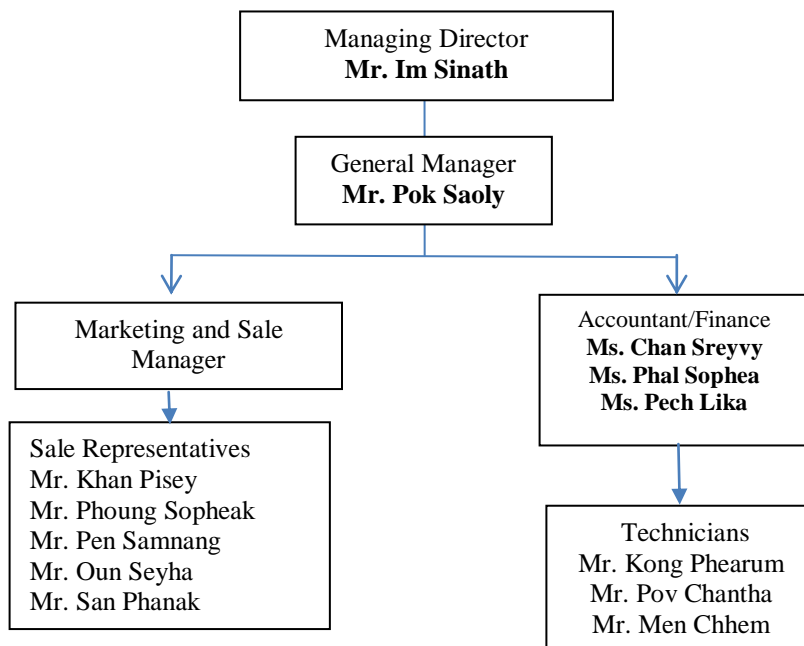
**Core Values:**

Eating and living without Bacteria and Chemical.

**-Objectives:**

To be a to top innovative product ( kill pesticide, remove batteries, and clean bad smile) and suppliers to commercial building, hotel, restaurant, eat and drink place, guest house, villa CONDO, small and medium apartment.

### 2.1.2 Management structure and role



### 2.3 Market Analysis:

#### *- Company analyst and growth:*

This is a four-year planning, and since it shall be started for the first year 2017 the company just had started with some events to presentation about the company to the market such as kick off seminar and other event as well. For the next 4 years we have to complete our target with **(10,100) customers**, within 24 provinces and Phnom Penh. The target for the year 2018 (Year 1) has been set with **(1,429) customers** as this is just start, and it always takes time before investments are actually made for these technical products. The forecast according to the project proposal for year 2 is **(2,000) customers**, year 3 is **(2,600)** and for year 4 it is **(4,000) with customers or projects**.

#### *- Company & Product Trends*

This company and product is focused on contractors, architects, retailers/shops and owners in the local and regional area who are involved in high-end residential, resort, building, and commercial development segments. Then, it continues to move forward growth and more analysis performance that all **CASHIDO** technology and all the SMEs are match to make the world with green/ clean environment.

### SWOT Analysis:

<b>Strength:</b> - Sales networking - Skilled workforces - High growth rate	<b>Weakness:</b> - Brand portfolio - Competitive market - Future debt rating
<b>Opportunity:</b> -New markets - New acquisitions - Growing economy - Income level is at constant increase - Global markets - Growing building sectors	<b>Threat:</b> - Government regulations - Increase labor cost - Technological problem - Growing competition and lower profitability

### 2.4 Marketing Strategy:

In this marketing strategy it's a way to help sales increase efficiency and effectiveness, thus after we define the target of the group of customer, we have to approach them as bellow:

#### ***Step1: Conduct the seminar:***

Seminar has been conducted according to group of target customers: such as contractor, building owner, hotel owner, apartment owner, condo owner, restaurant and retailer/shop.

#### ***Step 2: Input sales data in to prospective list:***

After seminar been conducted, through the evaluation form we can generate the leads list which collects lots of potential customer to input into sales data.

#### ***Step 3: Appointment email/cold call:***

After the data is input, sales and marketing manager has to prioritize the leads list and design a standard email format to send out an email (at least 5/day) or cold call to make an appointment with those prospective leads list and get the confirmation date of meeting.



***Step 4: Site visit:***

Sales and Marketing manager arrange the meeting schedule (at least 3/day) with customers (contractors, building owners, and retailer/shop) accordingly after getting the confirmation from customers side, **CASHIDO** folder includes flyer, brochures, leaflets, case study and other marketing material have to be ready before meeting with clients.

***Step 5: Follow up and close sales:***

Basically, first meeting happen just to brief and introduce/ collect all the requirement from customers, after get all this information, sales and marketing manager has to escalate this to technical department in term of technical support, if everything match the requirement, then we can close the sales and if not then we can study case by case to see what is the next level of decision.

***Step 6: Funnel report.***

Sales and marketing manager prepares funnel report, which is including leads list pipeline, pending, closed sales and prospective customers and send to Managing Director and Chairman.

***Step 7: Promotions.*****PR/Event:**

- Organize seminar: at least 4 seminars/ year have to be conducted and invite all potential customers to join and present **CASHIDO** and make all the customers to understand well about **CASHIDO** and interested in investment this product.

- Mini Technology Exhibition: in each seminar all the hotel and restaurant has to bring the product to present/demo about technology growth to all potential customers.

- Arrange the trade fair to show the product (optional).

**Media/Advertising:**

- Make sure every event has to publish/announce in effective media to reach our customers target group.

- Always update information through **CASHIDO** website, FB, YouTube, Link IN, and show case study as well as some other activities for customers to access it.

- Make sure folder/leaflet and other marketing material of **CASHIDO** is always there for sales to go and see the potential customers and also distribute

**CASHIDO** everywhere.

- Publicity and social media should be created and updated to all information related to **CASHIDO** information

- Billboard and banner trade in public areas

- Publish in magazine and broadcasting on TV, radio

**Direct mailing:**

Direct mailing is more likely cost effective in advertising and we use to describe a type of advertising to customers.

Direct mailing, we set up and targeted mailing list based on group of target to maximize effectiveness, and in most cases we can make use of bulk mail and other special postage.

***Step 8: Before seminar:***

- We collect all the potential customer's list and design leaflet/flyer/ poster about the topic/ agenda of the seminar and send out to all customers to let them know that the time/venue/ agenda of the seminar.

- Send out all the invitation through this mailing system to reduce cost of invitation delivery.

**Step 9: After seminar:**

- Design "thank you" template to send to all those participants who joint the seminar to make them feel that our project always taking care of them and give them alert of what they joint us.

- Prepare simple Energy Efficient Autoclaved list and specifications, not too technical and send out to all potential customers to make them see what is match to their investment.

- Send out case study according to customers sector to show the proof/ reference about the energy efficiency autoclave brick.

**Marketing Budget:**

To be confirmed and clarified by sales and marketing department.

**Pricing Strategy:**

The prices were calculated by sales and marketing department model, but just make sure that provides the competitive price through market/economics trend.

**Pictures of activities of Cashido marketing**



### 3. Synthesis and Conclusion

#### 31. Business Management Model of Cashido Cambodia

**1. Directing Sale:** Casido Cambodia has set up direct sales teams in the cities and provinces, with these vendors delivering directly to customers' homes with the products, manuals and installation instructions. These teams show testing the customer to see with their own eyes the quality of the products, if the customer decides to buy, the team are equipped with no additional prices and special discounts.

**2. Products Distribution Network:** Cashido Cambodia has established sales networks with various representatives across the country, including provincial, municipal distributors, sales agencies, wholesalers, retailers. Members of the network receive various benefits based on their efforts to sell the products; both monthly and annually, and there are a number of incentives as well as help ensure the quality of life of those distributors. Network members are also educated to understand product types, quality and product installation. Posting on social media and other media to reach target customers

**3. Medias to reach the target customers:** Social media is considered to be one of the biggest markets in the Industrial 4.0 era, which business owners use as an important tool to promote their products. Cashido has been posted on social media on both Facebook and Telegram. This broadcast is sometimes posted daily, sometimes a video clip inviting celebrities to perform, and sometimes comedians as well. Cashido broadcasts products on radio, television and online media in support of each program, this way make reaching out to target customers in cities or provinces across Cambodia. Seminar and sponsor program sponsorship

**4. Seminar and workshop sponsoring:** Casido Cambodia has organizations, business partners and development partners at the regional, national and international levels. In seminars and educational programs organized by partner organizations, Cashido is invited to participate and sponsor those the programs, and those programs provide the opportunity for Cashido to install boots to display its products, sometimes invited to present for promotion the health through Cashido products and also exhibit at partner 's hotels and restaurants.

**5. Good relationship with Business partners and customers:** Casinos in Cambodia have established good relationships with business partners, customers and the general public. Establishing good relationships provides opportunities for casinos to get closer and present their products to the people through the flyers, brochure, sometimes with oral presentations to build trust and confidence. In social events such as football programs, child rescue programs, cancer relief programs, and others, Cashido is always present to support and participate in those activities. Casido is a good friend to the general public.

**6. Satisfy to customers and confidence :** Cashido products are considered to be the leading products in the 21st century in the field of health, especially in terms of cleaning bacteria, germs that are attached to vegetables, fish, meat or some chemicals and spoil. Customers are allowed to test before use to ensure the quality of the product, if any problems, Casido is responsible for refunds or repairs for customers to use. Casido provides confidence and builds trust, confidence and satisfaction to customers anywhere and anytime. Customers are encouraged to purchase various products with special discounts, or if they buy in large quantities, the coupon will be given out on special occasions.

#### **7. Easy pay system**

Cambodia is a country that is free enough in the economic field, especially the purchase and payment of products through the system that is introduced in the country, such as direct payment, bank and the payment that each bank has established. This payment system makes it easy for customers in all areas, both urban and rural, so Cashido has partnered with popular banking and money transfer operators in Cambodia to serve customers to choose according to their needs and convenience.

**8. Safe delivery and save money:** Cashido products ordered by customers in Phnom Penh are transported by the distributor and equipped at no extra charge. Provinces and towns are shipped by

reputable transportation companies and the products reach customers safely. Customers can install the Cashido equipment by themselves according to the instruction manual or equipped by a team of distributors nearby. Providing services in this form is to secure the products and save money, customers do not have to worry about adding value. Products with a standard manufacturer.

**9. Products with a standard manufacturer:** I and team ordered the production of Cashido from Taiwan Company that standardized from the Ministry of Industry, we focused on for the satisfaction of the customers in using of the product and gain confidence in our products, which is the good image of the business, is the first to focus on quality.

### 3.2 Suggestion for next researching

This study is just one part of Casido's business activities in Cambodia, not yet detail. So, if any further study or researching should focus on;

1. Study the needs and customer satisfaction of Cambodian Cashido products.
2. Study by comparing the quality of Cashido products with other products in cleaning vegetables, fish, and meat.
3. Study by focus on competition in the Cambodian Cashido market strategy in a new context.

### 3.3 Applying Dharma to job

As a Buddhist family by birth, we have been involved in various religious activities and sponsorships. We have studied Buddhism through the performances of monks on radio, television, and social media. In daily work activities, we practice good deeds for ourselves and those around us, build good relationship to friends, to the team and the general public, what is important in business is to follow 8 fold paths of Buddha teaching to lead the business success.

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## OPERATION MODEL OF COFFEE SHOP FOR APPLYING TO OWN BUSINESS IN PHNOM PENH<sup>1</sup>

DR. PIN THARITH

Ph.D. in Business Administration

### ABSTRACT

Failure is an issue with small businesses globally such as Coffee shop business; some owners of small businesses like coffee shops' owners lack the knowledge of business administration and marketing strategies necessary to help ensure success. The purpose of this multiple case study was to explore what marketing strategies some coffee shop owners use to sustain coffee shop business operations and the model of the owners used. The targeted population consisted of 6 coffee shop owners in Phnom Penh, Cambodia who successfully implemented marketing strategies to sustain coffee shops business operations. Goldsmith's 7Ps of marketing mix was the conceptual framework used in this study. Data were collected from semi-structured interviews and a review of publicly available data and company websites. Data were analyzed using the principles of the content analysis method, which included identifying codes and themes. Findings indicated owners of successful coffee shops were actively engaged in the day-to-day coffee shops business operations and in the community; provided premium products; used social media for marketing, promotion, and branding; used competitive pricing; were precise about the location; provided exceptional customer service and personalization, and had points of marketing differentiation to promote their brands. The implications of this study for positive social change include the potential to support the welfare of the citizens of Cambodia, and owners of coffee shops across the Cambodia that could provide independent coffee shop owners with marketing strategies necessary to sustain coffee shops business operations, contribute to new job creation and regional economic sustainability.

### 1. INTRODUCTION

The trend of coffee consumption in Cambodia, especially in Phnom Penh has increased significantly in recent years and encourage more investment in modern cafe business, in which these businesses also create jobs and competition between local cafe business and foreign brand coffee shops. Because of Cambodia is currently implementing a free-market economy and it has been observed that during the last decade, Cambodia's economic growth has increased significantly. Small and medium enterprises (SMEs) are considered to be an important driving force for the growth and development of the national economy, especially in developing countries as Cambodia. Also, the cafe business as part of small and medium enterprises has also grown considerably in recent years. In fact, the habit of drinking coffee has been around in Cambodian society for a long time, especially among the people living in Phnom Penh and other provincial towns.

This research be able to conduct some questions for this useful research:

- What are the challenges that local coffee shops have been facing? And What coffee products that customers preference?

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<sup>1</sup> This article is part of dissertation

- What marketing strategies do some coffee shop owners use to sustain business operations and what can they contribute with the society?

This research studied “*Operation model of coffee shop for applying to own business in Phnom Penh*” on a few points of the six coffee shop owners such as Brown Coffee, Park Coffee, Mister Brew Coffee, KOI Café, Amazon Coffee, and Starbucks Coffee.

#### Operational Definition of terms

- **Marketing Strategy:** The way of Coffee shop owners uses to get more customers, market share, challenging, and competition to sustain business operations.
- **Customer Satisfaction:** Try to make customers be happy and stay with business (Coffee shop) in the long-time and find out customers’ preference on coffee products.
- **Quality Management:** To control the quality of coffee products to be satisfy customer needs and control the quality of inner of business to keep staff satisfaction with their works.

## 2. GENERAL KNOWLEDGE ABOUT COFFEE

### 2.1 Coffee Knowledge

Coffee is a brewed beverage made from the roasted seeds, or “beans,” of the coffee plant. The coffee plant is a shrub native to subtropical regions of Africa and Asia, although the plant is now cultivated throughout Central and South America as well. Once the berries of the coffee plant are harvested, the flesh is removed and discarded, leaving only the seed. Prior to roasting the beans have a grey-green color and are referred to as green coffee; because the beans are shelf-stable at this point, they are sold and shipped green<sup>1</sup>.

### 2.2 Coffee Bean Varieties and Types

Coffee beans vary in their size, shape, color, and flavor depending on the region and conditions in which they were grown. The range of unique flavors and aromas between regional varieties is as expansive as the variety of wine available from different vineyards. It is well worth experimenting with different varieties to discover a bean perfect for your palate.

Most regional varieties will fall into two main categories, Robusta or Arabica.

- **Arabica:** Arabica coffee is considered superior to Robusta because of its delicate flavor and low acidity. This variety is grown at higher altitudes and can be more difficult and costly to grow. These labor-intensive, low-yield plants produce a high-demand bean that sells for a higher price.
- **Robusta:** Robusta coffee tends to have a more acidic and harsher flavor than Arabica as well as higher levels of caffeine. Robusta can be grown at lower altitudes, in hotter climates, and with less moisture. Since Robusta has fewer growing restrictions and has a generally less desirable flavor, it is usually sold for a lower price than Arabica beans. Most mass-market commercial beans are of the Robusta variety.

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<sup>1</sup>Available at: <https://www.thespruceeats.com/what-is-coffee-primer-1328728#:~:text=Coffee%20is%20a%20brewed%20beverage,and%20South%20America%20as%20well.>



Picture 1: Coffee Bean Varieties and Types



### 2.3 Coffee Roasts

To prepare the green coffee bean for brewing, it must first be roasted. Coffee beans are roasted with dry heat and with constant agitation to ensure even heating. The range of roasts varies from light golden brown all the way to a dark, almost black appearance. Varying the roasting time has a significant effect on the flavor, aroma, and color of the brewed coffee. Although there are several levels of roasting, they can be grouped into three main categories: light, medium, and dark.

Picture 2: Coffee Roasts



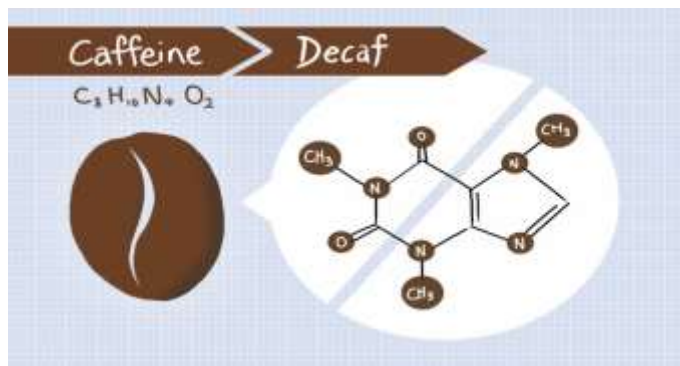
### 2.4 Caffeine and Decaffeination

Coffee is perhaps most prized for its caffeine content. The caffeine content in a cup of coffee varies widely depending on the type of bean used and the brewing method. While most of the caffeine is removed during the decaffeination process, trace amounts may still remain. The international standard for decaffeination requires that 97% of the caffeine be removed from decaffeinated coffee while the European Union's standards require no less than 99.9% to be removed.<sup>1</sup> Most methods of decaffeination follow the same basic principle: the beans are soaked in water, which allows the caffeine to leach out of the beans. The extracted liquid is then either passed through a filter or mixed with a solvent to remove only the caffeine and leave the other beneficial compounds. Research is being conducted to produce

<sup>1</sup>dePaula J, Farah A. [Caffeine Consumption through Coffee: Content in the Beverage, Metabolism, Health Benefits and Risks](https://doi.org/10.3390/beverages5020037). Beverages. 2019; doi:10.3390/beverages5020037

coffee plants that are deficient in the caffeine synthase gene and therefore do not produce caffeine<sup>1</sup>. This would eliminate the need for the decaffeination process and would not only reduce costs but it would also keep the original flavor of the bean completely intact.

Picture 3: Caffeine and Decaffeination



## 2.5 Storing Coffee

Proper storage of coffee has a great impact on the flavor of the brewed cup. Enemies to coffee's flavor include heat, oxygen, light, and moisture. Most commercial coffee today is sold in vacuum-sealed bags with one-way valves to allow gasses to escape while keeping oxygen out. Once the seal on the bag is broken, extra care must be taken to keep the beans fresh. At home, coffee beans should be stored in an airtight container in a cool, dark, and dry place. Although some people advocate keeping coffee beans in either the refrigerator or freezer, this can present issues with exposure to circulating air, excess humidity, and absorption of rogue flavors. After roasting or once the seal is broken on a vacuum-sealed bag, it is best to use the beans within two weeks. For this reason, buy only the quantity of coffee that will be used within two weeks to maintain freshness and flavor.

## 2.6 Coffee Storage Locations

While convenience is key (who wants to go hunting for coffee at 6 a.m.?), you want to store your coffee so it stays fresh and flavorful. With that in mind<sup>2</sup>:

- Choose a cool, dark, dry place, such as in a pantry or cabinet.
- Do not store coffee in the refrigerator or freezer; the humidity can cause moisture to infiltrate the packaging.
- Avoid warm spots, such as above/next to the oven or in cabinets that get hot from exposure to sunlight or cooking equipment.
- It's OK to keep your coffee on a counter if it's in an opaque, airtight container out of direct sunlight and away from any heat source.

## 2.7 Coffee Container Types

Once you open vacuum-sealed packaging, coffee starts to lose freshness quickly. For that reason, it's a good idea to transfer coffee to another appropriate container as soon as possible.

<sup>1</sup>Mishra MK, Slater A. [Recent advances in the genetic transformation of coffee](https://doi.org/10.1155/2012/580857). Biotechnol Res Int. 2012;2012:580857. doi:10.1155/2012/580857

<sup>2</sup> Available at: <https://www.thespruceeats.com/how-to-store-coffee-765325>



- For best results, use an opaque glass, ceramic, or non-reactive metal container with an airtight gasket seal.
- Clear glass or plastic containers should be kept in a dark location.

Picture 4: Coffee Container Types



## 2.8 Types of Coffee Drinks

Latte, americano, affogato...it's crazy all that can do with a few small beans. There are so many types of coffee drinks to discover. Here are some of the most popular types ordered by coffee lovers nationwide<sup>1</sup>.

Picture 5: Types of Coffee Drinks



## 2.9 Types of Iced Coffee

What's more refreshing than cool iced coffee in the summertime? Or maybe you enjoy these chilled drinks all year long. Here are some of the best iced coffee drinks you can sip on.

Picture 6: Types of Iced Coffee

<sup>1</sup> Available at: <https://www.tasteofhome.com/collection/homemade-coffee-shop-drinks/>



## 2.10 Types of Coffee Makers

Now that you're a master on all the coffee types, let's learn how to make from French presses to Mokas, there are plenty of ways to prepare your dream cup of java. Top of your brew by pouring it into a cute coffee mug (or an Ember Mug if you're looking to treat yourself). Keep it warm with a coffee mug warmer.

Picture 7: Types of Coffee Makers



## 3. RESEARCH METHODOLOGY

This study has a few main objectives: (1) to study the challenges that local coffee shops have been facing in the context of business competition with foreign coffee shops. (2) Identifying the marketing strategies of local coffee shops to compete with foreign coffee brands to sustain business operations. (3) find out the customers' preference on coffee products. And (4) learn about business opportunities that local coffee shops can create in the context of competition with foreign coffee brands.

The study will also focus on the contribution of the coffee business to job creation for young Cambodians, as well as their opportunities for further study. This study uses a Mixed Research Methodology, in which a discussion questionnaire was used to collect data from the target group who owners or managers of the coffee shops, while the survey questionnaire used to collect data from cafe staff involved in this study through Google Form, it's used as the main method of data collection. Selected the sampling 30% to make the sample to answer the questionnaire. The study is conducted in Phnom Penh, Cambodia.

According to situation of Covid-19 pandemic through the world, the target group for this study consisted of 6 cafe owners/managers as well as 113 of 379 (180 female) cafe staff respondents replied. The research methods adopted in this paper are mainly data collection and field investigation. For this study I used two types of data: Primary Data and Secondary Data. As researcher, I am going to use Probability Sampling by follow the Sample Random, because I know the population. I gather the data from the discussion with Coffee's owners/managers and survey with the staff in 6 Coffee Shops, using the questionnaire. And some data I got from Internet and existing documents from those Coffee Shops.

#### **4. SYNTHESIS AND CONCLUSION**

##### **4.1. Operation model of coffee shop for applying to own business in Phnom Penh**

- **Quality and taste**

As a result, the biggest success point of the coffee business is the taste and quality of the coffee, for foreign brands of coffee shops such as KOI Café, Amazon Coffee, and Starbuck Coffee, quality and taste is one of the strengths that local coffee shops need to learn from. Customers generally like to try and find a coffee flavor that meets their needs, so all local cafes must do their best to strengthen and maintain the quality and taste of coffee on a regular basis. Knowing that in order to have a good and delicious coffee, need to know how to choose quality coffee beans and have the proper brewing techniques.

- **Staffs serve and communicate friendly to value costumers**

The service and friendly attitude of the staff is also an important point in attracting customers to come and drink again and again. For foreign brands of coffee shops, staff must be trained, have instructions on how to communicate and meet customer needs before they start working. Service and Staff behavior is one of their strengths in the context of business competition, so local coffee shop owners need to focus on their services and attitude of the staff.

- **Reasonable and acceptable price**

We know that Cambodia has a low average income level compared to other countries in the region. Therefore, to be able to compete in the coffee business market, especially with foreign brands coffee, price is also a determining factor. Obviously, focus on price may become a more important factor depending on location of the coffee shops and the main target customers. For target customers who are college students or university students, they often choose products that are a little affordable, but if the target customers are government officials or company employees, the price is not a problem for them. So, focus on price is one of the best ways to compete and stay in the coffee business market.

- **New creative products for more choices**

Based on the experiences of the founders and managers of cafes who participated in this study research, they highlighted that customers generally like something new and want us to have something new for them, so to succeed in this coffee business, coffee shops should explore a few product options (choice of coffee taste), but that doesn't mean too many. On the other hand, before creating a new coffee product or a new coffee tasting, coffee shops must have a clear study of the needs of customers' taste types according to the age or working place. At this point, the manager of Brown Cafe IFL Branch also highlighted that one of the success points of his cafe is the idea of creating something new.

- **Atmosphere and Decoration Coffee shop**

Atmosphere, designing and decorating the store to be attractive is also a success factor. Through observation show that most young Cambodians enjoy coffee in a more comfortable, air-conditioned and more romantic setting. This preference also depends on the group of people and the work of the client. The setting of the coffee shop can also depend on the needs of the customers, such as having a small meeting place and a private coffee table. Having a large, convenient location for customers to park their cars is also one of the strongest points, as Phnom Penh, the provincial capital or some urban areas are experiencing traffic problems.

- **Understand the market and customer preferences regularly**

Coffee shops need to make a habit of studying, researching, and understanding the changes in the market, the needs and preferences of customers on a regular basis. Times change, changing social conditions or changing environment can also cause customers to change preferences. This change in preference can depend on the taste of the coffee, the quality or the atmosphere in the cafe itself. For example, a few years ago coffee was served in small shops on the street and there was also a video, but now this preference has been transformed into an ideal of environment for chatting or an environment that offers free internet access. Private rooms and so on.

## **4.2 Recommendation and Suggestion for next researching**

In the context of such competition, local coffee shops need to have the right model's strategy to be able to stand strong in the coffee business, both in competition with foreign coffee brands as well as local coffee shops. By interviewing the target group, the founders and managers of the above seven cafes, as well as studying some of the business strategies, we received some important recommendations as well as suggestions for both the Royal Government of Cambodia and local coffee shop owners in increasing its business opportunities in this context of competition.

### **5.2.1. Recommendation for government**

- **Financing for ventures**

Knowing that one of the main challenges of the coffee business, as well as other small and medium-sized enterprises, is budgeting for business expansion or growth. With this point the Royal Government of Cambodia should consider providing loans at a lower interest rate so that coffee shop operators can afford to borrow both for new business start-ups, consolidation as well as business expansion.

- **Strengthen small and medium business enterprise promotion**

In fact, the Royal Government of Cambodia has already put in place a number of mechanisms to encourage investment in the small and medium industry. As a result, seeing that in Cambodia there is great progress in this area. As a further contribution, the Royal Government of Cambodia should

establish additional mechanisms to support the coffee business both local coffee shops and foreign coffee branches as well as small and medium enterprises. In the experience of other countries, the Royal Government of Cambodia can provide the supporting through establishment of entrepreneurship training programs, providing loan for new business start-ups, encourage entrepreneurship among women, or provide business consulting services. In addition, streamlining business procedures can also be a motivating factor for further investment in this sector.

#### 4.2.2. Suggestion

For next researching, I would suggest by focus on;

- Model of creative shop to satisfy the value costumers.
- Model of Strategic Marketing for the competition the coffee shop.
- Business Model of coffee shop in community.

#### 4.3 Applying the religious teaching to job

Observe that despite the highly competitive context, Coffee business opportunities for local brand remain high. In this context, local coffee shops also face significant challenges such as lack of capital to expand their business, location rental fees, and coffee quality... With this coffee business, seeing that it contributes to reducing the poverty of the employees working in the coffee shops and also helps to improve the living standards of their families. In addition, this sector also contributes to the opportunity to continue the education of many coffee shops employees, which is also another contribution to the training of human resources for Cambodia.

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## MODEL OF MANAGEMENT STRATEGIES FOR SUSTAINABLE DURING CRISIS OF PIPHUPDEIMEAS GROUP CO., LTD.<sup>1</sup>

DR. Tho Vuthy

Ph.D. in Business Administration

### Abstract

From this studies ,its models are 1) TRAF for Good corporate governance are Transparency, responsibility and risk management, accountability, fairness 2) PARR to Continuously improving business processes as Plan – Action– Reflection– Re-plan 3) IPER in the Process Improvement Cycle as Identify Current Issues, Plan Improvements, Execute Changes, Review Performance of Improvements, 5). PDCA for Continuous Process Improvement as Plan, Do, Check and Act 6). IESEP are Identify, Exploit, Subordinate, Elevate, Prevent, 7). DMAIC are Define, Measure, Analyze, Improve, Control, 8. ADEMO for SBPM life cycle are Analyze, Design, Execute, Monitor, Optimize, and 9. The 5S Philosophy are Set in order, Shine, Standardize, and Sustain.

### 1. Introduction

#### 1.1.Problem patterns and important

The COVID-19 pandemic has impacted the economic market and labor contexts worldwide. Cambodia has suffered one of the worst social and governmental managements of the COVID-19 crisis, forcing workers and organizations to develop coping strategies. This environment can affect both well-being and performance at work. Sustainable well-being at work refers to different patterns of relationships between performance and well-being. It may include eudaimonic (e.g., Meaning of Work–MOW) or hedonic (e.g., emotions) forms of well-being. This study tests the moderating role of recovery from work stress in the relationship between flexibility i-deals and patterns of sustainable well-being at work in PIPHUPDEIMEAS teleworkers. We relied on two studies to achieve this objective.

#### In Study 1:

Conducted during the pandemic's first outbreak in PIPHUPDEYMEAS with recovery experiences moderated the relationship between i-deals and clusters formed by performance .

#### In Study 2:

Conducted during the second outbreak, we identified relationships between clusters with performance. The results supported the idea that recovery experiences moderated the relationship between i-deals and patterns of sustainable well-being at work differently. Our findings have implications for Human Resource Management and teleworkers, especially for employee behaviors to deal with stress.

**Keywords:** COVID-19; recovery from work stress; sustainable well-being at work; teleworkers; idiosyncratic deals (i-deals); performance; coping strategies

#### 1.2.Objectives of the study

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<sup>1</sup> This article is a some part of dissertation in Khmer version

An increasing number of companies focuses on creating value in economics and growing aspect, encompassing human, social and environmental perspectives. Traditionally, companies mostly contained corporate social responsibility (CSR) as their actions only in an economically favorable situation. However, CSR can also be used in an unfavorable time as a strategic process to recover and sustain the company during a crisis. The purpose of this study is;

1. To study the Strategic Management of Piphupdeimeas for sustainable during crisis.
2. To study the model of strategic management of Piphupdeimeas for sustainable during crisis.

### **1.3 method study**

The literature review of the current study examines through source data and combination findings the role of strategic CSR during a time of crisis. The research study with our results of experiences was conducted by using a specific tool which has been designed for qualitative with the open Questionnaire by PIPHUPDEIMEAS management team.

The paper concludes by suggesting propositions and a model that indicated that effective communication encourages employees and external stakeholders to participate and enhance their contribution during the crisis and help gain a competitive advantage.

### **1.4 Scope and Limitation of study**

The present review demonstrated managing crisis by incorporating strategic CSR initiatives. The role of communication is important for understanding the crisis, which builds a trust-based relationship with employees and external stakeholders and enhances their participation and engagement that can help sustain during the crisis. This study help our company during the time of crisis because strategic CSR initiatives reduce the negative effect of the crisis and help achieve our company with competitive advantages.

The present review bridges the gap in strategic CSR during the COVID-19 crisis interface. This review aims to understand the role of strategic CSR during the time COVID-19 of crisis. This study contributes to the strategic CSR research by giving clarity regarding the managing crises of our company.

Crisis management is a proactive process which involves dealing with the crisis before it happens, during the crisis and aftermath. Crisis management is a process designed to prevent or lessen the damage a crisis can inflict on a company and its stakeholders. Typically, the information that we include in the scope would cover the following:

The scopes of risk, crisis, and disaster management are in narrow and wide sense. Generally, the scopes of these terms have been used in a very confused manner, and that is the main reason of the difficulty of interdisciplinary approach to disaster related study. In a practical manner, these terms needs to be defined more correctly, for the effective communications among various fields of academic and professional disciplines. we divide the scopes of risk management, disaster management, and crisis management in narrow and wide sense, to define them in a more elaborate manner.

- 1.General purpose of the study.
- 2.The population or sample that we have studied.
- 3.The duration of the study.
- 4.The topics or theories that we have used.
- 5.The geographical location covered in the study.



## 2. Data Collection

### 2.1 Piphupdeimeas Investment,co.Ltd,.



**PIPHUPDEIMEAS Investment Co., Ltd**, a private company owned by Uknha Hy Kimhong and Lok Chumteav San Sothea Vinsavata.

#### **Background of PIPHUPDEIMEAS Investment Co., Ltd**

The company was formed from the project of selling a plot of land located in Trapeang Thlan village Sangkat Ponsaing, Khan Prek Pnov, Phnom Penh, Kingdom of Cambodia during 2018

#### **The purpose**

The establishment of this company is to make the business strong and competitive in the real estate sector.

#### **Our Vision**

we want to see our company is a leading company with the best services for customers and business partners in the present and the future in the Real estate field.

#### **Our Mission**

- to make the most of development projects
- to provide good quality services and high benefits to users
- to promote capacity of staff and values of staff
- to support the society

### 2.2 Company structure

#### **Top management**

- General Director
- Deputy General Director

- Assistant

#### **Office department**

- chief of Office

- vice-chief of office

- Assistant

#### **Unit**

- chief of unit

- vice-chief of unit

- assisyant

#### **4.Staff**

- full-time employee

- Part time staff

- Interns

**Company project:** Most of the company's projects are plots and large land as hectare for sale-buy.

#### **2.3 Company's project implementation activities**

The company has announced for sale of more than 10 projects both plots and hectares.

#### **2.4 Institution or company development partner**

- KH International Construction Co., Ltd(in charge of land preparation)

- AMZ Microfinance Institution Plc (Facilitate installment payment to customers)

- B MY CAR Auto Co., Ltd,(Car Supplier )

#### **2.5 Management Strategies for Sustainability**

- 1.Strengthen legal principles for management

- 2.Install technology systems to assist management

- 3.Improve the quality of human resources to meet the demand

#### **2.6 Our achievements**

- 1-Create new projects

- 2-good negotiate with all customers and partners for understanding and show a fully our responsibility.

- 3-the limited sale-plan has been completwd on time by the sales team.

- 4-PIPHUPDEIMEAS co.,ltd has developed itself into a PIPHUPDEIMEAS GROUP with 3 subsidiaries:

- 1-PIPHUPDEIMEAS Investment Co., Ltd.

- 2-KH International Construction Co., Ltd.

3-B MY CAR Auto Co., Ltd.

## **2.7 Strategy types.**

The types of strategy which PHIPHUPDEIMEAS has used to help reach goals:

### **1. Sustainability**

#### **1.Sustainable PIPHUPDEIMEAS development**

Running a business during Covid-19 episode in 2020 to 2022 is hard. Of all the issues facing businesses around the world because of the potential impact of Covid-19 and climate change is perhaps the biggest in the long term. it is now almost universally accepted that we all have a part to play in reducing emissions to limit global warming and save the planet from irreparable damage.

Sustainable PIPHUPDEIMEAS development has carved out its own niche in recent years, and those that have adopted the trend are already reaping the rewards. It's worth noting, however, that it's not too late to jump on the bandwagon. In fact, those residential re-developers intent on commencing sustainable practices may place themselves in a position to benefit for the next decade—if not more, so, sustainable PHUMDEYMEAS development is being heralded as the next step in investor evolution. It is something everyone in the plots and housing market needs to consider if they want to remain at the forefront of their industry

#### **2. PIPHUPDEIMEAS Development**

Sustainable PIPHUPDEIMEAS development incorporates environmentally-friendly design techniques, materials, and technologies into the building process. Instead of using materials and strategies which increase a home's carbon footprint, sustainable real estate development aims to reduce the impact of a respective home on the environment, from the materials used to daily operations. Doing so enables homeowners to reduce operating costs and help the environment simultaneously.

"Green" real estate development projects, otherwise known as "greenhabbing," are the sustainable equivalent to our standard flip, but with a substantial caveat: an emphasis on sustainable practices and materials. Outside of the obvious, the two strategies are indistinguishable from one another. we could very easily argue that both exit strategies share the same goal, which begs the question: how can sustainable real estate development set our business apart from the competition?

#### **2.8 Main features of PIPHUPDEYMEAS 's internal control system**

- Vision, purpose and values
- Code of Conduct
- Policies
- Internal control pertaining to financial reporting
- Risk management responsibilities
- Risk factors
- Risk management pertaining to financial reporting
- PHUMDEYMEAS risk management to be enhanced
- Internal audit

#### **2.9 Problem and Obstacles we have met:**

- 1-Many debts can not be repaid on time to customers and partners.
- 2-covid 19 : 2019 (affected sales because some areas are closed)

- 3- floods of 2020 (affect sales)
- 4- Customers and partners lose trust (extortion)

## 2.10 Company Crisis Management

- -Demonstrate clear principles for the future of the company to Leaders, staff and all partners to understand.
- -shows the reality of the ongoing threats to the company to the management, staff and all partners to understand clearly.
- -Demonstrate a strategy that can solve the crisis is the threat by faith Most obvious to management, staff and all partners to understand.

### Some of activities



### 3. SYNTHESIS AND CONCLUSION

#### 3.1 Strategic Management Model of Piphupdeimeas to sustainable business

during crisis such as;

##### 1. TRAF for Good corporate governance

The basic principles of good corporate governance are **Transparency, responsibility and risk management, accountability, fairness**; Furthermore, we stand for **ten** principles for good governance:

1. Roles and Responsibilities –
- 2-Structure and Composition –
- 3-Objective and Strategy
- 4-Risk Management
- 5-Organizational Performance
- 6-Committee Effectiveness
- 7-Information Flow
- 8-Organizational Maturity
- 9-Culture and Ethics
- 10- Engagement

**Fairness, accountability, responsibility and transparency**, usually outperformed and attracted investors, whose support could help to finance further growth.

##### 2. PARR to Continuously improving business processes

In Continuous improvement of our business, we **practice of making incremental changes to our business processes to improve efficiency and quality and** to encourage all employees to look for ways to enhance our business's operations. This includes suggesting ideas to improve efficiencies, evaluating current processes, and finding opportunities to cut unproductive work. We use the **PARR as Plan – Action– Reflection– Re-plan**, This ongoing effort to improve existing business processes can consist of small changes that tweak the workflow or bigger 'breakthrough' improvements that encourage innovation. Our program aims to boost efficiency, effectiveness, output quality, and flexibility and aims to identify inefficiencies and bottlenecks and remove them to streamline workflows. It's a key component of achieving operational excellence Also, We use workflow analysis software to help with this process. Tools like this make it easy to track performance and spot areas for improvement. In doing this, we have experienced a wealth of benefits, including:

- Reduced costs
- Faster processing
- Fewer errors
- Improved stakeholder and supplier relationships
- Better quality end products
- More productive employees
- Happier customers.

##### 3. IPER in the Process Improvement Cycle

We use **four main steps** of continuous improvement models to analyze current problems, plan changes, and implement them incrementally, called **IPER** as;

**1-Identify Current Issues:** To start, we need to analyze the existing process to spot any bottlenecks clogging the workflow. show us each step of the workflow so we can identify any unnecessary tasks that are holding it up. We benchmark current performance so that we can compare this data against any change we make.

**2. Plan Improvements:** We devise a plan for our process improvements. If we are only making small improvements, we'll create a solution that tweaks the existing workflow, but If we're planning a larger change, we'll need to consider how we'll take the current process offline without causing too much of a knock-on effect to other processes.

**3. Execute Changes:** When executing a process improvement, it's wise to test it on a small scale first to see its impact. This prevents us from causing mammoth negative knock-on effects if our change isn't planned correctly. Once we're sure the enhancement is functioning effectively, scale it up and roll it out across the our company.

**4. Review Performance of Improvements:** to track the performance of our changes is to make sure the improving processes in the way we imagine. Comparing data to original benchmarks to see how well our solutions is performing. This will also help us to pinpoint the next incremental improvement to make.

#### **5. PDCA for Continuous Process Improvement**

We also use **PDCA** for Continuous Process Improvement to help us to analyze, plan, execute, and track ongoing improvement. These tactics tend to tie in with different project management philosophies, meaning we can pick the model that fits with the way our team currently works. **PDCA Cycle (PLAN, DO, CKECK, ACT)**, This method is ideal for making incremental improvements to existing workflows. The PDCA Cycle is a lean methodology, focusing on reducing unnecessary steps and wasteful procedures.

**Plan:** we have worked out where the inefficiencies are, make a plan to tackle each inefficiency.

**Do:** Execute the adjustment on a small scale to see if it produces the results we're looking for.

**Check:** Check that the change is having the desired outcomes and is improving our process in the way we planned.

**Act:** Scale up the process change before moving on to the next inefficiency.

#### **6. IESEP**

The idea is to address the weakest link, repairing it until it is no longer the weakest link.

**Identify** the constraint: Find the weakest link in pipeline.

**Exploit** the constraint: Push this element to the limit to see how much capacity we can get from it before increasing it — e.g., how many copies can we get from a copier in a given period before we need another machine to cope with the demand.

**Subordinate:** Decrease the capacity of all other elements in the workflow to match the capacity of the weakest link.

**Elevate** the constraint: we've exploited the constraint to its maximum capacity, add extras to increase the capacity at this stage.

**Prevent** inertia: Keep continually improving by increasing the capacity of the non-constraints and addressing the element again or choosing the next weakest link.

#### **7. DMAIC**

This tactic is a method for planning and executing incremental improvements to current processes. It works out the issue, benchmark current standards, plan changes, and analyze the results. DMAIC stands for:

**Define:** Define the goal of improving the current process so that you know where to focus enhancement efforts.

**Measure:** Benchmark the current performance of the process.

**Analyze:** Perform a root cause analysis to find out the main issue that's preventing you from reaching your goal.

**Improve:** Plan, test, and execute a solution to address this root cause.

**Control:** Measure the performance of your solution to see if further improvement is needed.

### 8. ADEMO for SBPM life cycle

The BPM life-cycle is a business process management technique that encourages a continual improvement cycle. Instead of keeping processes static, this method implies that there's always room for adjustment to enhance workflow performance. There are five steps

**Analyze:** Dig into the current process to identify areas for improvement and prioritize these changes based on their impacts and the resources you have.

**Design:** Design changes to the process or redesign the workflow in its entirety.

**Execute:** Test the new solution on a small scale to see if it results in the outcomes you planned.

**Monitor:** Track the performance of the process to see if the improvement is enhancing the process in the ways you'd like.

**Optimize:** Optimize the change before rolling it out on a company-wide scale.

### 9. The 5S Philosophy

The 5S philosophy is another lean methodology for making constant process enhancements. The idea behind this tactic is to organize our workflows to promote greater efficiency, functionality, and higher levels of production. The five parts of this philosophy are:

**Sort:** Start by going through a process to work out where there are unnecessary or overly complex steps.

**Set in order:** Create order within the process to make sure every step follows on logically from the last.

**Shine:** Upgrade the process so that it performs better and more efficiently.

**Standardize:** Create a consistent method in which the new process should be completed.

**Sustain:** Train staff and track performance to sustain the improvements over time.

### 10. 3HPCS Scope of human resources and followers

**Have high confidence** in the efforts and colleagues

**Highly committed** to the mission and colleagues

**Have enough courage** to manage the company

**Preparation of potential** development principles

**Create internal unity**, solidarity, loyalty and true love

**Sharing experiences**, knowledge and support

### 3.2 Suggestion for next study

For this study is focus only for model of strategic management of Phumdeimeas company for sustainable during crisis, if we have more chance to further study should focus on as;

1. Management Model of Real Estate and Property in new context after covid19.
2. Creative Model for promotion the Real Estate and Property
3. Strategic Marketing Model of Real Estate and Property for competition.

### **3.3 Applying Dharma teaching to job**

In name of Buddhism, i and family always follow the Buddha Dharma Teachings and sponsor for religious activities. For dharma teaching, to personal in name of Business man is Right Action, Right Speech, Right Effort, and Right Livelihood.

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## Business Model of Real Estate Development For Piphup Deimeas Investment co., ltd.<sup>1</sup>

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Ph.D. in Business Administration

### Abstract

From this study, the business model of REAL ESTATE DEVELOPMENT FOR PIPHUP DEIMEAS INVESTMT CO., LTD. such as 1). Strengthen the capacity of marketing and sales, 2) Understanding the marketing price and the needs of costumers, 3) Digital marketing and service, 4) Integrated Marketing Communication, 5) Buy-And-Hold Investing, 6) Buy Back Agreement, 7) Real Estate Wholesaling, 8) Discount to create interest, inspire and motivate to the costumers and 9) Location.

### 1. Introduction

#### 1.1 Significant and Background

In Cambodia, since the 1990s, Real Estate investment has been so popular in contributing to the country's economic growth, which many Cambodian people used to build their wealth by investing in the real estate sector. Also, it is likely a traditional way of how Cambodian people see the Real Estate investment as a very good choice of investment where they can grow their wealth by investing in it is as long term as investment and can pass it to many generations in the future as well. However, real estate investment became less valuable and the price went down, where many Real Estate Investors faced a lot crisis during a very bad period of crisis caused by the pandemic in the past few years, contributing to Cambodia's economy's worst economic performance in the past 20 plus years that result in around 3% growth rate. The value and the price of real estate has been rising up again when pandemic of Covid19 calmed down, the country's economy return back to a very convenient growth rate of around 5% , many Cambodians have been returning to making profitable investments in Real Estate and started buying or selling or renting back, many foreign investors have invested it by seeing the positive side of the investment that can guarantee future return, even though there are still some recoveries need to be made<sup>2</sup>. Government development projects such as sub – cities, shopping malls, roads, airports, etc. they effected to huge impact on prices and potential for real estate investment success. Some current development projects include expressways, airports, etc., which can drive up land prices or building have a positive or negative impact on economic processes.

The potential sites for real estate growing included Phnom Penh, Siem Reap, and Sihanoukville, as these places are the best and suitable for real estate investment and can give investors a profitable return. Despite all these convenient places to invest in Real Estate, Phnom Penh has been leading the way during this post-covid period, where Sihanoukville and Siem Reap still need time to recover, as these are the promising places for the tourists, and that still make them the best places for future real estate investment when everything returns to a better condition.

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<sup>1</sup> This article is a part of dissertation

<sup>2</sup> **Prestigehom: Why Real Estate a top investment choice in Cambodia? (2022)**

[https://prestigehomeskh.com/en/233/why\\_real\\_estate\\_a\\_top\\_investment\\_choice\\_in\\_cambodia\\_2022](https://prestigehomeskh.com/en/233/why_real_estate_a_top_investment_choice_in_cambodia_2022)

Piphup Deimeas Investment Co.,Ltd. is a private company owned by Neak Oknha Hy Kimhong and Lok Chumteav San Sotheavin, run business in real estate to those potential sites, and at Phnom Penh and some provinces, there are more than 10 projects implemented, most of them related to plots, buildings, construction. In serious time due to the pandemic of Covid19, Piphup Deimeas still stood strongly and served to customers happily, friendly, and hospitably, its team works were looked well care, they recognized as family from same womb of a mother. Strongly, responsible and wisely team caused it passed the serious pandemic, and progressing up when the royal government of Cambodia reopen and welcome all businesses to run under law and regulation. All team works or Marketings are awarded because of their effort as bonus, appreciation certificates, etc...

In this study, we focus on business model, strategic market, management, services and other factors which related to the Pephup Deimeas Investment Co.,Ltd. as below contents.

## **1.2. Research problems**

This study is designed to focus on how important real estate is in economic development, especially on Piphup Deimeas Investment Co.,Ltd. management, marketing strategy, service and factors that lead to success, how does the company plan? And is there a model that can be studied or applied?

## **1.3 The objectives studies**

1. To study about the management and activities of Piphup Deimeas Investmt Co.,Ltd.
2. To study about the Business Model of real estate management for Piphup Deimeas Investment Co.,Ltd.

## **1.4 Research methods**

This study used two methods to collect information for writing analysis: 1) Primary Data is to study various sources of information such as books, research papers, articles, newsletters, websites and other social networks, published articles have been purchased from some bookstores and from some libraries. Secondary Data is based on field study to collect data through interviewing the team of managers, leader, sellers, customers and go to see clearly on the project implementation activities of real estate.

## **2.2 Second Data Collection**

### **2.1 PIPHUP DEIMEAS INVESTMENT CO., LTD.**

**PIPHUP DEIMEAS INVESTMENT CO., LTD.** is a private company owned by Neak Oknha Hy Kimhong and Lok Chumteav San Sotheavin.



## **2 Background of PIPHUP DEIMEAS INVESTMENT CO., LTD.**

The company was formed from the project of selling a plot of land located in Trapeang Thlan village Sangkat Ponsaing, Khan Prek Pnov, Phnom Penh, Kingdom of Cambodia during 2018

- 1.It is establish Deimeas project on 27 April,2016
- 2.Deimeas Trorpaing Thlan Marketing
- 3.Gold Land World
4. PIPHUP DEIMEAS INVESTMENT CO., LTD.

### **2.3 The purpose**

The establishment of this company is to make the business strong and competitive in the real estate sector.

1. Founders, leaders and colleagues are responsible and never give up
2. All customers (internal customers + external customers) always stand on the position of ownership
3. Founders, leaders and colleagues are honest, transparent, equitable, think of common interests as their own interests
4. Founders, leaders and colleagues open their hearts to accept all ideas in building common goals
5. Founders, leaders and associates (internal customers , external customers ,shareholders) always get quality, safety, legitimacy and have a better life.

### **2.4 Vision and Mission**

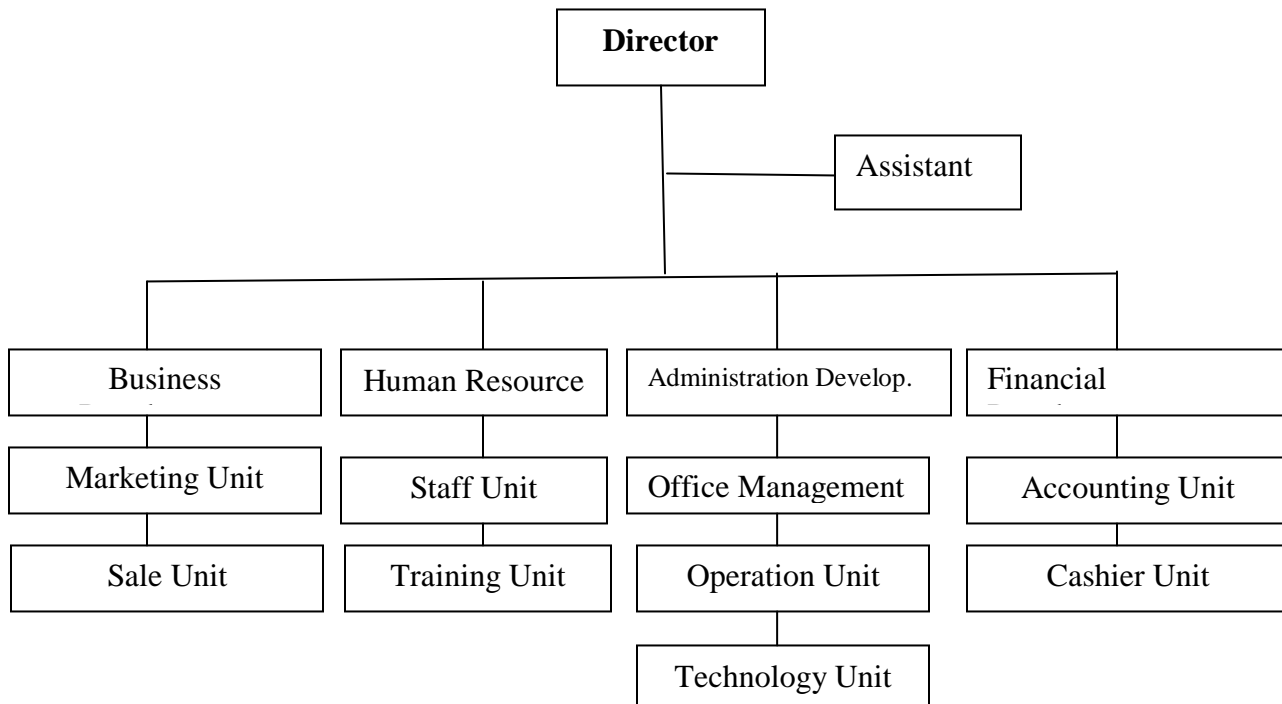
#### **–Vision**

We want to see our company is a leading company with the best services for customers and business partners in the present and the future in the Real estate field.

#### **– Mission**

- To make the most of development projects
- To provide good quality services and high benefits to users
- To promote capacity of staff and rate the staffs highly
- To support the society

## 2.5 Structure of Management



### Detail the duty

#### I-General management

##### 1-Director

##### -Responsibility

- Coordinate all affairs at the middle level and between the middle level with the provincial level and the local level under the supervision
- Manage and circulate other administrative documents, ensure efficiency, safety, administration, summarize and report on work and other activities
- Supervise projects and master action plans and financial plans
- Solve problems that occur in the company, Convene a meeting to provide information and decide on general affairs, Convene a meeting to review and evaluate both the action plan and the financial plan

#### 2-Personal Assistance

##### Responsibility

- Manage Director's electronic diary, assessing priority of appointments and reallocation as necessary.
- Manage Director's travel arrangements (including visas/accommodation).
- Process Director's correspondence, ensuring that incoming correspondence is dealt with by the Director/or on behalf of the Director, or other staff as appropriate.
- Maintain Director's office systems, including data management and filing.
- Maintain records of Director's contacts.
- Screen calls, enquiries and requests, and deal with them when appropriate.

- Assist Director in researching and following up with action on matters which fall within the Director's responsibility – chasing responses, triggering follow-up action.

- Produce documents, briefing papers, reports and presentations for the Director.

- Organize meetings and ensure that Director is well prepared for those meetings, preparing agendas, pre-meeting briefings and meeting papers.

- Manage arrangements for Trustees' and Sub-Committee meetings, including production/distribution of agenda and papers.

- Assist/support Director, Development Manager & Communications Manager in arranging funding partner and other events.

- Meet and greet visitors at all levels of seniority.

- Supervise all Trust incoming/outgoing mail.

- Any other duties as may reasonably be required by the Director.

## **II-Business development department**

### **1.Marketing Unit**

#### **Responsibility**

- Manage sales figures by province and Phnom Penh, Develop strategic strategies for national and sub-national levels

- Establish local and international sales network

- Track daily sales reports and information from subgroups

- Train your team to be able to sell

- Find sales promotion strategies

- Follow the work of their team well

- Solve problems and facilitate customers

- Study customer needs and risks

- Prepare daily, weekly, monthly and annual sales reports

- Find new ideas to increase sales

- Assist in various tasks as requested by the Board of Directors

- General solutions for Digital marketing (Facebook, YouTube, Telegram, Instagram)

- Research and development in marketing

- Local and international relations in marketing

### **2-Sale Unit**

#### **Responsibility**

- Understand customer needs and offer solutions and support

- Organize and coordinate sales representatives schedules

- Research potential leads from business directories, web searches, or digital resources

- Recruit, hire, and train new sales representatives

- Receive and report on all sales leads

- Supervise sales representatives and assistants

- Answer potential customer questions and follow-up call questions

- Work with sales team when closing sales

- Track weekly, monthly, and quarterly performance and sales metrics

- Meet all sales quotas and goals
- Assist sales representatives and team to meet and exceed goals
- sell products or services to customers, and representing the brand
- give demos or presentations, and maintaining customer relationships.
- Reach out to potential leads through a variety of channels, such as email, phone, text, and social media.
- Negotiate with leads and using persuasion techniques to overcome objections and landing deals that are beneficial to the company and prepare sales agreements
- Submit and process orders to ensure customers receive the products or services they request on time.
- Participate in company meetings with sales managers and other sales reps. This usually involves providing a recap of recent results and accomplishments to show they're hitting their quotas.
- Contact new and existing customers to discuss needs
- Collaborate with colleagues in many different sectors
- Maintain contact lists and follow up with customers to continue relationships
- Prospect and qualify new sales leads
- Schedule meetings and presentations with prospects
- Create, plan, and deliver presentations on company products
- Communicate customer and prospect product pain points to appropriate departments
- Maintain a well-developed pipeline of prospects
- Develop strong, ongoing relationships with prospects and customers
- Coordinate with other team members and departments to optimize the sales effort

### **III- Human resource department**

#### **1-Staff unit**

##### **-Responsibility**

- Interview and hiring employees and ensuring they're properly trained
- Offer constant feedback to keep everyone in sync
- Conduct periodic performance reviews
- Keep production and morale high and taking steps to improve retention
- Manage staff schedules and assigning individual responsibilities
- Ensure that the workforce is satisfied in their roles
- Maintain the formal and informal traditions within the company
- Recognize gaps in skills and offering training to improve staff performance
- Verify and calculate the work schedule of all employees
- Make and manage the annual application list of employees and make monthly report
- Monitor and report on staff working hours
- Participate in creating and implementing strategic plans, action plans for human resources and administration to help the whole company achieve its goals.
- Develop a budget for human resources on recruitment and training.

- Monitor the implementation of culture, internal regulations, policies, procedures, plans to ensure compliance and efficiency, Provide daily guidance, supervision and assistance to ensure that subordinates work to their full potential and achieve the expected results.

- Provide advice in each department and management staff regarding staff issues to improve the work environment.

- Plan training and develop staff capacity and implement the plan effectively. Report and attend regular meetings with company branches and management staff, Examine expenses and sign expenditures related to human resources and administration.

- Initiate the organization and organization of various events (company parties, company birthdays and excursions) - Lead in the recruitment of the best staff of the month and the best staff of the year.

## **2-Training Unit**

### **-Responsibility to provide some lessons to staff capacity building**

- Analysis of team dynamics and employee work performance challenges

- Coach and consult to enhance leadership capacity to identify, address, and deal with group and individual performance challenges

- Create the clear and succinct position descriptions that clarify work responsibilities, provide the foundation for performance discussions, and facilitate effective hiring;

- Develop and implement of intervention strategies to improve employee and team performance.

- Prepare information material to promote the company's work

- Develop and implementing job descriptions

- Develop a formal organizational chart

- Prepare and maintaining a core operating budget

- Develop a routine for strategic planning and work plan management

- Develop a database to measure, trend and evaluate working activities

## **IV-Administration Department**

### **1-Office Management unit**

#### **-Responsibility**

- Organize and store documents in an orderly, orderly and safe manner.

- Prepare the process of entry and exit letters and stamping, Receive and sign letters to and from other partners on invitations to various workshops

- Properly check requests from all offices (both spelling and figures)

- Prepare procedures, principles and other forms

- Prepare various administrative letter forms at the request of the President

- Letter of notification, invitation letter, mission order and other letters

- Liaise with ministries, departments, units or institutions

- Prepare staff list and monthly report

- Collect and store all employee information in each employee file and update regularly

- Prepare and sign new employees and update the list of staff regularly.

- Keep and organize all the application forms according to each department of all staff

- Facilitate the meeting process and make meeting minutes
- Prepare the job announcement process
- Organize the interview process

## **2-Operation Unit**

### **-Responsibility**

- Develop, implements, and evaluates comprehensive preventative maintenance programs
- Develop annual operating budgets and monitors operational expenses on a regular basis and implements strategies to ensure expenditures remain within prescribed budgets
- Manage service contract negotiations, and implements purchasing and expense control strategies to help them to stay competitive within the market
- Oversee in-house janitorial services and maintenance techs
- Take responsibility for the overall direction, coordination, and evaluation of the properties/sites.

-Carry out supervisory responsibilities in accordance with the organization's policies and applicable laws Manages tenant improvement projects and building renovation projects to ensure completions are on time and on budget and in accordance with their construction guidelines and standards, and Working in close collaboration with the General Manager, is responsible for the financial performance of the properties.

-Review, analyze, interpret, and summarizes annual operating budgets, monthly financial and progress reports and annual audited financial statements for all projects related to Property Management. Implements and oversees systems for cost control.

## **3-Technology Unit**

### **-Responsibility**

- Make plans using detailed drawings
- Prepare estimates and budgets
- Create accurate project specifications
- Design engineering experiments
- Create technical reports for customers
- Complete regulatory documents concerning safety issues
- Communicate with clients and coworkers about analysis results
- Design, develop and build computer hardware and software systems
- Perform routine checks to ensure hardware and systems are stable and operating efficiently
- Identify and resolve software problems as they arise
- Determine opportunities to improve efficiency and stability in data processing and workflow
- Work with other teams to ensure software and hardware systems are designed to support company's goals
- Develop protocols for checking for and repairing software bugs
- Stay up to date on industry trends and technologies in order to ensure the company is taking advantage of the most current technology.

## **V-Financial department**

### **1-Accounting Unit**



**-Responsibility**

- Prepare financial statements
- Review all documents for tax declaration
- Check bank statements (deposit and withdrawal)
- Prepare invoices and track payments
- Cash check
- Checking - Collection and sales transactions
- Assist financial and accounting managers to solve problems
- Prepare payment, verify documents and requests
- Prepare monthly staff salaries and bank operations
- Close the list
- Prepare income sharing report
- Prepare quarterly report of the company
- Check and coordinate monthly management account
- Prepare for financial audit and coordinate the audit process
- Coordinate and deal with internal and external auditors
- Solve monthly and annual tax issues and resolve issues related to the CEO.
- Check all the issuance of financial information reports to ensure accuracy.
- Report financial results to the Chief Executive Officer, Board of Directors and company owners.
- Manage, direct and coordinate the work of accounting, purchase and tax.

**2-Cashier Unit****-Responsibility**

- Manage transactions with customers using cash registers
- Scan products as plots and ensure pricing is accurate
- Collect payments whether in cash or credit
- Issue receipts, refunds, change
- Redeem stamps and coupons
- Cross-sell products and introduce new ones
- Resolve customer complaints, guide them and provide relevant information
- Greet customers when entering or leaving the company
- Maintain clean and tidy checkout areas
- Track transactions on balance sheets and report any discrepancies
- Handle merchandise returns and exchanges

**2.6 Company project:**

There are more than 10 projects , but at here, we showed only few as below,

1. Project9 : Phum Andurng Chrous, Trach Thorng Commune , Oudong District, Kampong Spue Province



2. Project9(A)+9(B) : Phum Andurng Chrous, Trach Thorng Commune , Oudong District, Kampong Spue Province







4. Project9(D): Phum Andurng Chrous, Trach Thorng Commune, Oudong District, Kampong Spue Province



Office



6 Stories building future soon of PDI -BUILDING OF COMPANY 2: BE MY CAR AUTO CO., LTD.





-BUILDING OF COMPANY 3: SAMNANG KH INTERNATIONAL CO., LTD

-BUILDING OF COMPANY 4: AMZ MICROFINANCE INSTITUTION PLC

## 2.7 Company's project implementation activities



## 2.8 Management Strategies

- 1.Strengthen legal principles for management
- 2.Install technology systems to assist management
- 3.Improve the quality of human resources to meet the demand

## 2.9 Marketing strategy

### Marketing strategy based on Digital and traditional Marketing

Our marketing strategy has been used for both traditional and digital marketing for developing our business. As a business owner, choosing the right marketing strategy is crucial. We have used both digital and traditional marketing to have a place for our strategy. types of marketing strategies for development our business:

#### A-traditional marketing

##### 1.Hand out

A handout is typically a printed document, like a flyer or brochure, that we have promoted our business, event or sale. we have created these flyers to display in public areas that community members

regularly visit to tell them about promotional events taking place at our establishment. Brochures which we have used provided details about our company or explain the features of our products, which distributed at events or when visiting clients. Potential customers have kept these handouts with them or stored them for reference for learning more about our company and products.

## **2.Billboards**

Customers have typically found billboards along highways or major roads. They display advertisements and company graphics. Billboards typically feature images with supporting text that convey a brief but memorable message to the audience as they drive. Creative billboard advertisements made it easier for our audience to recognize and remember our company's logo. Billboards have reached a wide audience from a variety of locations, which is beneficial for our goal to gain local and national recognition.

## **3.Print Ads**

Print advertisements have allowed us to reach more prospective customers through outlets like newspapers, catalogues and magazines to build more awareness in the community and to showcase advertisements in the newspaper, catalogues and magazines help others learn more about our products and location. Determining the types of magazines or reading materials of our target audiences, places and our advertisements in these materials was generated for more sales.

## **4.Event Marketing**

With event marketing, we have created advertising materials to showcase at industry events, like seminars, training course, conventions or conferences. we have created booths and larger materials like signs or banners to attract attendees to our booth to learn more about the company and products. We have considered setting up similar booths at other local events, like fairs or festivals, to gain local attention as well. we have also participated in sponsorships, like sporting events, to increase our brand recognition and awareness.

## **5.Broadcasting**

Another way to gain either local or national recognition is by making commercials for radio and television. We have made and sold creative ads that helped customers learn more about the products we have been selling. Hearing or seeing these broadcasted advertisements have been able to intrigue listeners and viewers, which led them to research the company or contacted us to learn more.

## **6.Cold Calling**

Also called telemarketing, this type of marketing applies to sell our products or services over the phone. Implementing a cold-calling strategy have allowed us to interact with potential customers to explain the product we have been selling and how to solve any challenges that we have faced. This allows us to build a stronger personal connection and establish trust between our company and our prospective customers.

## **B-Digital marketing**

### **1. Sped up our social media presence**

Our customers have been on Facebook, it is more important for our company to have that interpersonal media channel to hook up our products with our clients. More importantly, persons now are extremely forward-looking for anything that they want to purchase. They try to gather all information about actual estate from different websites and interpersonal media channels before buying a land or a

house. Consequently. Taking into account that accessible on interpersonal media channels can be not only for communications but it is usually a spot to present why they want to select our items and providers.

## **2. Established solid online existence with google for our business**

It is extremely important to establish our business lifetime on Google My Business, which is a highly effective and compulsory device for our digital existence to end up being available on Google Search, Google Map and Google As well as. We listed down all the comprehensive details of our business on Google such as mobile phone amount, email, internet site, address, open up/close period; Hence, our customers have ended up being capable to explore even more into our business because our business normally show up in Google search outcomes.

## **3. Created attractive mobile-friendly website**

Generally speaking, considering the website is a very professional and reliable platform to learn more about our real estate in detail. Our website is user-friendly and interactive whenever they click on our home page and they enthusiastically move to another page on ours.

## **4. Used high quality pictures of the project**

Picture taking also has a significant function in brightening our true property worth. Without picture, our customers not really end up being capable to imagine and distinguish our uniqueness among our competition. The pics must end up being created in high quality and present the true picture of the real estate. Hence, we have hired a professional photographer, who can significantly generate high-quality pictures of homes and structures.

## **5. Emotional storytelling**

Storytelling is a compelling device to catch our audience's curiosity and permit them find out what the worth of our business is. Also, we screened our psychological storytelling on our web page. Furthermore, storytelling in true property is certainly an advertising technique, which makes our clients obtain a feeling of fulfillment with our products and it motivates them to buy our item because they have experienced related to our company.

## **6. Social media shares**

Social media content that spotlights our clients, stakeholders, partners and collaborators is an amazing way to get at least one share of your content. We have changed the way we measure success in a post from just reviewing likes and comments to how many shares we are getting. This approach is a game changer and really builds relationships for our business.

### **3.1 Business Model of Piphupdeimeas Group Col,LTD. for real estate management**

#### **1. Strengthen the capacity of marketing agents and network sales**

In the real estate sector, agents are important in selling, buying, renting, and promoting their projects or products. Piphupdeimes Group's agents are empowered in various forms, such as referrals, educational seminars, short courses, study tours, scholarships at various educational institutions, and hands-on training, also provide them the skill, experiences and knowlege in the use of social media, product promotion, creating sales channels. The sales network consists of direct sales, indirect sales( representatives of the sales), network agents in the form of individual sales , form of shares, etc. Sales



agents are rewarded with a variety of rewards, such as appreciation certificates, travelling to abroad, trophy and a percentage of profits.

## **2. Understanding the marketing Price and the needs of costumers**

The pricing of real estate market is always changing up and down according to the social context and the needs of the clients. Marketing team of Piphupdeimeas actively researched and studied on it for set up the reasonable price by following the value of land, products (lots, apartment, buildings, housing, commercial buildings, condominiums and car suppliers etc.), local market and demand. The study also focuses on four marketing strategies such as customers, finance, value added and operations. All products are designed in accordance with the evolution of modern times, combined with the values of culture and participation in caring for the environment and the sales of these products are done at the right time or the most refreshing time, it is not sold during times of low demand or pressure.

## **3. Digital marketing and service**

A digital marketing and service is one that is commoditized and provided electronically across multiple platforms such as internet or mobile devices. Digital services include analytics, features and facilities rights management, location-based services, and a digital marketplace for third parties and can be monetized in various ways, offering additional revenue to property owners and tenants – e.g. by means of subscriptions, consumption based models, data monetization, API monetization, digital marketplace, and marketing & advertising.

Piphup Deimeas Investment Co.,ltd. recognizes that digital marketing is being used in all areas of marketing in this age of modern technology, because of its importance and opportunity just focused it as a key player in marketing and customer service as 1) safe time for advertising the products 2) reach the target customers quickly 3) to better understand the needs of customers through various comments on social media and innovate its products and services. Digital marketing and service of Piphupdeimeas as websites, facebook, facebook pages, telegram, email, tiktok and instagram, also mobile phones.

## **4. Integrated Marketing Communication**

Integrated marketing communication refers to the process of creating a marketing communication plan that requires continuous multi-module communication with a group of customers. The forms or tools of marketing communication are chosen to suit the customer group by the most popular tools used in our real estate business as advertising, publicity and public relations, direct marketing, personal selling, sales promotion, on social media sales and online marketing.

## **5. Buy-And-Hold Investing**

Buy-and-hold investing is probably the best business model for increasing long-term wealth and net worth. In the buy-and-hold strategy, the investor buys properties (ideally ones that are a good deal), fills them with tenants to create cash flow, and holds. The goal of buy-and-hold investing is to collect as many properties as possible and build as big of a portfolio as possible.

## **6. Buy Back Agreement**

Buy back agreement is a money-raising strategy of all kinds. There are mainly two types. The first Piphupdeimeas is the owner of real estate in condo, house, apartment, commercial building and other constructions requiring a level of capital to invest in a second home or third which can be done by negotiating the sale of one's own house to friends, or investors under the promise to buy it back in the future in property time at a yearly price plus profit, as agreed along with making a rental contract to have

the right to live in that house as before. Another case, it is applied as a strategy to sell houses during the real estate market.

### **7. Real Estate Wholesaling**

Real estate wholesaling is the process of finding properties that are below market value and selling them to investors for a profit. In order to be successful at wholesaling, we have a good understanding of the local real estate market, and be able to find properties that are being sold for less than they are worth. The goal in real estate wholesaling is for the property to be sold to a buyer before the contract with the original homeowner comes due. This implies that no money changes hands between the wholesaler and seller until a buyer is identified by the latter. A wholesaler makes money by finding a buyer that is willing to pay more than the agreed-upon price for the property. The difference in price paid by the buyer and kept by the wholesaler is the profit.

### **8. Discount to create interest, inspire and motivate to the costumers**

Regardless of the social, economic, or political context, real estate discounts create and motivate consumers greatly. This discount does not have much impact on profit but gain lower, it can replace the profit by other products of real estate, Anyway, the most inspired, motivated and make the interest by adding rewards in various forms, such as cars, motor bikes, air – conditioning, kitchen, table, front porch, phone or TV without adding value.

### **9. Location**

Location is one of the most important factors in real estate development and is a physical factor that is objective, tangible and its selection is good as a result, it must be known by costumers, use and generates cash flow into that project, the price depending on location and surrounding environmental affected.

## **3.2 Research Suggestion for Future**

From this study we realized a lot thing which happened in real estate and properties, but one thing we need to study more is about “ Model for inspiration, motivation and satisfaction of costumers to the real estate”.

## **3.3 Applying Dharma to job**

Due to the Buddhist from birth, I always learn and practice the Buddha teaching from monk 's preaching or from social medias. I applied some teachings to job as giving or contribution to monks, and for social affairs, undertake the 5 precepts and cultivate the mind.

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Consumer Behavior Models for Marketing and Business Professionals

## Model of Development and Administration of Wat Thydaputikaram of Arizona, Inc, United States of America<sup>1</sup>

DR. Way Sokhom

Ph.D. in Public Administration

### 1.Introduction

#### 2.1 Background and significance of the study

In the past, the temples were used to be the center for academic studies, morality, ethics, culture and tradition, however; the model of development and management role of temple to the communities have been reduced when the Khmer society has been changed due to the effect of globalization. In theses, world will be development and management more faster followed by globalization after study of public administration and it has process of development management such as: policy, authority, morality, society, planning, organizing, staffing, directing, coordinating, reporting and budgeting. All of processes above leader should follow all steps for administration.

In present, everything in the world is changing such as: model development, management, technology, knowledge base economy and digital economy. Including, the temple of monks live in society and meet globalization that monks of temple has problem related the model of development and administration of temple because Buddhism of Khmer religion move for word to new globalization to the United States of America by Khmer culture and tradition.

Therefore, researcher has interested in studying model of development and administration of Wat Thydaputikaram of Arizona, Inc, United States of America and offer benefit to study model of development and administration of Wat Thydaputikaram of Arizona, Inc.

#### 1.2 Research problem

This study focus on Wat Thydaputikaram of Arizona, Inc, with the question what is the role development administration of Wat Thydaputikaram? What is the model of development encouraged of Wat Thydaputikaram? What are increase efficiency administrations of Wat Thydaputikaram for approach?

#### 1.3 Objective of the study

1. To study the model for developing and administration in the role of Wat Thydaputikaram. Case study Wat Thydaputikaram of Arizona, Inc, United States of America.

2. To study the way of model developing for encourage the administration approach for increasing efficiency of Wat Thydaputikaram. Case study Wat Thydaputikaram of Arizona, Inc, United States of America.

#### 1.4 Scope of the study

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<sup>1</sup> This article is a part of dissertation

To study the model of development and administration in the role of Wat Thydaputikaram of Arizona, Inc.

To study the way of model developing for encourage the administration approach for increasing efficiency of Wat Thydaputikaram Arizona, Inc.

**Scope of boundary:** to study model for development and administration of Wat Thydaputikaram of Arizona, Inc.

**Scope of Content:** To study theories and research relation for model development and administration of Wat Thydaputikaram of Arizona, Inc.

**Scope of Population:** Population who are monk, clergy and Buddhists of Wat Thydaputikaram of Arizona, Inc.

## 1.5 Interested and Encouragement

I am interested in my thesis topic because it lead me knew how to lead and develop my job and I manage my work to success the plan of temple. It show me how do my develop that be earn this work after evaluated my experience for finding the good way for pushed out my work in the real way and pick up the best action that I can do it. Otherwise, I am very prove of my own self for commitment to write and choose this topic achieve my study and with my experience work that use in the present and move forward to future life.

The motivation of my topic relative to my job that I work with my real experience with Buddhist of temple and society in the community the states of Arizona that practice Buddhism for development in the temple because of my work relative to my study of public management and public administrative too.

I can work and learn different culture in society and outside community and share experience and help each other in Buddhism and also study the behavior of other temples and kept for development and management of my temple.

## 1.6 Research Methodology

This research is about the model for development and administration in the role of Wat Thydaputikaram of Arizona, and to study the way of model developing for encourage the administration approach for increasing efficiency of Wat Thydaputikaram. Case study Wat Thydaputikaram of Arizona, Inc, United States of America.

### 1.6.1 Population

Population who are monk, clergy and Buddhists of Wat Thydaputikaram of Arizona, Inc.

### 1.6.2 Research developing

Research instrument is used in collecting data in order to use in this research was document of temple and information which researcher created by study from documents, theories and reviewing related literatures then bring those information for the data.

### 1.6.3 Research design

Instrument making in this research, the researcher has operated instrument making to use in this research about writing and collect data from documents of temple and the model of development and administration of temple in role and efficiency.

### 1.6.4 Data collection

The first data came from the studying, reading or collecting of works that are available in libraries, bookstores, as well as interviewing monks, clergy and Buddhists of Wat Thydaputikaram of Arizona and selected to innovation throughout the technology. Secondary data focus on documents from libraries, Internet, magazine and journals.

### 1.6.5 Data analysis

Analysis documents about books, literature, theory that related the concept of study and to check data in deeply and analysis smoothly and researcher has been merged data all to present approach role for increasing efficiency Model of Development and Administration of Wat Thydaputikaram of Arizona, Inc.

## 2. Data Collection

In this chapter we study on development of Wat Thydaputikaram of Arizona, Inc., situation of Buddhism in the Arizona state of America, activities of the Buddhism in Arizona State and management of Teravata (Mahnikaya Buddhist Monk) in Arizona State

### 2.1 General Data of Wat Thydaputikaram

Wat Thydaputikaram of Arizona, Inc is reputedly the oldest of Khmer three temples in the Arizona states of America and the population Khmer monks live in Arizona have 10 monks and total U.S. Cambodian population in year 2020 amount 2782 of Khmer people.

Arizona (U.S. state abbreviation is 'AZ') is the south-western state of United States, borders Utah to the north, New Mexico to the east, Los Angeles to the west, Mexico to the south. Arizona population in 2022 is estimated to be 7.44 million, ranks on 14th populous state in United State. Its area is 113,990 sq miles (295,234 sq km) ranks 6th largest. The state capital is Phoenix, and other top cities of Arizona are Tucson, Mesa, Chandler, Glendale, Scottsdale, Gilbert town, Tempe, Peoria and Surprise. Arizona name is originated from the Spanish word 'Arizonac', which mean "place of the young spring. The Hopi Indians of Arizona, who are Native Americans, are noted for growing their multi colored corn. Grand Canyon National Park is in Arizona is home to Grand Canyon, Horseshoe Shaped bridge with an beautiful view near Grand Canyon. Arizona's most abundant mineral is copper; there are 27 major copper mines in Arizona State. Population of Arizona is projected to 7.29 million in 2019 as in 2018 the total population in AZ is 7.17 million with the growth change of 1.76, According to U.S. 2020 Census Results, Arizona population in 2020 is 7,151,502 with the constant growth rate of 1.7 to 1.8%. AZ population in 2021 is estimated to be 7.2 million.<sup>1</sup>

Year	Population	% Change
2010	6,407,774	
2011	6,473,497	1.03

<sup>1</sup> (<https://www.populationu.com/us/arizona-population>)

Year	Population	% Change
2012	6,556,629	1.28
2013	6,634,999	1.20
2014	6,733,840	1.49
2015	6,833,596	1.48
2016	6,945,452	1.64
2017	7,048,876	1.49
2018	7,171,646	1.74
2019	7,297,867	1.76
2020	7,151,502	census updated July 1, 2020
2021*	7,276,316	1.75
2022*	7,408,017	1.81

Figure 1 This is figure above that show populations in Arizona States.<sup>1</sup>

### 2.1.1 Term of definition Development

Development means about improvement of method and instrument using for communicating between organization and temples under juristic of Khmer that could have been effectiveness in two-way of communication. Development means management of monk and leader of temple all kind of management both state and private sectors whiles the word Administration and Management are used to replace each other but mostly, Administration is used for state organization and non-profit organization meanwhile, Management is used for private business in the most. Development Innovation media means the update and upgrade of the equipment of medias and how to using them for communication with benefit of human- ware, hardware and software in the temple.

In terms of the development and management of the temple as center of community had the development in repairing old building, improving the environment, and developing areas within the temple, however; the community leaders did not develop the career training center an pre-elementary school within the temple. In addition, the temple of leader should be encouraging the children to be

<sup>1</sup> (Source: Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2018, last census by July 1, 2020).

novices, facilitating monks and novices to teach Buddha's principles to peoples and supporting monks and novices to find new knowledge. The development and management of temple in the community the learning character for upholding the temple as the administrated center of the temple in communities in details of planning, organization management, personnel management, facilities, coordination, report, budget and public relation.

### **2.1.2 Term of definition Admiration**

– Administration is the management of the affairs of government. By definition, each country is free to determine its legitimate areas of governmental operation; there can be no categorization of legitimate and illegitimate governmental functions in the term of the philosophy, ideology, culture, and social objectives of a people; and to say that these vary from people to people and from time to time is to point out the obvious. A society that is attempting to modernize itself is necessarily changing the scope of its governmental affairs. Whatever these affairs are, they require management in a way that relates the management of complex organizations to their purposes. This management is the concern of public administration, considered as a body of thought and knowledge which can be usefully studied and evaluated.<sup>1</sup>

In a special sense the major job of governments of the less developed countries is to encourage, develop, coordinate, and to make possible the institutional changes that are essential for improved production, productivity, and income distribution. No new institution is begun or old one significantly changed without either the approval or support of government. Economic institutions are the framework by which production and distribution are accomplished. Within this framework move the economic forces that move people to produce goods and services and exchange them for other goods and services. If production in a country is to reach higher levels, these institutions must be so structured and operated that they permit, even press for the general adoption of improved technologies of production. The historical forces that seem to press toward an enlarged role of government in present day economic development can be detailed into many subcategories, obviously present and visible.

– Administration is a scarce input into this process. As a scarce input, it must be allocated carefully; it must be "economized" in that its use must be minimized and its output or return must be maximized and Government, at almost any level of development, is an interdependent mesh of complex organization. To achieve their purpose as related to economic development, these governmental organizations must be managed by a large number of administrators with a wide variety of background, training, life styles, and objectives. A study of some of the management aspects of administration is one of the ways of the attempting to instill a common approach to problems of operating a government with a commitment for economic development.<sup>2</sup>

– Administration deals with people and their behavior, rather than with things or with analytical constructs. Thus, problems of values, interests, motivation and interpersonal relationships become part of administrations. People are not commodities or mere physical inputs; they also represent part of the

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<sup>1</sup> The Public Administration of Economic Development by Irving Swerdlow in 1975 Printed in the United States of America, (P.10.)

<sup>2</sup> The Public Administration of Economic Development by Irving Swerdlow in 1975 Printed in the United States of America, (P.11.)



output.<sup>1</sup> – Administration cannot be reduced to a set of rules that can be applied automatically to guide the operations of an organization. Administration is contextual; it is shaped by the immediate aspects of a particular situation. The kinds of generalizations that can be applied to most administrative situations tend to become versions of moral precepts. While they are important and cannot be disregarded, they furnish little guidance for specific operations.<sup>2</sup> The numbers of ways in which governmental affairs impinge and influence the economic activities of a country are so numerous they almost defy systematic enumeration. By developing some useful categories of these relationships and examining how governmental policies and practices are involved, some idea can be given of how important is the role of administration to the process of economic development. The government agencies that employ relatively large numbers of professionally trained economists, such as the central bank, the financial ministry and the central planning agency, clearly encompass only a small part of the relationship of governmental affairs to economic growth. All important institutions, political, social, as well as economic, are process of economic growth and administrators play key roles in the ones.<sup>3</sup> – In terms of work management of the community leaders to develop the temple as the community center had the management ability in the level of high quality of monk in the temple and had the management ability at moderate level of the temples. To considering in each aspect, the management of temple leader all had honesty, morality, law keeping and solving problem ability.

### **2.1.3 .General situation of Wat Thydaputikaram**

#### **1- Background Information of Wat Thydaputikaram of Arizona,Inc.**

Wat Thydaputikaram, officially named “**WAT THYDA PUTIKARAM OF ARIZONA, INC.** ” , is a monastery located at 10702 West Pecan Road, Tolleson, City, Arizona State, 85353 United States of America. The temple covers an area of 1.17 acres that equal 36,587 square feet in whole house of temple. This location is in Maricopa County and the Phoenix-Mesa-Scottsdale, AZ Metropolitan Area. This organization has been operating for approximately 17 years. That is noted by Brian C. McNeill, Executive Director of the Arizona Corporation Commission, do hereby certify that **WAT THYDAPUTIKARAM OF ARIZONA, INC.** a domestic nonprofit corporation organized under the laws of the state of Arizona, did incorporate was built on January 3, 2005 and further certify that according to the records of the Arizona Corporation Commission, as of the date set forth hereunder, the said corporation is not administratively dissolved for failure to comply with the provisions of the Arizona Nonprofit Corporation Act; and that its most recent Annual Report, subject to the provisions of A.R.S. sections 10-3122, 10-3123, 10-3125, & 10-11622, has been delivered to the Arizona Corporation Commission for filling; and that the said corporation has not filed Article f Dissolution as of the date of this certificate. This certificate relates only to the legal existence of the above named entity as of the date issued. This certificate is not to be constructed as an endorsement, recommendation, or notice of approval of the entity’s condition or business activities and practices. IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the Arizona Corporate Commission. Done at Phoenix, the Capital, this 14<sup>th</sup> Day of June, 2006, A.D.<sup>4</sup>

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<sup>1</sup> The Public Administration of Economic Development by Irving Swerdlow in 1975 Printed in the United States of America, (P.328.)

<sup>2</sup> The Public Administration of Economic Development by Irving Swerdlow in 1975 Printed in the United States of America, (P.328.)

<sup>3</sup> (The Public Administration of Economic Development by Irving Swerdlow in 1975 Printed in the United States of America, P.328.)

<sup>4</sup> <http://ecorp.azcc.gov/>

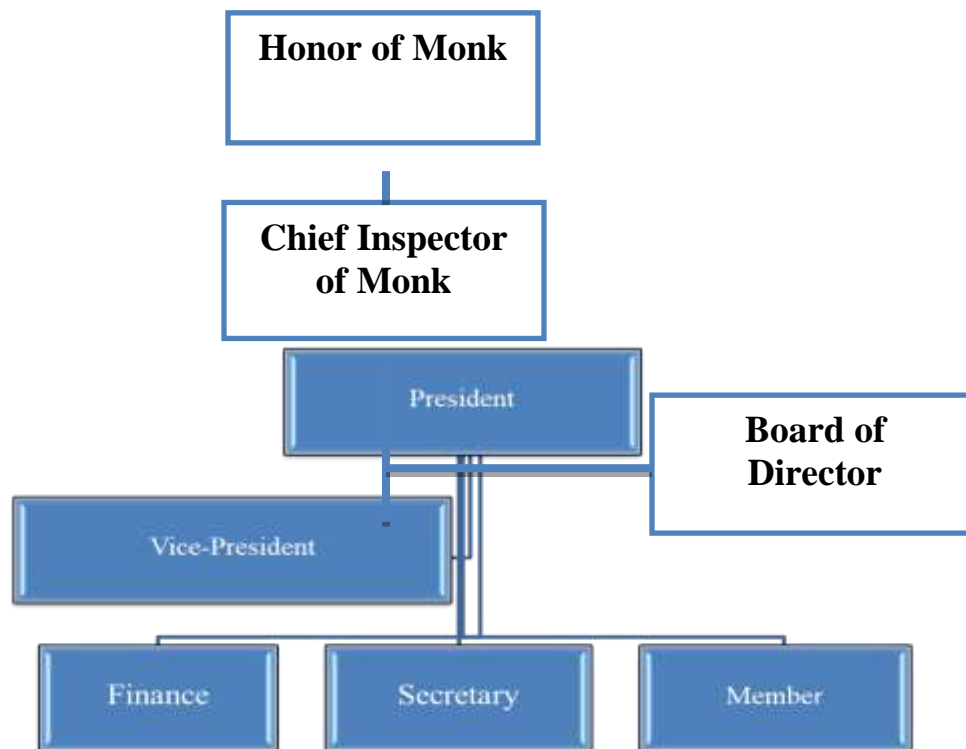
### **-Naming the Temple**

In the term of consideration of Khmer Buddhist members of Wat Thydaputikaram that put the named of temple refer to founder who built the temple that both named laywoman Thyda Puth and layman Suor V. Lim. At first named of temple " Wat Thydasuorkeaputikaram" and named was enough full meaning because put two named combine with two person wife and husband and it was so long, therefore; reduced short named and put " Wat Thydaputikaram of Arizona, Inc." that is full meaning and it is official named of temple. Owing to the name of the temple have separated cut down three meaning such as "Thyda, Puti and Karam". Thyda is named of founder build of the temple that means in the word in Khmer called Teptida or word in English called angel is supernatural spiritual who take care people live in this world. Other, named of " Puti" that surnamed person who built the temple refer to Puth and it refer to Pali word called " Puti" that means enlightenment that person who become enlightenment of Buddha in the future life. Last word, "Karam" refer to Pali word that means in English called monastery that place of Buddhist religion that live and work with Buddhism such monks, clergies and Buddhists. All the three word mixed together became "Thydaputikaram". The word at the front called "Wat" means pagoda or temple and word near the end called "Arizona" refer to state area of temple build on this land. The end of word "Inc." is an abbreviation of "incorporated," and both the abbreviation and the full word mean that a company's business structure is a legal corporation. A corporation or "Inc." is an entirely separate entity from its owners and shareholders. A corporation is an entirely separate entity from the people who founded the company. Inc. is the abbreviation for incorporated. An incorporated company, or corporation, is a separate legal entity from the person or people forming it. Directors and officers purchase shares in the business and have responsibility for its operation. Incorporation limits an individual's liability in case of a lawsuit. The corporation, as a legal entity, is liable for its own debts and pays taxes on its earnings, and can also sell stock to raise money. A corporation is also able to continue as an entity after the death of a director or stock sale. A corporation is formed according to state law, through application to the secretary of state and filing articles of incorporation. Because corporations cost more to administer and are legally complex, the U.S. Small Business Administration recommends that small businesses not incorporate unless they become established as a large company. In most states, corporations must add a corporate designation, such as Inc. after their business name. That means it can survive beyond the life of the stockholders or any owners who leave the company and the real means focus Non-Profit Organization.

The commission strongly recommends that you periodically check Commission records regarding the corporation. The commission web site [www.cc.state.az.us/corp](http://www.cc.state.az.us/corp) contains information specific to each corporation of record and is a good general source of information. (Distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these Articles, the corporation shall not carry on an other activities not permitted to be carried on: (a) by a corporation exempt from Federal Income Tax under Section 501 (c)(30 of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) or: (b) by a corporation, contributions to which are deductible under Section 501(c)(3) of the Internal Revenue Code of 1986 ( or the corresponding provision of any future United States Internal Revenue Laws).

**Administration Structure and leadership role of Wat Thydaputikaram of Arizona, Inc in 2022**

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The purposes open Wat Thydaputikaram of Arizona, Inc that have four such as:

To help and service Khmer Arizona refugee when has problem did ceremony and difficult to find monk.

To keep value of Khmer culture and show up Khmer tradition and custom for the young generation know and learn about Khmer.

To encourage of Khmer Buddhism and advertise Buddhist for foreigner that has present play the important role in the United States of America.

To promoted Khmer of Arizona love each other and participation in one hand and make solidarity.

## 2. Daily activities Navy-Monk and Monk

### Current and Projected Weekly Schedule for Ven. Sokhom Way

#### Monday through Friday:

5:30 am to 6:30 am	: Chanting and praying
6:30 am to 7:00 am	: Breakfast
8:00 am to 10:00 am	: Studying Buddhist teachings
11:00 am to 12:00 pm	: Lunch and praying
12:00 pm to 1:00	: Chanting and meditation
2:00 pm to 4:00 pm	: Maintaining the temple
5:00 pm to 6:00 pm	: Chanting and praying

#### Saturday and Sunday:

5:30 am to 6:30 pm	: Morning chanting and praying Dharma
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6:30 am to 7:00 pm : Breakfast  
 7:00 am to 11:00 am : Leading religious ceremonies  
 11:00 am to 12:00 pm : Lunch and praying  
 12:00 pm to 1:00 pm : Attending to members  
 1:00 pm to 3:00 pm : Teaching Buddhist  
 3:00 pm to 5:00 pm : Teaching Cambodian language and Buddhist moral to children  
 6:00 pm to 7:00 pm : Chanting and praying  
 This is praying Dharma in temple everyday



## 2.2. Development of Wat Thydaputikaram

Construction of Wat

Thydaputikaram temple such as: Build of temple, Buddhist tree and platform building. Picture 2 below







### 2.2.1. Development of religion work

On the week of Khmer Wat Thydaputikaram regularly sets a daily schedule for the propagation of the Dharma in the four of month in each region, some programs have been established such as reading the by the book of Buddhism and invite the speakers from Khmer people to participate in the discussion on the history of Theravada Buddhism entering the and other inscriptions. The purpose is to give people a better understanding of the history of Buddhism, after the people listened to the propaganda and Buddhists were born in pure faith and generosity in Buddhism. Those religious rituals include entering the rainy season retreat, leaving the rainy season retreat, Kathina Dana Ceremony, Flower Ceremony, Pchum Ben Ceremony, Visakha Bucha Ceremony, Makha Bucha Ceremony, etc. In addition to these religious ceremonies, there are traditional Khmer cultural festivals that are often associated with religions such as Happy Khmer New Year and such as for the religious places, all the constructions in the pagoda embody the Khmer cultural identity and Buddhist content as well, while some religious that is focus on the development of religion work in the Buddhist of Khmer Wat Thydaputikaram.



Kathin and Silver Flower Money ceremony



Visaka Buja Day

### 2.2.2 Development of the propagation of religion

The propagation of Buddhism by the Buddhist Society has a lot of diversities such as for Buddhist citizens, American citizens, people living in the United States and Cambodians living in Arizona States, and in other countries such as:

**A. Propagating by Buddhist monks.** Promoting Buddhism as a role and duty for Monks in the modern propagation in Arizona states of America throughout the Buddhist Society, Cambodian Monks on a mission to look and take care Cambodian Americans and Buddhists and explain the content of Dharma for practicing daily life, on the other hand, in various programs for Buddhists to receive at least some advice about monks to understand the content of life and the role of Buddhists.

**Sermon** Cambodian American Buddhist Monks Society in the Arizona States to perform sermons, educate, explain and guide the Buddhists following the Buddha's teaching in various Buddhist ceremonies, such as the Sabbath Day, 8th day, 14th day, and 15th day of the waxing moon, and 8th day, 14th day, 15th day of the waning moon. Moreover, the Buddhist worships like Makha Bucha, Visakha Bucha, Asalha Bucha to make the Buddhist followers to understand the Supreme Buddha's journey that he has completed his Dharma and the Buddha's affair. He has fulfilled the 45 years and affair of the Buddha for Buddhists, devotees, laymen, and laywomen, to appear up of the pure generosity. This generosity is a good quality appeared in a good mind, and good people. It never comes with the sinners are unfortunate. Including the belief in Karma, the belief in results, the belief of that all beings have their own karma, the belief in the enlightenment of the Buddha. The belief in this generosity refers to believing in a reasonable story is not believing in a surprise; another hand, the sermon explains the Noble Truth that was theory doctrine of Buddha.

This is picture 21 gave sermon for Buddhist at Wat International Khmer Buddhist (Wat Phra Buddh) on October 15, 2022



Preaching

**Noble Truth** is suffering that Truth of the Noble is the cause of sorrow. The Truth of the Noble is the act of suppressing lust. The truth of the Noble is that devotion leads to the liberation from suffering. It is the key for the people or Buddhists to accept in order to practice and preach to people to understand the wholesome, sin, virtue, social morality, life issues, and the essence of life and the goal of the path to bring peace in the family and in society, especially to unite the whole community and sight out to the Nirvana and followed by the Noble Eightfold Path of Buddha that is an early summary of the path of Buddhist practices leading to liberation from samsara, the painful cycle of rebirth, in the form of nirvana that mean the Dharma wheel and the Buddhist teaching of the means of attaining Nirvana through rightness of belief, resolve, speech, action, livelihood, effort, thought and meditation.

### Teaching

Teaching in various religious ceremonies to make the Buddhist people understand and practice, because in Buddhism today, some devotees have learned, some have not yet known how to perform, how to recite the sutras in all the ceremonies such as in Dharma reciting ceremony, offerings for Monks ceremony, Meal offering ceremony, number picking up for offering to the Monk ceremony, Drinks offering ceremony, flower ceremony and other teaching insight and insight meditation.



Monk help the elderly how to read in pali



Dad teach his girl how to respect the monks

## **B. Lecturing in Institutions**

Leading in practicing Dharma in the Khmer of Wat Thydaputikaram temple in the Arizona states that focus on educate about the ethics, intellectual meditation, and wisdom (the Threefold Training) to general devotees for the practice of Dharma worthy of the Dharma of Cambodian monks and Buddhists of Khmer in Arizona states of America. Therefore, Khmer Buddhist of Wat Thydaputikaram to educate the Buddhists on the practice of ethics and meditation every Saturday and Sunday because of are the public holidays. Buddhist holidays, such as Makha Bocha, Visakha Bocha, and Asalha Bocha. Monks lead the Buddhists to pay worship to the three refuges, undertake the silla (Five or Eight Precepts) for Buddhists to having cut off the anxiety and entering the place of happiness, and having reached the Three Realms, keeping the precepts clean at first, and after that, begins to develop compassion by meditating on Anapanassati and Vipassanakamathan that both site should limit exhalation and concentrate in meditation.

## **C. Using social media**

Buddhist of Khmer Wat Thydaputikaram temple focus online system, social networks for communication currently includes Facebook, YouTube, WhatsApp, Instagram, Zoom, Twitter, Telegram, line and so on. The use of the online system facilitates in communication and teaching of Dharma, as well as the propagation of Buddhism via online system to Buddhists and the general public by temple to the house whole of Buddhist in Arizona states of Khmer.

### **2.2.3 Development Human Resource of temple**

The Development of Human Resource of Wat Thydaputikaram has encouraged the Buddhists to get involved in propagating Khmer Buddhism to be prosperous in the Arizona States of Khmer Buddhist and development of human resource of Khmer temple that it is also has theories and relation for development innovative media for communication of leader monk in the temple have six concepts theories such as: System, Strategies, Resources, Budget, Efficiency and Information of Management.

#### **2.2.3.1. Dharma (Tree, To and Ek)**

Wat Thydaputikaram was selected the monks who were studied in Tree, To and Ek by monks that have been learnt at school of Buddhist in Cambodia and also taught new monk who ordained become a new monk and let new monks to study all of three level of Dharma at the this temple and according to principle of monks. Mostly monks live there that already passed all of three level of Dharma before come to work and live in this temple.

#### **2.2.3.2 Buddhist Study**

Buddhist study of Buddhist monk and Buddhist of Wat Thydaputikaram are learn from the Doctrine of Buddhist in book of three Tripitak ( Tripitak of Buddhism) and contributing resources to the study of Buddhism by Buddhists in the Arizona states of Wat Thydaputikara that is still limited. Cambodian Buddhist Monk Society has encouraged the Buddhists to get involved in study Khmer Buddhism to be prosperous in the Arizona. Most importantly, Cambodian Buddhist Monk of Wat Thydaputikaram invited many speakers such from Cambodia to participate study Buddhist in Khmer and English by via Facebook and YouTube to show the world that Cambodian Theravada Buddhism has progressed steadily on the international stage and online for face to face of communication.

#### **2.2.3.3 Insight of Meditation**



Insight of meditation explains the beginning of meditation to the meditator that focus on mind and clean up mindfulness in deeply for do the hard work of meditation and followed by two ways of meditation such as insight of medication in intangible (Vippasanakamathan of meditation) and element of meditation in smoothly and quiet for calm down of mind (Sammathakamathan of meditation) Other ways of meditation is for doing the Yogi (a person who practices meditation) to cut off the anxiety while meditating, the mind must be aware of the air in and out clearly in meditation for about 30 minutes to an hour. Practicing the meditation makes the Yogi, Buddhist people, and devotees have sincere heart in the three refuges. Having the peaceful mind can reduce anxiety because of having the practice and concentration in meditation in short courses in the Khmer Buddhist of Wat Thydaputikaram temple.

This is picture of monks teaching Buddhist how to learn the mediation at temple.



monk and ladies meditate

## 2.2.4 Internal Structures development of the temple

### 2.2.4.1 Road

Wat Thydaputikaram was built road around of temple by cement and with small rock and sand and now temple changed cement and has been built road with Pavers and put on Tiles around Buddhas Status at Buddhist Tree in temple. In this year, Wat Thydaputikaram built road with Pavers around the temple that payment for about \$45,000 worked by DesertPrice Landscape Cons.LLC.



#### 2.2.4.2 Bridge

The temple doesn't have bridge but temple have been built bridge of food that passed of irrigation inside of temple because temple used irrigation water in one months opened twice time in Summer and except on in the Winter start from October to January stop used because of cold.



St. Jon's Irrigation District and opened irrigation water through to temple

#### 2.2.4.3 Electricity line

Wat Thydaputikaram used electricity line in ground and deeply line run around the place that put lump and inside of temples and outside of temple. The temple has payment every month for electricity that depend on the temple used. The expenses in summer are highest price about \$400 to \$500 and the winter is lowest of expense of temple about \$120 to \$140 dollars in one month. Mostly the temple paid all of 12 monks in the one year that for run the temple faster and development everything by used electricity line. Temple also fixed and maintains electricity by company and small fixed that broken by temple. The monk live can fixed some point part of broken.



electricity line cut underground of temple

#### 2.2.4.4 Water plumbing line

Water plumbing line of Wat Thydaputikaram line for all in ground of temple that one tank of big box for storage water plumbing maximum about 1,200 millets (ml). One year full of two times and made cleaned by company and every six months took off.



plumbing in toilet at temple

#### 2.2.4.5 Restroom

Wat Thydapuikaram has six restrooms that for used of the monks two restroom and for Buddhist has four restrooms. The restroom separated in two parts for the monks and for Buddhist used.

#### 2.2.4.6 Well

Wat Thydaputikaram has one well for used because of this resident is old place of resident live and now new development water of state come move faster through the temple and mixed with two ways that combine with well of temple. Well used for cook before that water state coming and now use in both.

#### 2.2.4.7 Garden



Planting the trees

### 3. Synthesis and Conclusion

3.1 Analysis the Model of Development and administration of Wat Thydaputikaram, Inc, Arizona, United States of America that model focus on such as:

#### 1. Integrated Buddhist doctrine

The belief in this generosity refers to believing in a reasonable story is not believing in a surprise; another hand, the sermon explains the Noble Truth that was theory doctrine of Buddha. **Noble Truth** is suffering that Truth of the Noble is the cause of sorrow. The Truth of the Noble is the act of suppressing lust. The truth of the Noble is that devotion leads to the liberation from suffering. It is the key for the people or Buddhists to accept in order to practice and preach to people to understand the wholesome, sin, virtue, social morality, life issues, and the essence of life and the goal of the path to bring peace in the family and in society, especially to unite the whole community and sight out to the Nirvana and followed by the Nobble Eightfold Part of Buddha that is an earl summary of the path of

Buddhist practices leading to liberation from samsara, the painful cycle of rebirth, in the form of nirvana that mean the Dharma wheel and the Buddhist teaching of the means of attaining Nirvana through rightness of belief, resolve, speech, action, livelihood, effort, thought and meditation.

The integrated of Buddhist point into moral, mediation and wisdom by doctrine refer to the real things that Buddha said in Dharma that focus on the Noble Truth and Noble Eightfold Part of Buddhism and the Four Noble Truths: (1) the truth of suffering clearly corresponds to the first element of disease; (2) the truth of the cause just as clearly corresponds to the element of diagnosis; (3) the truth of cessation corresponds to the achievement of a cure; and (4) the truth of the path just as clearly corresponds to the course of treatment of a disease. The meaning and purpose in life of human being with regard to the problem of suffering that all component things are subject to ceaseless change and conflict (Dukkha) and is endured by all suffering beings who believe in permanent entity and soul that followed by Dukkha. Otherwise, for finding the Noble Truth is focus on (Sakmutiya) meaning about reason that happened in the suffering. The same as person who are patient and doctor find reason of disease and put medicine for cure of disease that called (Nirodhiya) for flow out the fire that happened in the disease and the last of Noble Truth about Makhka is way that find of human being escape from suffering and moving forward to Nirvana and through the Eightfold Part of Buddha such as rightness of belief, resolve, speech, action, livelihood, effort, thought and meditation.

## **2. Promote the Khmer Buddhism in Arizona states**

The most Cambodians who have been leaved hometown during 1979s and came to live in the United States like Cambodia refugees and it is very important role for promote the Khmer Buddhism in Arizona states and encourage Khmer Buddhist by the Khmer monk play an important role help Cambodia refugees. Monks come to visit and pray for Cambodia at their house and residences the city of Cambodia living and gave advice and lead Khmer follow the doctrine of Buddha that focus on the Buddhist theories that related on life and daily living of Khmer Buddhist in the Arizona states. The promoted the Khmer Buddhist opened the temple near Cambodian living and makes Khmer Buddhist easy to do good things at the temple and make ceremony related the Khmer have before and did the same as background of Khmer followed and practices and Buddhist monk of Wat Thydaputikaram gave promote and encouraging advice and recommendation to Buddhist monks and Buddhist people of the pagoda in the Arizona States.

## **3. Build the faith and confidence to lay people**

Build the faith and confidence to lay people based on morality for the Buddhist and lay people followers to completely know, completely see and understand about Buddhism and faith and confidence for lay people and temple provided social service for join and helping the poor and helping the victims that caused by storm, flood and fire damages and help to construction building, bridge, street and public garden by supported less or more that temple can donation to share generous and participation make charity event for collect money and things to supported lay people who got problem with disaster and open temple for lay people come and activities related to the Buddhist and charge this place like as second home of lay people work and do.

## **4. Promote and preserve Cambodian culture**

Promote and preserve Cambodian culture are related to Buddhist and regularly ceremony for celebrate and festival for Cambodian traditional and culture ceremonies. The ceremonies are focus on

Happy Khmer New Year, Kan Ben and Pchum Ben, and water festival at the temple and make small box full of water and put on water tank flow in to water pray and walk around by holding flower. Other ceremonies, celebrated Makha Bucha Day, Visakha Bucha Day, Kathina Dana, Silver Flower Money festival and other religious ceremonies of Khmer culture. Wat Thydaputikaram opened school for vocational training for children and adult for learnt Khmer language in temple and also taught how to dance relative to the culture of Khmer. Now, Native Khmer American jointed festival of Asian Culture in the Arizona states has Khmer promoted and to learn and teach classical dances such as Apsara dance, Tep Monorom dance, Trot dance, Trot Neang Mev dance, Chak Angkrong dance, Palin Peacock dance and Rice Harvesting dance that all of kinds to promote and preserve Cambodia national tradition, custom and culture to known by the Arizona states and throughout in the whole of the United States of America and to world.

### **5. Creative meditation method for young and American citizen**

The temple offers course which increase knowledge, development skills and abilities and facilitate the exchange of idea when learn the mediation method for young generation of American citizen of Arizona states that monk lead and teach who do mediation at the temple and at home and other place. The temple open new course for training and teach Buddhist and American of young citizen learn. Regardless of the particular method used, participants are encouraged in all of temple courses to challenge, to probe and to demand so that the learning process will meet of young generation need from the temple. The monks teach how do mediation at temple and at home with inside mediation and internal mediation. Other ways of meditation is for doing the Yogi (a person who practices meditation) to cut off the anxiety while meditating, the mind must be aware of the air in and out clearly in meditation for about 30 minutes to an hour. Practicing the meditation makes the Yogi, Buddhist people, and devotees have sincere heart in the three refuges. Having the peaceful mind can reduce anxiety because of having the practice and concentration in meditation in short courses in the Khmer Buddhist of Wat Thydaputikaram temple that created by Khmer monk and connected to young American citizen.

### **6. Apply the innovative media and communication for propagate the Buddhism**

The apply the innovative media and communication for propagatethe Buddhism of Wat Thydaputikaram has encouraged the Buddhists to get involved in propagating Khmer Buddhism to be prosperous in the Arizona States of Khmer Buddhist and development of human resource of Khmer temple that it is also has theories and relation for development innovative media for communication of leader monk in the temple have six concepts theories such as: System, Strategies, Resources, Budget, Efficiency and Information of Management. Otherwise, using social media for innovative and communication with Buddhist of Khmer Wat Thydaputikaram temple focus online system, social networks for communication currently includes Facebook, YouTube, WhatsApp, Instagram, Zoom, Twitter, Telegram, line and so on. The use of the online system facilitates in communication and teaching of Dharma, as well as the propagation of Buddhism via online system to Buddhists and the general public by temple to the house whole of Buddhist in Arizona states of Khmer.

**7. Buddhist networking for propagation of Buddhism** is both receptive and proactive with Buddhist in local in the area of temple and outside area of temple and the networking from temple of Buddhist to other temple around the Arizona states and make more networking with other states by connection



information by phone, Facebook, line, telegram, and internet that send to post office with letter and connect with the same Buddhist to other Buddhist in the receptive and proactive in the Buddhism. As well as, preaching the teaching of Dharma, propaganda means use different types of temple are the right Buddhist, so the temple bring to propagation in the public and relief is a way of propaganda proactive.

#### **8. Engage Buddhism by monks in Wat Thydaputikaram, Inc, Arizona**

Buddhism has been a religion of Cambodia for over thousands of years, influencing the way of life, culture and feelings of Khmer. Most of Khmer society today has a long relationship and commitment to Buddhism for a long time. Most priests do not teach theology alone, if they play a role in the world, such as the teaching of herbalists, creative arts, literature, community development, digging, paving, bridge building, mediation, village conflict resolution. The temple is not a place to teach moral and ethics and also to control by nonviolent and stop fire and make love each other in society. Therefore, the engage Buddhism by monk in Wat Thydputikaram, Inc. Arizona lead and control the violent and produce by take Dharma of Buddhism to teach and advice for finding the good solution and run away of violent and the monks play the important role to show all of Buddhist of Wat Thydaputikaram learn and pay attention in the problem that can be happened in the future. One of community make violent each other and other society that can stay at happiness without violent and keep the good connection to each other and combine good idea for one point and reduce the bad action.

**9. Clean and clear through making of mind and environment** is focus on the area of temple that make good look and with garden and place is beautiful and looking so clear with the environment by control the time when collected of trash on time and understood the time of collected the trash arrived by car trash coming and took the trash outside the way through out to dumping and time did all the trash by trash car. Sometime, collected the things around of temple and made fire for destroy and made in the good place for fire. Otherwise, making of mind with the environment should be clear the advice of the Buddha teaching in three kinds of advice such as: First, **avoid doing bad (Sapapakhanang)** that the real situation of the teaching how to run away from the bad things and the bad is near everyone and watch out every action of person who do. Example, don't kill animals the rule and advice of Buddha taught know about human being need a life and no one want to die and must be clean and clear by running a way of doing bad. Second, **keep doing well or good action (Kusalasopasampana)** that the action of Buddhist and all human being need the good because did good and the good become the bright and light become clear and good. So the proverb said "do good get good and do evil get evil" that is real things of Buddha said and showed to Buddhist followed by theory with good doctrine and keep in mind good and clear with doing good. Third, **Cultivated mind in clean (Sakchetapariyotapanang)** and clear that avoid from the three of roots such as: desirous (Lobha) saw property and need things from other person and belong that need to change and run away by desire of mind. Angry (Tosaka) is violence without thinking in the positive and make the bad temper and doing negative and in the family with happiness and bad mode and against the law of Karma and need to be clean with cold water and keep in softy without fire. Unknow (Moha) is not understand and doing in the bad and with cut the mind in clean and clear with good and must reduce mind by doing meditation and cut one by one of mind.

#### **3.2 Recommendation and suggestion**

A research study on the model of development and administration of Wat Thydaputikara of Arizona, Inc to promote and support Buddhism to society and communities for increases in the future

such as: to encourage of Buddhist from monks to society that become a good action for learn and practice of the doctrine of Buddha said and followed the theory of Buddha for development and administration and also Buddhist and monks are close relationship and make strong cooperation for lay man and lay woman of Buddhist in correctly and smart of development the suggestion of thesis research that focus on:

To give this data and suggest to top head of monk for correct and understanding to develop head monk of the Khmer temple.

To give this data to government update new policy and create the best way for control the situation of Buddhist in the Arizona and followed the rule of country during operation.

To give general public for Buddhist and citizen understanding and model of development and administration of Wat Thydaputikaram and show up information and update in media and social media for advertise Buddhist Administration in Arizona.

To operated and promote about culture, tradition and custom for new generation can learn and practice of Khmer people in the Arizona.

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## Model Of The Management Of The Khmer Buddhist Association In The United States Of America<sup>1</sup>

Dr.Thai Sotha

Ph.D in Public Administration

### ABSTRACT

This dissertation studies in a research study on the **Model Of The Management Of The Khmer Buddhist Association In The United States Of America** in order to collect data , create a model for good results in research documents which edited and compiled by doctors of religious experts, from interviews with the leaders of the Buddhist Society of Cambodian Monks in the United States.

Research studies show that the Cambodian–American Buddhist Monks Society has progressed well in the structure of the Buddhist Monks Society and got the confidence and trust from members and leaders of the Buddhist Society. This research study established the following models:

1 Establish a psychological support and network of Cambodian refugee, Unity of Khmer Refugees, **Preah Somethavong Ung Mean** and Cambodians who fled from Cambodia to live in the United States in 1975 Co–organized the establishment of The Cambodian Buddhist Society, Inc. It was founded in 1976 and was incorporated into Maryland in 1978.

2. Encouragement, empowerment and help of the Cambodian refugees. Most of the Cambodians who fled to the United States in the 1970s at that time, Buddhist monks played an important role in encouraging, empowering and helping Cambodians refugees.

3. Propagation of Khmer Buddhism in the United States. A group of Cambodian intellectual monks, including **Preah Vireak Bellong**, **Preah Somethavong Ong Mean** , etc. , fled to the United States for the first time in Maryland. Wat Puthikaram (The Cambodian Buddhist Temple) was the first monastery to spread Khmer Buddhism in the United States, promoting progress and development till nowadays.

4. Preservation of Khmer Culture, most Cambodians who practice Buddhism always celebrate the Khmer New Year, Dak Ben and Pchum Ben, Water Festival, Makha Bucha Day, Vesakha Bucha Day, Kathina Day, which are the traditional Khmer festivals, Khmer traditions and Khmer cultures.

5. Establishment of a program to raise funds to help the Cambodian Community in the United States and Cambodia. The Buddhist Society disseminates to monks and Buddhist people to raise funds to help any affairs of the Cambodian monastery and Cambodian Community in the United States and launches scholarships to support Buddhist students in Preah Suramarit Buddhist High School and Preah Sihanouk Raja Buddhist University.

6. Resolving the disputes between Khmer monks and Buddhist people in the United States. In the case of resolving the disputes, if the pagoda side has a letter of invitation to the Buddhist Society of

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<sup>1</sup> This article is a part of dissertation



Khmer Monks, it can only be summoned to help resolve or provide a fair opinion in accordance with the dharma-discipline path in Buddhism .

7. Establishment of the internal solidarity between monks and Buddhist people. The Cambodian Monks Society reminds Buddhist monks and Buddhist people to follow the Buddha's advice in the six precepts which people should think of and they work together happily with the four priests' comforts. No any division between monks and laity to practice together in daily life.

8. Providing training course, there is an English language training course on citizenship for the elderly people who want to become citizens of the United States of America. The course opens every Saturday. The monks help a lot to facilitate the Cambodian people.

9. Facilitating all loneliness and lack of communication of the Cambodian Buddhist Monks Society to facilitate the lives of Cambodian monks in 50 states of America. If not unified to form a Buddhist Society, then the Cambodian monks live alone, and there must be lack of communication. That is why the monastic managers are needed throughout the United States and easily communicate with each other in various religious affairs.

### 1.1 Problem Pattern of Research.

In our universe, the planet is a place where many people from different nations from countries to countries, with different nationalities, languages, cultures, traditions, customs, and religions mixed together. A person who lives on this planet has a nation that can accept the religious beliefs that he has kept in his mindset as a source of belief that he thinks is a good practice that can lead to harmony and prosperity. In some countries, there are different religions, and in some countries the worship of the religion is the same, but the mindset of the belief is different. These facts prove that many different religions, ideologies, and practices are adapted to reflect the beliefs and contexts of their society.<sup>1</sup> Having seen that, the Constitution of the United States of America clearly states that respect for the rights of citizens in accordance with the principles of democracy and freedom of religion. The Constitution of the United States of America explicitly states respect for the rights of citizens in accordance with the principles of democracy and freedom of religion.<sup>2</sup>

According to a study of the history of Buddhism in the United States of America, there are about 300,080,997 people (2006), mostly Christians (about 76.7%), the remaining 24.3% are believing in other religions or they are non-religious. According to Pew Research Center survey in 2016–2004 found that the population is non-religious. (Non-Religious) Live up to 18.5% (age 30 = 12.5%, age 30 = 6%) represent

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<sup>1</sup> Model of Wat Choat Naram (Boeung Kok) Management to Create Achievements, Khan Khat, Page 1.

<sup>2</sup> Congress shall make no law respecting an establishment of religion or prohibiting the free exercise thereof.” Those are not my words, but the words of our founding fathers – written in 1789 as the First Amendment of the U.S. Constitution. At the very foundation of our Republic, the founding fathers enshrined in our Constitution freedom of religion as a first principal, in the same breath as freedom of speech, the freedom in peace (*Remarks by Ambassador Michael George DeSombre at Mahachulalongkornrajavidyalaya University*)<sup>3</sup> <https://th.usembassy.gov/remarks-by> accessed on August 21<sup>st</sup>, 2022.

55,514,984 people, about 1 in 6 of the total population. 55,514,984 people are non-religious. This is almost the same as the population of the entire country of more than 60 million people in Thailand.

According to the report in 2004 by the U.S. State Department's International Religious Freedom, 60.7% of scientists do not believe in the existence of God, and this is a growing trend.

For about 1% or about 3,000,000 Buddhist people, most of them believe in Mahayana, Zen and Tibetan Buddhism.

The Beginning of Buddhism in the United States was the result of the victory of Buddhism in a large public debate in Panadura, Sri Lanka in 1873 between Phra Micketuwatte Kunananda Thera and the clergy of Christ. With the chaplain David de Silva leading the board of Journal named The Time of Ceylon, titled Phra Micketuwatte Kunananda Thera alone confronts the leading bishop of Christianity and successfully confronts the enemy Dr. James Martin Peebles debate reasons have been published repeatedly in the United States, intriguing Americans and converting to believe in Buddhism. One of them was Colonel Henry Tiel Olcott, and in 1880 he and Madame H.P. Blawatsky traveled to Sri Lanka to sacrifice their lives for the revival of Buddhism. The current Dalai Lama first visited the United States in 1979, and last visited in September 2003. When President George W. Bush gave an honorable welcome for why the Dalai Lama was ousted and get to know and attract people all over the world for one important reason. Hollywood studios in the United States filmed his life in 1997 in Kundun and Seven years in Tibet. As a result, many people watched around the world, both films covering major events in Tibetan politics. In 1961, eight countries from Asia: Myanmar, Cambodia, Sri Lanka, India, Laos, Thailand, Vietnam, Taiwan and Japan jointly built a national Buddhist monastery. Having met with the ambassadors of various countries, the gathering was to demonstrate the power of Buddhist unity to the world. Even from different races, but Buddhist followers have the same blood color, conscience and are the same Sakhyamuni monks. In the same year, the University of Wisconsin awarded the first doctorate in Buddhism in the United States. In the Department of Teacher Education, in 1975, the Buddhist University was established in California. By providing in the field of Buddhism from bachelor to doctoral degrees, and since then many universities have taught about Buddhism. And in 1996, there were about 15 universities offering doctoral programs in Buddhism: Harvard University, Princeton University of Chicago, and Virginia University. Almost all studies in the United States offer Buddhist courses.<sup>1</sup>

For Khmer Buddhism in the United States, Buddhists have formed Khmer Buddhist Society Inc together by Cambodian monks and scholars who have been invited to study abroad in India and the United Kingdom. In the early 1960s to the mid-1970s, as national political events changed in 1975, when Lon Nol's government was overthrown by the Khmer Rouge, and the Khmer Rouge took control of Phnom Penh, they were eliminated. They abandoned all religious believes, no obedience at all, even the sacred monks were forced to leave the monkhood. Some Cambodian intellectual monks, such as **Samdech Preah**

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<sup>1</sup> *Dr. Anunya Methmanus May 2555 B.E. THE HISTORY OF BUDDHISM GB 405E (173-175)*

**Vireak Belong, Thammavorak Mahathera, Preah Somethavong Ong Mean Chansovano, Professor Meas John, Bhikkhu Dr. Kong Chhean**, continued their studies in India and could not be repatriated and decided to flee to the United States of America.

In addition, some intellectual monks, due to compulsory circumstances, have left the monkhood and fled to live in the United States of America by means of US embassy. And, Cambodians who have fled because of the war by ways of the United Nations to live in the states of the United States of America. **Preah Somethavong Ong Mean Chan Sovanno** founded the Cambodian Buddhist Society. Cambodian Buddhist Society established in 1976 and incorporated into Maryland in 1978, the societal center called Wat Bhuddhikaram (The Cambodian Buddhist Society Inc) was first located in Oxon Hill, MD, then New Carrollton MD. Finally moved to Silver Spring, MD in 1987.

Cambodian Buddhist Society governed by a 15-member board, with the exception of the monks on the committee, all members of the committee are elected annually.

The four objectives of the Cambodian Buddhist Society are:

- To preserve and spread Khmer Buddhism.
- To preserve Khmer Culture.
- To provide training.
- To provide humanitarian assistance.

Cambodian Buddhist Society governed by a 15-member board, which consists of three automatically elected Buddhist monks and 12 members elected annually by members of the Cambodian Buddhist Society. Internal statutes are elected Four committees are set up to carry out different tasks:

- Committee in charge of Ceremony.
- Committee in charge of Cultural Affairs
- Committee in charge of Security and Public Relations
- Committee in charge of Construction and Maintenance.

The pagoda plays an important role in Cambodians' lives in Cambodia and especially in the United States, with six monks at the pagoda at that time. These monks are dharma teachers, advisers, and preside over various ceremonies. Religious and traditional ceremonies are held at Wat Thomikaram and in the Buddhist followers' houses. These ceremonies include birthdays, weddings, funerals, and housewarmings to name a few. Khmer people invite Buddhist monks to bless every Sunday. The pagoda opens classes on Khmer language, Khmer traditional and folk dance, Khmer music and prayers, and every Saturday the pagoda provides training on citizenship to people, especially the elderly people who want to become citizens of the United States. At the same time, English lessons are given to the elderly people as well.

Therefore, the pagoda began to fulfill its role as an institution in Cambodians' lives, just like the important political institution in our Cambodian society. The longer the journey, the more fulfilling the role of this institution, then the morality of the Buddhist path has become the norm in Cambodians' lives.

When people do not even need to be aware to go to pagoda, as always, Cambodians still do not forget to go to the pagodas when there is a thing to do. When they have a serious illness, they are treated with various medicines, but they are still aware of going to pagoda with their consciousness. In the treatment of mental illness, the monks are invited to recite or chant Paritta (Dharma) to evict the ugliness or illness. Even though they know that the pagoda is not a place where the God helps them with the great power of the *Om Am* (magic) method, they come to receive the magic water, because it is the magic of medicine, the Dharma, which is the science of enlightening the mind and healing.

We are Buddhists, both Buddhist clergy and laity, who follow the teachings of the Buddha, have studied the Dharma of Preah Jin Srey (Buddha), learned more about the contents of the Buddha's words and learned to trained ourselves by laying down ecocentrism, trying to fulfill merit, and avoiding rivalry that makes the society, monastery, religions lost the unity and prosperity in the local society and religion.

We are Cambodian people, both living abroad and in the country, should behave a gentle attitude, be strong, be courageous to educate, disseminate and guide the next generation children and students to Khmer society that is experiencing crisis, lacks of morals, ethics, having conflicts and insults to have a culture of good communication in friendship, brotherhood, solidarity in awareness of Cambodians that have such respectable civilization, cultivating a spirit of love, the national religion, national heritages, ancient temple heritage, national integrity as well as to avoid the destruction of those reputations by wicked means.

The Cambodian-American Buddhist Society is optimistic, that follows the Buddhist path, worships the Buddha, has a strong Buddhist morality, and uses the words of the Buddha to educate, teach, explain the Dharma, and guide the Buddhist people of other nations. Tripitaka in Buddhism, the three collections of Buddhist Texts, are the basis for enlightenment, understanding of the Dharma, believing in Buddhism with wisdom and the right view.

It is the duty of the Buddhist monks to be virtuous in favor of the laity by helping to train, educate, and instruct them to perform meritorious deeds by body, speech, and mind, and to diligently perform the main principles and stanza of Dharma, the chanting, and dharma talk or Question and Answer in order to feed the hearts of the saints. Buddhist Bhikkhus and novices must be virtuous, subordinate with a sincere heart, compassionate, as well as to do good deeds by themselves, and benefit the Buddhist people by their indifference or protection of the arrogant as a monk in Buddhism.

In summary, Khmer Buddhist monks have been playing a key role in the dissemination of Khmer Buddhism in the United States since the mid-1970s , educating Cambodian-American Buddhists and preserving Khmer culture, traditions, and ancestry in the form of Khmer Buddhism and training and education as well as to studying the national literature, contributing to the promotion of the society and spreading Buddhism from the 1970s to the present has achieved remarkable results .

In order to participate in solving the above problem and create a model for the spread of Khmer Buddhism in the United States, I have studied the subject of the model of the Management of the Cambodian Buddhist Society in the United States to spread Buddhism by hoping that it will be very useful to participate in the development of Buddhism in the propaganda for world peace.

## **1.2 Problems of research**

Managing the Cambodian–American Buddhist Society in order to promote Buddhism and unite Cambodian monks throughout the United States to come together as one today, which is stable, is highly committed, highly dedicated, and highly time dedicated in a united spirit. Taking advantage of one's abilities, full of virtue knowledge, subject, and experience, to help fulfill the work for the national interest and Buddhism by having the will to contribute to the promotion, maintain good achievements and good existing legacy to survive in the future. In all circumstances, we must have a conscience to defend our national religion.

Considering the main interests of the national Khmer people, non-thinking of personal interests more important than common interests of the national Khmer people, we must continue to carry out general work for all widely, good communication, shown in body, speech, and mind compassionate among Buddhist monks, Khmer Buddhists, and having good cooperation and interfaith as well as the humanity in general.

What are the factors that made the Cambodian Buddhist Society of the United States of America? Are we ready for the participation of the intellectual resources of the monks and to restructure the arrangements for the statute of governance to be sustainable?

There are many intellectuals and monks had good ideas when they were established in the Buddhist Society and the structure of the members of the statute. Soon later, there were disagreements between members and lack of supports from the members and the general public.

Here, I would like to mention the Management of the Cambodian American Buddhist Society to promote and advertise Buddhism as a topic to explain the positive and negative explanations in this thesis.

Doing the research on these challenges to understand the roots of the Management of the Cambodian–American Buddhist Society for the promotion of Buddhism. The topics related to the research presented in the doctoral thesis of the Public Administration, as well as establish a model for future practice.

## **1.3 Objectives of the study**

This study focuses on a number of key points related to the above topics:

1. To study the spread of Buddhism in the United States .
2. To study the evolution and propagation of Buddhism in the United States.

3. To study the establishment of a Model for the Management of the Cambodian-American Buddhist for the promotion of Buddhism.

### 1.3 Limitations and scope of research

As already mentioned in the meaning and problem above, the management is a wide range. The Management of the Cambodian-American Buddhist Society for the promotion of Buddhism is very broad, both in terms of time and budget required by the monks and Buddhist people. Therefore, I cannot do the research on the study of general Buddhist Society in the United States, but I can have time and ability to do the research on the Cambodian Buddhist Society only.

In fact, the Management of the Buddhist of Cambodian in the United States for the propagation of Buddhism has many problems, which is why, I have considered and discussed with my instructor, set the limitation to do the research fit to the time and ability.

Because of this, I study the model subject of the Management of the Cambodian-American Buddhist Society to spread Buddhism from the 1970s to the present.

The key word is the Model Of The Management Of The Khmer Buddhist Association In The United States Of America

### 1.4 Research methods

This study must select the method to study the research topic effectively:

#### 5.1. Data collection

**The original or first data** came from the studying, reading or collecting of works that are available in libraries, bookstores, as well as interviewing the Buddhist monks or chaplains in pagodas, Buddhist Chief Inspector, and the committees of Buddhist archbishop in the United States, and through technology.

**Secondary data and masterpieces of documents** are existing types of data. Those data have passed through the collection of readings to become documents available in Buddhist libraries, documents taken from the Internet, documents extracted from the Buddhist Society of Khmer Monks contain the statistics of monks and monasteries throughout the United States of America. In addition, there may be some documents citing the collection of this research data to be more accurate.

#### 5.2. Evaluation

After Collecting documents related to the topic, then we need to collect the data and to consider whether those data can be used enough to write this thesis to respond to the topic or it needs more information.

#### 5.3 . Methods of writing

In order to write this thesis in a scientific way, we need to use the following methods:

–**Analytical method** is a way to check and examine the data we have received to analyze clearly.

- **Synthesis method** is a way of summarizing the results of an analysis to draw conclusions.
- **The general inference method** is a way to draw conclusions from many different experiments with different arguments.
- **The split inference method** is the process by which our thoughts are drawn from universal truth to non-universal truth (individual or specific truth), based on the extracting the relationship of inferences from general claims or from universal truths.
- **Logic method** is a method that is organized in a sequential and accurate manner, the method is to be systematic.
- **The abstract method** is the way we use abstract ideas to create something new through ideas or recommendations.

## 1.5 The benefits of research

This study makes clearer understanding of the evolution of Buddhism in the United States and the Management of the Buddhist Society of Cambodian Monks in the United States to promote and advertise Buddhism. Therefore, the study of this topic is very useful for the field in Buddhism. The spread of Buddhism in abroad can show the monks and Buddhist people to know about life in the social context of the Western countries, especially to preserve Khmer Buddhism, culture, traditions and customs.

## 2. Data Collection

### 2.1 Living conditions of Cambodians in the United States.

Cambodian Americans are Americans of Khmer or Khmer descent, moreover, Khmer Americans are also Americans with Native to other ethnic groups in Cambodia, such as the Cham and Khmer Leu (hill tribes of Northeast Cambodia), according to the 2010 US Census, approximately 276,667 of the Cambodian population live in the United States, with the majority of the population concentrated in California, Pennsylvania and Massachusetts.

About 149,000 people entered the country as refugees, 6,000 as immigrants and 2,500 as refugees and in the public interest. Large communities of Cambodians are rooted in cities such as Long Beach, Fresno and Stockton in California Providence, Rhode Island; Philadelphia; Cleveland, Ohio; as well as Lynn and Lowell in Massachusetts; and Seattle and Portland in the Northeast Pacific.

Since 1994, Cambodians who have entered the United States have entered the country as immigrants, not refugees, but in small numbers per year. The majority of Cambodia's growing minority population can be attributed to the American-born children of Cambodian immigrants or the new population of Cambodians. Although Cambodians are freed from the devastation of their homeland, whose tragedy has lingered in the 21st century, they will face more new hardships and difficulties in the United States. The 2010 census counted 276,667 people of Cambodian descent in the United States, up from 206,052 in 2000. Of them, 231,616 (84%) are all-Cambodian and 45,051 part-Cambodian.

### 1. Demographics

The states with the highest collection of Cambodian-Americans are Rhode Island (0.5 %; 5,176), Massachusetts (0.4 %; 25,387), Washington (0.3 %; 19,101), California (0.2 %; 86,244) and Minnesota (0.2 %; 7,8507).

## **2. West Coast**

In Southern California, there is a large population of Cambodians in Long Beach, and small communities of significant Cambodians are present in the downtown area of Los Angeles and San Diego. Four percent (4%) of Long Beach's population is of Khmer descent, mainly in the eastern part of city which has a Sankat named Cambodia Town. Long Beach city, California, has the largest population of Cambodian origin outside of Cambodia. Housing Project of Pueblo Del Rio in South Los Angeles was home for about 200 Cambodian families in the 1980s. By 2010 remains a smaller but larger Cambodian-American community. In Los Angeles Chinatown, there are more than 600 Cambodian populations. Santa Ana, California, 0.5% Cambodian-American City Heights East of San Diego, there are a lot of Cambodians. Northern California, Stockton, Modesto and Auckland are predominantly Cambodian, while San Jose, Santa Rosa and Sacramento also have large communities. Outside of the California Pacific Northwest is home to another large Cambodian settlement, especially in cities such as Tacoma, which has thousands of Cambodians living or 1.6 % of the population. There is a growing Cambodian-American community in Las Vegas in Nevada Phoenix, Arizona ; Salt Lake City, Utah ; And Denver, Colorado. In Utah, there is a Cambodian community in West Valley.

## **3. East Coast**

Lowell, Massachusetts, has the second largest Cambodian-American population in the United States and is the center of the Cambodian population on the East Coast. 13 % of the populations are Cambodian descent. Cambodian immigrants settled in Lowell during the mid-1980s, where they opened dozens of small businesses. In Lynn, Massachusetts, near Lowell, is the third-largest Cambodian-American community in New England, Providence, Rhode Island, and Portland, Maine (647; 1 % of the population) also have large numbers of Cambodian-Americans outside of New England, Philadelphia, Pennsylvania, and downtown Washington, D.C. There are many Cambodian people about 480 Cambodians live in Utica, New York.

## **4 . South**

In the south, there is a large Cambodian-American community in Jacksonville, Florida, with 1,700 Cambodians living in Jacksonville. In Spartanburg County, South Carolina, there are 1,123 Cambodian-Americans (0.4 % of the county). There is a large Cambodian-American community in Charlotte, North Carolina and downtown Atlanta. There is a Cambodian community in New Orleans, especially in Buras, Louisiana, which is 9% Cambodian. Many Cambodian immigrants in Plaquemines Parish, Louisiana are employed as shrimp catchers and fishermen. There are a number of Cambodian-Americans in Marietta, Georgia, Stone Mountain, Georgia, and in Riverdale, Georgia. In Riverdale, Georgia, they have Cambodia Town. There is a non-profit organization in Georgia called the Cambodian-American Society.

## **5 . West**

Minneapolis-Saint Paul Area, Minnesota, is a place for many Southeast Asian refugees, most of them are Hmong, but there are also thousands of Cambodian-Americans. Denver, Colorado has a growing number of Cambodian-Americans about 2,399 people and increased in 2016. Rochester, Minnesota, there are Cambodian Americans 1.2 %. By 2010, there are a number of Cambodian-Americans about 1,600 live in Columbus Ohio (0.2 %), most of whom live in Hilltop in Chicago, Illinois. There is a Cambodian community in Albany Park.

## **6 . Academic study of the community**



In addition to personal memories of coming to the United States, such as Luong Ong's books, some books are dedicated to the study of Cambodian Americans, such as *Khmer American: Identity and Moral Education in a Diasporic Community* by Nancy J. Smith-Hefner. This book is an anthropological study of Cambodian refugee families, mostly from the point of view of the parents who lived in Boston and eastern Massachusetts. It is the first of several books on this fragmented community. It provides some insight into traditional Khmer culture and contemporary American society, but it is not a study of Cambodian-American history.

Another new book is *"Buddha Is Hiding"*, written by Aiwha Ong, *Minority Studies*, tells the story of Cambodian-Americans and their experiences of American citizenship. This study mainly investigated on Cambodian refugees in the Oakland and San Francisco Bay Area. The experiences presented in this book as examples of what most Cambodian refugees experience when dealing with US institutions such as health care, welfare, law, force, police, temple and schools. This book reveals through extensive ethnic dialogue about how Cambodian refugees interpret and negotiate the American culture, often have to spend on cultivating their own Theravada Buddhist culture.

*Survivors: Cambodian Refugees in the United States* written by Su Chheng Chan is a Cambodian-American multidisciplinary study based on interviews with community leaders, government officials and staff in community agencies, as well as Cambodian Americans in average to capture the differences of Socio-Economic History. *Not Just Victims: Conversations with Cambodian Community Leaders in the United States* by Su Chheng Chan are a collection of oral interviews. Interviews, mostly collected in the 1990s, describe the challenges that Cambodian community facing and the efforts of various organizations in supporting refugee resettlement, cultural integration, and social services. It also provides a brief history of the Cambodian genocide and diaspora, and a chapter about the Khmer Krom in the United States.

## 2.2 Causes of the Propagation of Cambodian Buddhism in the United States.

Cambodian Buddhists in the United States form the Cambodian Buddhist Society Inc together. Khmer intellectual monks were invited to continue their studies abroad, such as in India and England in the early 1960s to the mid-1970s due to the changing national political events in 1975 when the government of General Lon Nol was overthrown by the Khmer Rouge. When the Khmer Rouge took control of Phnom Penh, they completely eradicated all religious beliefs, even the sacred monks were forced to leave the monkhoods.

Some Khmer intellectuals monks include **Samdech Preah Vireak Belong Dhammavorak Mahathera, Preah Somethavong Ong Mean Chan Sovanno, Professor Meas John, Preah Bhikkhu Dr. Kong Chhean**. Continuing their studies in India and could not be repatriated to homeland and was forced to flee to the United States. On the other hand, some intellectual monks due to compulsory circumstances, left the monkhood to flee to the United States through the US embassy. And the Cambodian people who had fled because of the war through the United Nations, they lived in any states of the United States. **Preah Somethavong Ong Mean Chan Sovanno** Co-founded the Cambodian Buddhist Society Inc.

Buddhist Society Inc was organized in 1976 and incorporated into Maryland in 1978. The headquarter of the society was called Wat Puthikaram (The Cambodian Buddhist Society Inc) first located in Oxon Hill, MD, then at New Carrollton MD, and finally moved to Silver Spring, MD in 1987.

Buddhist Society Inc was managed by a 15-member board with the exception of the 3 monks on the committee automatically elected, and all other 12 members of the committee are elected annually.

**The four objectives of the Cambodian Buddhist Society.Inc. are:**

- To preserve and propagate Cambodian Buddhism.
- To preserve Cambodian culture.
- To provide training.
- To provide humanitarian assistance.

Buddhist Society Inc is governed by a 15-member board of three monks automatically elected without voting and 12 members elected annually by members of the Cambodian Buddhist Society Inc internal statute elected, and four committees were set up to carry out different tasks:

- Committee in charge of Ceremony.
- Committee in charge of Cultural Affairs.
- Committee in charge of Security and Public Relations.
- Committee in charge of Construction and Maintenance.

The pagoda plays an important role in Cambodians' lives in Cambodia and especially in the United States, with six monks at the pagoda. These monks are Dharma teachers, advisers, and preside over various ceremonies. Religious and traditional ceremonies are held at Wat Thomikaram and in the Buddhist followers' houses. These ceremonies include birthdays, weddings, funerals, and housewarmings to name a few. Khmer people invite Buddhist monks to bless every Sunday. The pagoda opens classes on Khmer language, Khmer traditional and folk dance, Khmer music and prayers, and every Saturday the pagoda provides training on citizenship to people, especially the elderly people who want to become citizens of the United States. At the same time, English lessons are given to the elderly people as well.

Wat Puthikaram (The Cambodian Buddhist Society Inc) is a real Khmer shrine with all the features of a typical Khmer pagoda in Cambodia. Outside the shrine side is decorated with all Khmer works of art as a normal Buddhist temple. Inside the main floor there is a large Buddha's image sitting on the seat surrounded by miniatures, depicts large Buddhist paintings depicting the life of the Buddha, adorning the walls with lanterns to illuminate the shrine. This temple was finished at the late of 1992 and was continued to build on July 1993. The total cost of the project is approximately \$ 1.7 million.

Due to its unique and luxurious decoration, Wat Puthikaram (the Cambodian Buddhsit Temple) is a tourist attraction in Washington D.C. Key Inspirers of the shrine is Venerable Prince **Ung Mean Chan Sovanno**, former chief inspector of Wat Thomikaram.

### **2.3 Number of Cambodian Buddhists in the United States**

Cambodians in the US Fact Sheet: Cambodian population in the US, 2000–2019

<b>Years</b>	<b>Population</b>
Year 2000	206,000
Year 2010	277,000
Year 2015	330,000
Year 2019	339,000

*Note:* Based on multinational-ethnic and multi-ethnic groups, regardless of native language.

*Source:* Estimation of the population in year 2000 and 2010 from the US Census Bureau “The Asian Population: 2010” Census Brief, Table 6. 2015 and 2019, Estimated population from 2015 and 2019, American Community Survey estimates 1 Year (census data).

## **2.4 Number of Khmer pagodas in the United States of America**

Statistics of pagodas and the number of monks in the United States , a total of 139 pagodas and 415 monks.

## **2.4 Project of Cambodian–American Buddhist Society in the United States.**

5 projects of Cambodian–American Buddhist Society as like :

### **A. About Samdech Preah Sangkhareach Chuon Nath Choatanh Nhano’s Day.**

About Samdech Preah Sangkhareach Chuon Nath’s Day (**Choatanh Nhano**): The project committee of B.M.S.I. has unanimously decided to choose Samdech Chuon Nath Day to be celebrated together in any Khmer pagoda of the United States every year and plans to apply to the Government of Cambodia. In the ceremony, that must have various exhibitions. Showing the outstanding work and reminding of the merits of Samdech Chuon Nath, which he has left a great legacy for all Cambodians to this day.

### **B. About Buddhist Studies.**

About Buddhist Studies, C.B.M.S. will create scholarships to support students who graduate from the third year of high school to help doing the work and continue their studies in the United States to strengthen the resources of the monks, and also as an incentive for the practice of monks.

### **C. About Legal Services.**

About Legal Services, all commissions must meet and hire lawyers to explain the Association’s immigration law, organizations or pagodas in the United States for monks and Buddhist people in the United States to know more.

### **D. About Humanitarian.**

About Humanitarian, the association approves a humanitarian plan to help Cambodians once or twice a year.

### **E. About Solidarity Flower Festival and Kathina Dana**

About the Solidarity Flower Festival and Kathina Dana, in addition, there is also the Solidarity Flower Festival and Kathina Dana initiated to support some budget packages in various monasteries in the United States and in need of Buddhist monks, etc.

The Cambodian–American Buddhist Society under a clear initiative aims to educate and train of the Khmer–American Buddhist Society to achieve real growth for the benefit of the Buddhist community.

## **2.5 Roles and activities of the Cambodian Buddhist Society.**

Contained in Article 2.0 of the Statute of Mission of the C.B.M.S. is to support and promote solidarity among Cambodian–American monks who permanently reside in pagodas in the United States as well as maintaining and strengthening the social, cultural, and moral well-being of Cambodian and Cambodian Americans living in the United States and in other parts of the United States.

## **2.6 Policies and views of the Buddhist Society.**

As stated in the statute of the Cambodian–American Buddhist Society, Article 2.1, Article 2.2, the C.B.M.S. has the following objectives:

- A. Educate Sila, Samadhi, and Prajna to the general public.
- B. Prevent the use of monks as a shield for trade.

- C. Facilitate all loneliness and lack of communication.
- D. To say the same thing, different doubts to the saints.
- E. To promote and develop a daily Dharma curriculum.
- F. To establish libraries in pagodas (such as scriptures, rules, documents, other technology systems) to increase the study of the Buddha's teaching in the development of personal knowledge and for the benefit of society.
- G. To facilitate pagodas and monks as members who face difficulties both materially and spiritually.
- H. To support monks as members to attend conferences of Buddhism and Interfaith in the United States and other countries.
- I. Strengthen solidarity to Khmer pagodas and Khmer monks throughout the United States of America.
- J. For the practice of dharma worthy of the dharma of the monks.
- K. Facilitate various documents and support as much as possible to the monks dedicated to society and religion.
- L. Cooperate with US Government for the harmonization of Khmer monks throughout the United States.
- M. To facilitate communication between foreign monks, Royal Government of Cambodia, Government of the United States of America, National Organization, International Organization and all religions with the Cambodian-American Buddhist Society.

In order to achieve the above objectives, the C.B.M.S. has the following directions:

- A. Organizing workshops to understand the needs of Cambodian monks and Buddhists.
- B. Organizing Buddhist festivals and other national festivals.
- C. Organizing Visakha Bucha festival together.
- D. Participating in religious, cultural, humanitarian and social activities with the United States Government, National and International Organizations, the Royal Government of Cambodia and the Priest Committee in Cambodia.
- E. Liaising and cooperating with Buddhist institutions in the Kingdom of Cambodia and other countries.
- F. For Cambodian monks in the United States to have the main institution with clear reference.

## **2.8 Construction of a pagoda that is a member of the Buddhist Society.**

In the six Buddhist components, there are Buddhist temples and Buddhist relics such as pagodas, buildings, eating halls, temples, Pali schools, Buddhist libraries, and Buddhist relics, such as Buddha statues, Bodhi trees, stupas, the Buddha's relics, and so on. The construction of some Khmer pagodas in the United States has been completed, such as:

Wat Puthikaram (The Cambodian Buddhist Society Inc), Maryland, Washington D.C. It was organized in 1976 and was started to construct by **Preah Somethavong Ong Mean Chan Sovanno**, the pagoda's chief master.

The temple of Khmer Buddhism, Khmer Classical Style, Roof of the temple with 4 ridgepieces (tptoed gable) of Wat Puthikaram (The Cambodian Buddhist Temple) of Maryland in the United States, there is a stupa that keeps the Buddha's statues and the relics of the common people and the monks' building.



Munisutaram monastery, Minnesota in the United States, begins construction in the late 1979 and the early 1980s. Our Cambodian refugees are remnants of the war and indiscriminate killings in post-war Cambodia.

In the Minneapolis-St. Paul and Rochester, new life in a new land extremely wanted the monasteries just to practice in the Buddhist way prosperously. By understanding these causes, wise leaders of Cambodian Buddhist Society such as lay woman Ms. Kang Saly, contacted Venerable **Somethavong Ong Mean Chan Sovanno**, Chief master of Wat Puthikaram, Washington D.C., to ask him to intervene to get a monk to lead the Buddhist practices of the Cambodian community in Minnesota.

In the year 2000-2007, The construction of a luxurious two-floor temple following the Khmer classical style has been thoroughly studied by members of the Board of Directors of the Cambodian Buddhist Society of Minnesota.



The stupa which keep the relics and statues of the Buddha were opened in 2010, laying the foundation on a land size of 3600sq.ft and a height of 100ft on a budget about 2 million US dollars.







The sentimental place of the Buddha performing the Dhamacakkapavattana Sutta and the sentimental place of the Buddha was born was completely built in 2017.



Much Lint pond with many monuments emerging from the water was completely built in 2017.





*Picture taken in distance, Monisota Pagoda*

Wat Buddhi Raingsy is a Buddhist temple of the first to be born in Houston, Texas, USA, since January 15, 1983. It was built under the initiative of the Board of Governors of the Cambodian Buddhist Society in collaboration with the monks (Venerable Chan Vanna Ung Mean, the Chief Master of Wat Puthikaram in D.C.) along with Buddhist people in Houston, Texas as a whole. With a size of 23.5 acres which is approximately 9.50 hectares at the address 15211 Sellers Road Houston Texas 77061. The Temple was built with Cambodian classical style, roof of the temple with 4 ridgepieces (tiptoed gable).



In the same year 2000, the eating hall was built about 100 feet long and 50 feet wide.



## **2.7 Methods of propagating Buddhism by the Buddhist Society.**

The propagation of Buddhism by the Buddhist Society has a lot of diversities. That is for both Cambodian-American Buddhist citizens, American citizens, people living in the United States and Cambodians living in Cambodia, and in other countries such as:

### **A. Propagating by Buddhist monks.**

Promoting Buddhism as a Role and Duty for All Monks Modern Propagation in the United States of America throughout the 50 State Buddhist Society, Cambodian Monks on a mission to visit Cambodian Americans and Buddhists and explain the Content of Dharma for practicing daily life, on the other hand, in various programs for Buddhists to receive at least some advice about monks to understand the content of life and the role of Buddhists.

### **Sermon**

Cambodian-American Buddhist Monks Society urges Cambodian monks in the United States to perform sermons, educate, explain and guide the Buddhists following the Buddha's teaching in various Buddhist ceremonies, such as the Sabbath Day, 8<sup>th</sup> day, 14<sup>th</sup> day, and 15<sup>th</sup> day of the waxing moon, and 8<sup>th</sup> day, 14<sup>th</sup> day, 15<sup>th</sup> day of the waning moon. Moreover, the Buddhist worships like Makha Bucha, Visakha Bucha, Asalha Bucha to make the Buddhist followers to understand the Supreme Buddha's journey that he has completed his Dharma and the Buddha's affair. He has fulfilled the 45 years of his affair of the Buddha for Buddhists, devotees, laymen, laywomen, to appear up of the pure generosity. This generosity is a good quality appeared in a good mind, and good people. It never comes with the sinners are unfortunate.

Including the belief in karma, the belief in results, the belief of that all beings have their own karma, the belief in the enlightenment of the Buddha. The belief in this generosity refers to believing in a reasonable story is not believing in a surprise. On the other hand, the sermon explains the Noble Truth. The Truth of the Noble is Suffering. The Truth of the Noble is the cause of sorrow. The Truth of the Noble is the act of suppressing lust. The truth of the Noble is that devotion leads to the liberation from suffering. It is the key for the people or Buddhists to accept in order to practice and preach to people to understand the wholesome, sin, virtue, social morality, life issues, the essence of life and the goal of the path to bring peace in the family and in society, especially to unite the whole community.

### **Teaching**

Teaching in various religious ceremonies to make the Buddhist people understand and practice, because in Buddhism today, some devotees have learned, some have not yet known how to perform, how to recite the sutras in all the ceremonies such as in Dharma reciting ceremony, Offerings for Monks Ceremony, Meal Offering Ceremony, Number Picking up for Offering to the Monk Ceremony, Drinks Offering Ceremony, Flower Ceremony, and the Four Requisites Ceremony. Also, the teaching in the Buddha's History, the story of the fully enlightened ONE, so that the Buddhists can understand the process of fulfillment of the perfection and enlightenment of the Buddha, thus leading scholars to believe in the enlightenment of the Buddha.

In the statute of Cambodian-American Monks Society, Chapter 2 on Objectives, Article 2.1 the objectives (f.to establish the libraries in monasteries such as legislative manuscript, document of new



technologies for accelerating to study the Buddha's teaching in self-development and social benefits), always have monks in the United States to teach and educate about the Buddhism to Cambodian-American Buddhists on Saturday and Sunday.

In the time of **Preah Sometha Vong Ung Mean Chan Sovanno** in 1976, monasteries and monks played an important role every Sunday. Monasteries open Khmer Language class, classical dance and popular dance, Khmer music, and reciting. On the other hand, every Saturday, monasteries provide training about US citizenship to the population, especially the elderly people who want to become US citizens. Likewise, English language course is provided for the elderly people.

Ancient Khmer culture could not abandon the pagoda because pagoda is a meeting place for crowd of people and a place of public service. The pagoda is a school and a place to graft and incubate the literature to live forever, etc.

## **2.8 Lecturing in Institutions**

### **1. Leading in Practicing Dharma.**

In the statute of Cambodian-American Buddhist Society, Chapter 2 about the purpose, Article 2.1, the purpose in **A. Educate about the ethics, intellectual meditation, and wisdom (the Threefold Training)** to general devotees. **J. For the practice of Dharma worthy of the Dharma of Cambodian monks and Buddhists in the United States.** Therefore, the Cambodian-American Buddhist Society asks Cambodian Monks in the United States to educate the Buddhists on the practice of ethics and meditation every Saturday and Sunday which are the public holidays or a Buddhist holidays, such as Makha Bocha, Visakha Bocha, and Asalha Bocha. Monks lead the Buddhists to pay worship to the three refuges, undertake the silla (Five or Eight Precepts) for Buddhists to having cut off the anxiety and entering the place of happiness, and having reached the Three Realms, keeping the precepts clean at first, and after that, begins to develop compassion by meditating on Anapanassati. One should limit exhalation and inhalation, and concentrate in meditation. First, teacher of meditation explains the beginning of meditation to the meditator. That is for the yogi (a person who practices meditation) to cut off the anxiety while meditating, the mind must be aware of the air in and out clearly in meditation for about 30 minutes to an hour. Practicing the meditation make the yogi, Buddhist people, and devotees have sincere heart in the three refuges.

Having the peaceful mind can reduce anxiety because of having the practice and concentration in meditation in short courses in the monasteries in the United States of America.

### **2. Using social media**

Cambodian-American Buddhist Monk Society in online system, social networks for communication currently includes Facebook, YouTube, WhatsApp, Instagram, Zoom, Twitter, Telegram, line and so on.

The use of the online system facilitates in communication and teaching of Dharma, as well as the propagation of Buddhism via online system to Buddhists and the general public.

### **3. Propagating through social work activities**

As stated in the statute of the Cambodian-American Monks Society, Chapter 2, on the objective, Article 2.1, the purpose is to promote and establish the curriculum of daily Dharma Learning. C.B.M.S. has

set the daily schedule for teaching and propagating the Dharma to the following Online Propagation Committee:

	<b>Days</b>	<b>Types of Programs</b>	<b>Time</b>
-	Monday	Meeting with fellow students by Bhikkhu Thach Thea	18:10
-	Tuesday	Social Update by Bhikkhu Chum Vichet	18:20
-	Wednesday	The Trinity by Bhikkhu Saem Chanthay	18:30
-	Thursday	Meditation by Bhikkhu Nhor Tep Mony	18:40
-	Friday	Poetry and Smoot by Bhikkhu Keo Savoeun	19:00
-	Saturday	Buddhasasana English by Bhikkhu Kai Sophea	19:10
-	Sunday	Buddhist Philosophy and Society by Bhikkhu Nun sarith	19:30

The Propagation Committee facilitates daily programs, invites speakers from Cambodia, Kampuchea Krom, and in the United States. Those speakers are, Preah Kru Vibassanaja Virakatthero Ok Rorn from the United States, Preah Mahakampivicharano Vinh Sovoeung from Kampuchea Krom, the smot chanters, Mr. Taing Ky Sok Kong and Mr. Teong Buntaem from Cambodia, Ms. Saramani, Massachusetts, United States, Mr. Thommanon Van Chansaren from Cambodia and Khmer Poetry and Smot Group, Cambodia.

All night programs in the United States, it is in the morning in Cambodia. Some of the programs in the night in Cambodia, that is in the morning in the United States.

### **B. Propagating by Laity.**

During the week from Monday to Sunday, the Cambodian-American Buddhist Society regularly sets a daily schedule for the propagation of the Dharma in the four regions of the United States. In each region, some programs have been established such as reading the Sutta Pitaka and invite the speakers from Cambodia to participate in the discussion on the history of Theravada Buddhism entering the land of Sovannaphum (the golden land) and other inscriptions. The purpose is to give people a better understanding of the history of Buddhism, after the people listened to the propaganda, they were born in pure faith and generosity in Buddhism.

### **C. Propagating through religious Events, Places or Sign.**

Through the religious rituals, the monks have propagated Buddhism, especially the Dharma, to the Buddhists to become more aware and generous to Buddhism and the practice of Dharma in daily life. Those religious rituals include entering the rainy season retreat, leaving the rainy season retreat, Kathina Dana Ceremony, Flower Ceremony, Pchum Ben Ceremony, Visakha Bucha Ceremony, Makha Bucha Ceremony, etc. In addition to these religious ceremonies, there are traditional Khmer cultural festivals that are often associated with religions such as New Year, Ok Ambok (Gulping the pounded rice into the mouth) and Moon Worship. As for the religious places, all the constructions in the pagoda embody the Khmer cultural identity and Buddhist content as well, while some religious architectural structures such as Temple, Dharma-Conference Hall and Eating Hall have paintings related to the Buddhist history and Jataka (a series of 550 apocryhal stories about the previous lives of the Buddha).

## **2.9 Problems and Obstacles.**

Khmer Buddhism in the United States in the early 1960s to the mid-1970s due to the changing national political events in 1975 sparked a civil war, some Cambodian intellectual monks were invited to

continue their work abroad, such as in India, England, Thailand, etc. Unable to enter the country, they fled to the United States to form the Cambodian Buddhist Society Inc to preserve and propagate Khmer Buddhism, to preserve Khmer culture, to provide training and to provide humanitarian assistance.

Cambodians who have fled the war through the United Nations to live in some states across the United States completed a united mission to build pagodas to continue the propagation and education, training, preservation of cultural traditions in the content of the Dharma as a Buddha's teaching. Propagated activities make The United States improved steadily to the present.

The United States is a multi-ethnic, multi-religious country. The Constitution of the United States clearly states that respect for the rights of citizens in accordance with the principles of democracy and freedom of religion. That makes Khmer Buddhists who respect, believe and follow Buddhist paths turn to believe and worship Christianity and Islam, etc.

The United States comprises 50 large states. Cambodian monks live in different states, and they are lack of communication to build solidarity to each other. On the other hand, each state in the United States has different legal procedures. That is why the lives of Cambodian monks obey the laws of their states.

The management of the Cambodian monk board has no contact with monks live in abroad. In terms of the traffic law, declaration, and instruction of Cambodian Monk Board seem not very effective and extensive to Cambodian monks in The United States. Another thing, Cambodian monks living in the United States were not appointed by the Cambodian Monk Board to propagate Buddhism. They are invited because of the generosity and trust of Cambodian-American monks and Buddhists in any states across the United States invite them to help with religious affairs.

Thus, the system of management of the Cambodian Monks since the war in Cambodia until now, there is no legal action to control the monks in the United States. It has not been resolved. The Buddhist education was not yet effective because all the monasteries throughout the United States made up of the united power of Cambodian-American Buddhists who had migrated from the war time to the present.

### **1. Use of language in communication**

In the United States, the use of language in line with the practice of Buddhism and communication in English is largely limited to Cambodian monks, as most Cambodian-Americans born in the United States speak more English than Cambodians. So, they must take the time to communicate with each other, as well as to explain the traditions, cultural norms, theories of Buddhism in depth. Most or percents of presence of Buddhists come to pagodas to do merits and other religious affair, they are mostly elderly people, laymen, and laywomen in old and middle-aged, because they were born in Cambodia. The communication is easier than their grandchildren who were born in the United States.

### **2. Livelihood**

The United States has a different climate and varies from region to region.

United States has 4 seasons

- Summer            June – August
- Autumn            September – November
- Winter            December – February
- Spring            March – May

US time is different from Cambodia. The average difference is about 12 hours of our country (Cambodia) is during the day in Cambodia and in the United States it is at night. The United States is a very large country, so the time difference is divided by the line dividing the earth into four parts of time zone:

- Eastern Time Zone (EST) Time is different from Cambodia about 12 hours.
- Central Time Zone (CST) Time is different from Cambodia about 13 hours.
- Mountain Time Zone (MST) Time is different from Cambodia about 14 hours.
- Pacific Time Zone (PST) Time is different from Cambodia about 15 hours.

The United States has different climates and varies from region to region due to its vast area. Average temperature in the United States in January is winter. The weather is extremely cold across the United States. The weather is extremely cold in the Midwest New Zealand and the Atlantic. The weather is cooler in the southeastern and southwestern states, although temperatures are milder here than in the north and the midwest. For milder temperatures, go to Hawaii or Florida.

Such climate change and time change, therefore, make life difficult to adapt to the hot temperature while the weather is cold, and the time change in the United States.

### **3. Principles of propagation.**

- To contribute the basic knowledge in Khmer and English, Khmer traditions, customs, and culture.
- To help the participants study and listen in the knowledge propagation program.
- To contribute to the training of Khmer resources to be qualified and the propagation of Khmer Buddhism on the international stage.
- To contribute to the development of the Buddhist education sector to grow prosperously and extendedly.

## **2.10 Buddhists' Resources for Propagation.**

Contributing resources to the propagation of Buddhism by Buddhists in the United States is still limited. Cambodian Buddhist Monk Society has encouraged the Buddhists to get involved in propagating Khmer Buddhism to be prosperous in the United States steadily. Most importantly, Cambodian Buddhist Monk Society invited many speakers such as Dhamanon Van Chansaren in Cambodia and other speakers in the United States to participate in propagation in Khmer and English via Facebook and YouTube to show the world that Cambodian Theravada Buddhism has progressed steadily on the international stage.

## **3. Synthesis and Conclusion**

### **3.1 Model Of The Management Of The Khmer Buddhist Association In The United States Of America**

#### **1. Establish a psychological support and network for Cambodian refugees.**

In Cambodia, between 1975 and 1979, it was ruled by the government of Democratic Cambodia, known as the Khmer Rouge. It used communist power and communism to persecute its people with all kinds of violences, including physical, mental, spiritual punishment, starvation, forced labor, destroying the market system of education and religion. Some people have fled to neighboring countries such as

Thailand, Laos, and Vietnam. Those people have been relocated to several countries, including the United States in Maryland, Washington D.C., and other areas under the cooperation between the United Nations and the US Embassy. To help those Cambodian people who fled in terms of food, utilities, residences, especially the spirit of some mahathera (supreme monks) who continued their studies in the United States or in other countries as well as the monks who fled from the Khmer Rouge co-organized to establish Cambodian Buddhist Society Inc in 1976. It was incorporated into Maryland in 1978, and its headquarter was called Wat Puthikaram (The Cambodian Buddhsit Society Inc) and established the structure of each section of the Buddhist Society and the statutes governing the society until the states official acknowledged. The first activity is to establish a network of contacts to seek for all refugees to know exactly the real number of refugees, places, and living conditions, then to create united activities through religious events or ceremonies and other meetings to build friendships, solidarity, and mutual help in the new land with the monks as the mental and spiritual leaders.

## **2. Encouraging, empowering and helping the Cambodians Refugees.**

Most Cambodians who fled to the United States in the 1970s at the time, monks played an important role in encouraging, empowering, and helping Cambodians refugees. Most of Cambodians are Buddhists. The monks come to visit, pray for the Cambodian people in their homes or residences, and give advice and guidance in the form of Buddhist theories focused on life and daily living to rejuvenate them after they have lost their home, farm, or parents, siblings, and leave their homeland.

And, that is to give them hope in life in a new place to run their new business and start to work again.

## **3. The propagation of Cambodian Buddhism in the United States.**

With a group of some Cambodian intellectual monks, including Samdech Preah Vireak Belong, Thammavorak, Mahathera, Preah Somethavong, Ung Mean, Chan Sovanno, Professor Meas John, Bhikkhu Dr. Kong Chhean, etc., who were invited to continue their studies in England and India could not return to Cambodia while the Khmer Rough is governing. Those Mahathera (supreme monks) fled to live in the United States, set up pagodas to save the displaced Cambodians refugees, and to propagate Cambodian Buddhism in the United States as well. The early propagation focused on religious events, religious theory, and Cambodian culture. These mahathera (supreme monks) are multi-sutras, multi-skilled and knowledgeable in the use of foreign languages that make the non-Cambodian Buddhsits easy to understand and practice the Buddhist principles smoothly. The propagation from that time until now makes the Cambodian Buddhism spread extendedly in the United States. Due to the document written that there are currently 139 pagodas, more than 415 monks across the 50 states in the United States.

## **4. Conservation of Cambodian Culture**

Most of Cambodians in the United States are Buddhists and regularly celebrate the Cambodian traditional and cultural ceremonies. Those ceremonies are New Year, Dak Ben and Pchum Ben, and Water Festival initiated in Lowell. Besides those ceremonies, they have celebrated Makha Bucha, Visakha

Bucha, Kathina Dana, Flower festival and other religious ceremonies. Monks open Cambodian language classes for Cambodian–American children on Sundays and teach classical dances such as Apsara dance, Tep Monorom dance, Wishing Blessing dance, etc., and Khmer popular dance, Khmer music such as Trot dance, Trot Neang Mev dance, Chak Angkrong dance, Pailin Peacock dance, and Rice Harvesting dance, etc. It is a contribution to promote and preserve Cambodian culture to be known by the world as Cambodian national traditions, Cambodian customs and culture.

#### **5. Establishment of Religious Ceremony for Collecting Fund to Help Cambodian Community in the United States and Cambodia.**

Cambodian Buddhist Monk Society in the United States has taken the action of propagation to the monks and the Buddhist people about the celebration of Flower Ceremony across the states or other areas in the United States to collect those money to help pagodas, Cambodian Community in the United States which are in needed. Buddhist Society also celebrate together the Kathina Dana Ceremony to offer the monks in terms of money, clothes, and other devices to pagodas and some needy Buddhists in the minimum of 6 pagodas per year across the United States. The Buddhist Society has provided fund to the adolescent hospitals, the Red Cross, the famished people caused by flood or fire, the poors, as well as to offer to the monks and needy students the scholarships, and to construct the bridge and street in Cambodia. Some monks have been provided the scholarships to study abroad and to propagate Buddhism through this Buddhist Society.

#### **6. Solving the disputes between Cambodian monks and Buddhists in the United States.**

Cambodian Buddhist Monk Society completes its responsibility through the states in 5 areas across the United States to provide advice and recommendation to the monks and Buddhists to have solidarity, forgiveness, tolerance, and to help each other in solving the appeared disputes and prevent the new problems happen between the monks and Buddhists. When the disputes happened once in the past, Buddhist Society were invited with the letter to coordinate and solve the problems or provide ideas with justice following the Buddhist path because all the pagodas in the United States obey the principles of the statutes of internal regulation and legal of each state. In case that complaint is sent to court in any states, Buddhist Society has no right to solve the problem, except the lawyers of each party.

#### **7. Establish the Internal Solidarity Between monks and Buddhists.**

The Cambodian Buddhist Monk Society reminds monks and Buddhists to live together in solidarity, friendship, kinship, tolerance for each other and practice the Buddha's teachings in accordance with the six principles such as *Metakayakarma*; compassionate physical work, *indicate what is useful* and remind with good intention and say with polite words, *think in the good way* is to think what brings benefits to each other, think of each other with optimism and think with good intentions. *Sathearanaphuki*, when we get somethings morally, although less or more, still we share with each other as much as possible. *Silasamanhata* is about to act righteously, to respect the law, to respect the equal discipline, to respect each other's rights and freedoms, and to have daily morality for life. *Tiddhi*

*Samankhata* refers to the right understanding, the common sense is the same, which is the main principle, having the will and the ideal towards happiness. Working together must be with the 4 happiness of the monk such as being happy because of having enough food, having fun with enough residences, having fun with people who agree, and having fun with corresponding behavior. The Board of Trustees, chaired by the President of the Buddhist Society, regularly gives encouraging advice and recommendation to Buddhist monks and Buddhist people of each pagoda throughout the United States.

#### **8. Provide Skill and Language Trainings.**

The Buddhist Society runs an English language course on citizenship for seniors seeking to become citizens of the United States, and runs every Saturday to help Cambodians fleeing from the war in Cambodia in 1975. Because those people are old and not good in English, they came together to the pagoda to ask the monks for help in teaching and training. Those trainings are car driving test, and how to get the American citizenship. At that time, the monks facilitate a lot for Cambodian people.

#### **9. Facilitate all the loneliness and lack of communication.**

Facilitating all the loneliness and lack of communication by establishing the Cambodian Buddhist Monk Society to facilitate the lives of Cambodian monks in the United States that has 50 states, such a large country. If Cambodian monks living in the United States permanently do not unite to form a Buddhist Society together, then Cambodian monks will live alone and lack of communication because Cambodian monks are invited to live in the United States without any support or sending by any means from the Cambodian Monk Board. Most of Cambodian-Americans invited monks for the opportunity to fulfill their merits in Buddhism, thus, they require a clergyman's minister throughout the United States that they would be easy to communicate in religious and social affairs.

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# MODEL OF CAMBODIA RURAL ROAD DEVELOPMENT FOR SUPPORTING THE RURAL ECONOMY<sup>1</sup>

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## Abstract

**Model of Cambodia rural road development for supporting the rural economy are;** 1) Increased and promoted high priority to the construction, rehabilitation and improvement of the roads step by step, 2) Collaborated with local communities and sub-national administrations at all levels to maintain rural roads and provide training and technical assistance to commune councils and village development committees to rehabilitate and improve rural roads, 3) Strengthened rural infrastructure to have electricity, clean water, toilets, clean environment and connect community roads from one community to others throughout the country, 4) Collaborate and work together with monks and people in communities to increase the number of roads and bridges, 5) Protected and prevented activities that could damage road infrastructure, 6) Rural Road Governance and Economic Development by The Ministry of Rural Development has continued to cooperate with the Ministry of Public Works and Transport and relevant institutions to link the roads from the capital to rural regions, 7) Provided the basic skills training the road maintenance and repair to local people in communities, 8) Encourage communities to run the small and family businesses, and 9) Reduce the poverty and increase income by creating rural roads throughout the country to access the regional economic development zone.

## 1. Introduction

### 1.1. Background and its significant

The road network in Cambodia referred to national and rural roads that provide easy access for people in the community to economic activities, while these network roads are not yet standardized, quality, and to improve the rehabilitation, construction and re-structure of paved roads, concrete, red gravel roads, mountain gravel roads, soil roads or paved roads with other materials. These factors are a barrier to economic growth, rural communities, urban and rural areas.

Investment in rural roads has significant potential for the use of local resources, creates decent jobs, supports the local economy and strengthens local trade, and thus has a significant impact on poverty reduction, the local economy and social development. The direct result of investing in rural roads is job creation, income and business opportunities, especially if the development and maintenance of these rural roads is targeted in favor of a resource-based approach. The long-term impact of improving the provision of services, goods and production and productivity, to increases the impact of further contribution to sustainable poverty reduction and regional economic and social development.

The Royal Government of Cambodia has noted the importance of infrastructure for economic development through increased the rural development. The National Strategic Development Plan 2006–2010 focused on the rehabilitation of physical infrastructure as national roads, rural roads, railways, airports, ports, electricity, telecommunications and other service networks. National Strategic Development Plan 2014–2018 (NSDP) , the main goal of this project is to strengthen economic growth in

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<sup>1</sup> This article is a some part of full dissertation in Khmer Vesion at above.

an equitable and sustainable manner, and also focused on the transportation, which is a network that provides convenience in import and export of the products. The five-year development plan has boosted economic growth, especially from 1994 to 2018, the government has six strategic economic development plans as the National Program to Rehabilitate and Develop Cambodia (NPRD), Socio-Economic Development Plan (SEDP I, 1996–2000) the Second Socio-Economic Development Plan II (SEDP II 2001–2005), the National Strategic Development Plan (NSDP) 2006–2010 and the new national strategic development plan for 2009–2013 and 2014–2018.

These projects focused on the creating socio-economic growth, reducing poverty, and also look at the benefits of ASEAN integration to promote the least developed country to become more than half of the high-income country in 2030.

To achieve that vision, the development of physical infrastructure is the most important factor to pay attention to, such as transport infrastructure, urban infrastructure, water resources, water system management, electricity, and information and communication technology. In these infrastructures, roads are important in supporting macroeconomic activities. National roads connect with road networks in neighboring countries to support cross-border and international activities, the rural roads supported the transport of agricultural products to the market. The two ministries, the Ministry of Public Works and Transport and the Ministry of Rural Development must work closely together to promote roads rehabilitation, re-structure and construction. In order for this activity to run smoothly, the Ministry of Economy and Finance must ensure the flow of budget expenditures related to rural roads, national roads and provincial roads.

The Ministry of Rural Development has focused on four main programs as 1) Institutional strengthening, capacity building and human resource development, 2) construction, repairing and upgrading infrastructure, transportation and public services, 3) Health promotion, education ,conditions of living and 4) job creation, entrepreneurship and economic activity.

In the past, the Ministry of Rural Development has paid close attention to construction of the roads, rehabilitating and improving rural roads for convenient and safe in travelling, promoting the transportation of agricultural products to urban markets and bringing urban products into the rural region. As a student of the Bodhisastra University Florida USA, i have been working for many years in the General Department of Technical Affairs, in charge of liaising, coordinating and managing rural road programs, rural water supply, primary health care, community development, and rural economic development. Improve the quality of life of people in rural areas through the construction, rehabilitation and improvement of rural roads.

So, this study is very important to show the necessary of rural roads development to support the rural economy that we will study detail at below.

## **1.2- Research problems**

In this study, we identified the problem of what is called rural road development, how is rural road different from main road? And which institution is responsible? What methods are used to construct, rehabilitate and improve rural roads? How does the modeling of rural road development reflect and what does it reflect?

### **1.3- The purpose of the research**

1. To study the techniques for construction, rehabilitating and improving rural roads throughout Cambodia and economy promotion to rural region.

2. To study the development of the model of rural road development to boost the regional economy.

### **1.4- Research methods**

This study used two methods to collect data to write the synthesis as 1) Primary data is to study the various resources of information such as books, research papers, articles, newsletters, websites and other social networks, some books are purchased from bookstores, got from some libraries and some got from the Ministry of Rural Development. 2) Second data is collected at field study, especially at the official construction site, rehabilitation and road improvement, interviews with the managers in charge of the project, staff and other stakeholders. To see clearly the project implementation activities of the Ministry of Rural Development.

The information obtained from the above is synthesized and compiled into the dissertation based on the guidance of the professors to be submitted to the University Evaluation Committee.

### **5-Background related to the topic**

I have been working in the Ministry of Rural Development from 2002 to the present, but in different positions, from 2002 to 2004 I worked in the Department of Rural Water Supply and from 2004 until now I have been working in Department of Rural Roads of the General Technical Department. For the past 18 years, I have been working on rural roads, especially rural road infrastructure from the first to the seventh phase, combined with various programs such as rural road infrastructure development programs.

For many years, as a manager and responsible person on rural roads, I have learned and understood a lot about the construction, rehabilitation, and improvement of roads, both by formula and by practice. With this experience, I just created it as topic in writing a doctoral dissertation at the Bodhisastra University Florida, USA.

### **6- Interesting and motivation**

Rural roads are very important for people living in rural areas throughout Cambodia. For decades, rural roads have not been improved; villagers traveled from a community to another by walking, or sometimes were by bicycles, oxen-cart to markets or to other regions. Therefore, traveling on those roads was very difficult and waste the time.

For the last two decades, rural roads have been given the utmost importance to connect to major roads across the country, so that people from every corner can travel to towns, markets or cities quickly and in less time, less paid in travelling but safety. Rural roads are being built, renovated and restored on a regular basis.

Through direct observation from the rural roads into each village, people's lives have improved, especially teenagers, are increasingly moving to work in urban areas, in their own province or in Phnom Penh or other cities.

The above factors motivated and encouraged me to actively participate in the development of rural roads and compile books of the dissertation based on research methods to complete my PhD.

## 2 Data Collection

### 2.1 Rural Road in Cambodia

#### 2.1.1 Definition of road

According to the Law on Roads in the Kingdom of Cambodia, there are six types of roads: first is expressway, second is national road, third is provincial road, fourth is rural road, fifth is capital road, city road and town road, community and the sixth road is another type of road determined by the Royal Government.

According to the Road Law 2015, Article 4 defined the National Road refers to the road with a lot of traffic, that is, the road connecting Phnom Penh to each provincial town throughout the country.

**National road** refers to the road with a lot of traffic: A- Road linked from Phnom Penh to the city of each province throughout the country. B. Road linked from the city of one province to the city of another province. C. Road linked from the national road to the national road. D. The detour from the national road to the city of a province. E- A detour from a national road or a road connecting a city of a province to major areas such as ports, railway stations, airports, special economic zones, tourist parts, border gates, and other major economic potential areas. F- The main roads of the country have a lot of traffic, which is determined by the Royal Government at the request of the Ministry of Public Works and Transport.

**Provincial road** refers to a road with moderate traffic, such as a road linked from a provincial town to a town, a district, a detour from a national road to a provincial road, a detour from a provincial road or a public road in a province to potential zones as ports, railway stations, airports, special economic zones, tourist parks, bilateral border crossings, areas with other moderate economic potentials.

**Capital roads, municipal roads and provincial town roads** refer to roads located within the geographical area of the provincial capital administration, including main roads, sidewalks and walking roads.

**Rural road** refers A- Road that linked from national road, provincial road to the city, town, district, Khan, town, commune, sangkat and to the village. B- Road that connected the city, town,

district, Khan to the city, town, district, Khan. C. Road that connected the city, town, district, Khan to the town, commune, sangkat, D. The roads linked from Commune, Sangkat to commune, Sangkhat. E – The road that connects the town, commune to the village. F– The road that connects the village to the village G. The road in the village.

To identify all types of roads (expressways, national roads, provincial roads, capital roads, municipal roads, towns, districts of the provinces and rural roads), street names and / or street numbers must be specified and specific distances must be determined.

**Road refers** to the size of the entire road, including the main road, sidewalks or bridges, express way, overpasses, tunnels and crossings connecting roads. Road section refers to the part of the road reserved for all types of vehicles to travel.

**Road lane** refers to a part of the road lane by a diagram or divider along the road lane that is wide enough to allow all types of vehicles to travel in a row.

**Sidewalk** refers to the part of the road that is made or designed for people to walk safely.

**Road Shoulder** refers to the side of the road outside the town where vehicles can park there if necessary.

**Side road** refers to the side of the road in the city that is intended for pedestrians only and includes public utility facilities

**Shoulder Road** refers to the land on both sides of the road line, as well as the size of road reserved for road management, development and protection of roads, ensuring traffic safety and for the use of other physical infrastructure defined by the road boundary line.

### **2.1.2 Road management authority**

Authority for road management is defined as follows: 1. The Ministry of Public Works and Transport has authorized on the expressways, national roads, provincial roads and other roads assigned by the Royal Government. 2. The Ministry of Rural Development has the authority to control rural roads and other roads assigned by the Royal Government. 3. The sub-national administration has jurisdiction over the capital roads, municipal roads, provincial towns and roads, which are normally under the jurisdiction of the Ministry of Public Works and Transport and the Ministry of Rural Development, where the two ministries delegate power or transfer functions. To the sub-national administration and other roads after the approval of the Royal Government. 4. The division of authority to manage other roads is determined by the Royal Government.

The sub-national administration has the right to manage the roads in its jurisdiction, and has the authority to control the roads of the capital, the city, the roads in the districts of the provinces and the roads under the jurisdiction of the Ministry of Public Works and Transport and the Ministry of Rural Development. The above two ministries delegate power or transfer functions to sub-national administrations and other roads after the approval of the Royal Government.

All the road development planning, study, design projects that require high technology, the sub-national administration can request technical support from the national administration, the Ministry of Public Works and Transport or the Ministry of Rural Development, according to the expertise of both ministries and must comply with technical regulations, urban planning and heritage regulations and in accordance with the provisions of the law in force.

According to the Law on Roads, the sub-national administration has jurisdiction over the roads, capitals, cities, towns in the provinces that are built, repaired and maintained using the budget of the sub-national administration and the funds raised from other sources and other roads according to the transfer of functions from the Ministry of Public Works and Transport and the Ministry of Rural Development to the sub-national administration and other roads after the approval of the Royal Government. The authority to manage other roads is determined by the Royal Government. E.g. The Apsara Authority has the authority to manage the roads in the Angkor area, the Ministry of Water Resources has the authority to manage the roads on the back of the dam, after a decision from the Royal Government.

## 2.2 Rural road classification

Rural roads are classified into two categories: 1) rural road classification according to the priority of connection and 2) technical rural road classification.

### 1) Classification of rural roads according to the priority of the connection

The rural roads connected to the national roads, the provincial roads, the municipal roads, districts, Khan roads, commune roads, sangkats and village roads, which are the backbone of supporting and ensuring all kinds of convenient traffic in rural areas. This category of roads is divided into 4 categories:

The first type is the road that connected the national road, the provincial road to the town, district and Khan and the road that connects the town, district, Khan to the town, district, Khan.

The second type is the road that connected the city, district, Khan to the town, commune, sangkat.

The third type is the road that connected the commune / sangkat town to the commune / sangkat town.

Type 4 is the road that connected the commune, sangkat to the village ,the road that connected the village to other villages.

**2) The technical rural road classification** is determined by based on the number of vehicles and the type of traffic as shown in the table below.

Type	ADT	Width	Grade	PCUs	Width edge of road	Total of width
RR1	150-450	6.0	A	300	1.5	9.0

		6.0	B	300	1.0	8.0
RR2	45–150	5.0	A	300	1.5	8.0
		5.0	B	300	1.0	7.0
RR3	15–45	3.5	A	300	1.5	6.5
		3.5	B	300	1.0	5.5
RR4	0–15	3.0	A	300	1.0	5.0
		3.0	B	300	0.75	4.5

ADT: Average Daily Traffic, PCUs: Passenger Car Unites

## 2.3 Rural road techniques

There are 4 rural road techniques:

1. **Geometric form** of the type of rural road surface to the situation of each area. By standard, geometric form defined four types of roads:

**Rural Road Type 1 (ADT 150 – 450)** is the standard geographical form of rural road type RR1 Set the width of the road, the length of the road, set the speed according to the road condition: 60 km / h, 50 km / h, slope 40 km / h, the maximum slope is 6% gravel, 93% of flat roads, 8% of slopes and 10% of mountain roads.

In addition, there is a set distance to stop the minimum horizontal radius of curvature, the minimum value of L / G for vertical curves, grade curves and ramps. These settings focus on double rubber surface and gravel surface.

**Rural Road Type 2 (ADT 45 – 150)** is a standard geological form of Rural Road RR2, it has the same parameter setting as Rural Road Type 1, but with a lower percentage of maximum and minimum slope of gravel and surface , double surface rubber road between flat roads, slopes and mountain roads.

**Rural Road Type 3 (ADT 15–45)** is the standard geometric form of Rural Road Type 3, RR3, some flat roads, some slopes and some mountain roads have reduced the percentage of maximum and minimum slope, but some roads maintain the same percentage as the same with the second type of rural road.

Rural Road Type 4 (ADT 0 – 15) is the standard geometric form of the Road Type 4 RR4, which is smaller but maintains the maximum and minimum of flat roads, slopes and mountain roads similar to Type 3.

2. **Study the floor plan design** according to each type, selection of raw materials, rules of preparation of the foundation layer and construction techniques according to the foundation layer and each type of pavement.

3. **For construction**, is the classification of concrete, the type of concrete and the construction techniques of round drains, box drains and bridges, followed by technical drawings. The concrete mix is

composed of the main constituents including steel, cement, aggregate, sand and water or additives containing these components in accordance with technical standards.

**4. Install road signs**, the techniques of installation and road safety equipment.

## **2.4 Achievements of rural road development in 25 provinces / municipalities**

The Ministry of Rural Development has focused on four main programs: 1) institutional capacity building, capacity building and human resource development, 2) building, repairing and upgrading infrastructure, transportation and public services, 3) improving health, education and conditions of living and job creation, entrepreneurship and economic activity.

Currently, the Ministry of Rural Development is managing a total of 47,919,531 km of rural roads, covering about 74% of the roads in the Kingdom of Cambodia, including 1) a single surface with a length of 408,496 km. 2) Double surface was 3166,429 km. length and 3) Concrete was 821,339 km length. 4) The red stone was 27798,925 km. length 5) The meteorite was 1510,760 km. length. 6) The surface mixed with crushed rock was 3205,765 km. length 7) White soil was 9,171,259 km. length 8) Mountain sand surface was 2405,131 km length and 9 other types surface was 331,427 km length.

For more than 10 years, from 2010 to 2020, rural roads have been rehabilitated, maintained and repaired according to different types of surface. In total, 16,711 rural roads have been completed, with a length of 47,919,531 km, and a single paved road with a length of 408,496 km, the double surface paved road was 3,166,429 km long, the concrete road was 821,339 km long, the red gravel road was 37,798,925 km long. The mixed gravel road was 1,510,760 km long, the mixed mountain gravel road was 2,305,765 km long, the white soil was 9,171,259 km long, the sandy mountain road was 2.405.131 km long, and other paved roads with a length of 331,427 km.

## **2.5 The importance of rural roads to economic growth**

Roads are one of the most important vessels in national economic growth, especially transportation in both the country and neighboring countries, especially in the Mekong sub-region and the ASEAN countries.

Roads in Cambodia are divided into national roads, rural roads and provincial roads. National roads are under the supervision of the Ministry of Public Work and Transportation while the rural roads are under the Ministry of Rural Development, while provincial roads are under negotiation between the two ministries.

National and provincial roads are limited to speeds of not more than 100 km / h and not less than 20 km / h to 40 km / h, and the quality of the roads is still limited by the size of the road, also narrow. Rural roads are far from emergency development projects.

Between 2009 – 2014, 26,000 km of rural roads were restored and paved with red gravel, equivalent to 65% of the total rural road network, and 125 km of concrete was paved, with equivalent to 0.03%. The government planned to increase the number of rural roads in 2014–2018 to 32,000 km, equivalent to 80% of the total number of rural roads, and to pave 2,330 km, equivalent to 6%.



Problems are always happened with rural roads, especially their the structures were poor also the quality and maintenance too. One study found that the government paid more attention to national roads than to rural roads in terms of quality, length of kilometers, and construction materials.<sup>1</sup>

Rural roads during the rainy or wet season are harassed, especially those paved with red gravel and soil. This case has affected the transportation of products and factory workers and also affected to incomes, too. We know that rural roads are very important for the travelling, the transportation of agricultural and industrial products.

Numerous studies have shown that rural roads drive markets, leading to local development through market agriculture and increasing agricultural income. Other studies have shown that rural roads increased incomes from non-agricultural activities. This means the transition from subsistence farming to commercial or production agriculture. The poor do not benefit from road improvements but through their resources and opportunities.

## 2.6 Cambodia's economic growth

Cambodia opened its markets and economic integration with ASEAN in 1999, and in 2001 reformed its market economy and joined the World Trade Organization (WTO) in 2004. The state implements free and open markets, promotes the economic policies, markets, trade, privatization and liberalization. Agriculture and tourism are important industrial pillars of the economy. Cambodia is the world's fifth largest rice producer<sup>2</sup>.

Cambodia's economic growth has been rapid, especially in the export of garments, footwear, construction of real estate, industrial services, agriculture and value-added services such as fishing and forestry. GDP increased from 14.1 billion US dollars in 2014 to 24.6 billion US dollars in 2018, just 6 years GDP increased 10.5 billion US dollars, the highest increase was between 2017 – 2018 up to \$ 2.4 billion. If we look at the annual GDP of individuals between 2014 – 2018 was \$ 950.9 to \$ 1,512.1, that means that the annual GDP increased by \$ 93.50. Before Covid 19, was 2019, GDP reached \$ 1,696.<sup>3</sup> However, this GDP growth is below the World Bank standard of \$ 3,895 for low-middle-income countries.<sup>1</sup>

Thus, we see that economic growth has increased in terms of GDP (Gross Domestic Product) 1994–2015, the rate increased by 7.6%, 2016 – 2019 increased by 7.1%, but was down 3.1% due to the global disease Covid 19. The value added of agriculture averaged 30% of GDP between 2000 – 2014 and was estimated at 22.1% in 2019. Crop production contributed the largest share of national GDP at 13.0%, followed by fisheries at 5.5%, livestock at 2.6% and forestry at 1.6%. Economic growth was up since the

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<sup>1</sup> Rasmey Thach and others, The problem of economic development strategy in Cambodia: The case of the road network, VNU journal of science : Economics and Business, Vol.34.No.5E(2018),29-38(<https://www.researchgate.net/publication/329971163>) .

<sup>2</sup> Qiming Tang, Analysis of Cambodia's macroeconomic development, E3S Web of Conferences 235, 01015 (2021), <https://doi.org/10.1051/e3sconf/202123501015>

<sup>3</sup> Government of Cambodia, Ministry of Planning, National Institute of Statistics. 2020. National Accounts Statistics 2020. Phnom Penh

global crisis of Covid 19 , which estimated that rise to 4.0% in 2021 and 5.5% in 2022. Agricultural production will reach 0.5% by 2020 and is expected to reach 1.3% by 2021 and 1.2% by 2022 (floods). Inflation in Cambodia is limited, just 1.9% in 2019 and up 2.9% in 2022 and 3.1% in 2021 (due to rising food and fuel prices).

Economic growth was driven by private sector investment in agriculture, garment manufacturing, construction and tourism, as well as public sector investment in rural and urban infrastructure<sup>2</sup>. The cooperation between investing in infrastructure and economic growth, strengthening economic ties and reducing poverty is a positive sign. Many experts, such as Easterly and Rebelo, 1993; Canning, 1998; Calderon and Servon 2004; Phim 2004) proposed that investment in infrastructure achieves the goals of economic growth and poverty reduction.

### **2.7 Poverty reduction under rural roads development**

Cambodia had a population of 11.5 million in 1998, up from 13.4 million in 2008 and 14.7 million in 2013. The 2019 census found population growth to reach 15.5 million and is expected to reach 18 million by 2028. If we look at poverty in 1993–1994, the government confirmed was about 39%, and in 2009 it was about 14.6%, in 2011 the government redefined the poverty line, confirming these high increases by focusing on daily food and water intake. Consumption per day is about 2,200 calories. Rural poverty fell from 53% in 2007 to 20% in 2012, while urban poverty fell from 41% in 2007 to 14.4% in 2012. The poverty rate fell to 47% in 2007 and 13.5% in 2014 and 9.5% in 2019. This decrease was due to the input of the workforce and the working age of the population. What has seen an increase in the workforce is women and youth and the movement of workers to create jobs in different parts of the country, but the risk arose during the global crisis by Covid 19. About 6 million people live in poverty, and 90% of these people live in rural areas. In recent years, the growth of factories has increased, and people, especially young people, were moving from the countryside to the cities to work in factories, thus increasing household incomes and also being considered the roads for those workers to travel. Roads play an important role in generating revenue between factory and worker relations. 35% of villagers in whole the country said that they can travel to the nearest national road, and 53% said that they are closest to the national road nearly 4 km, but 30% of them said that they are about 10 km or more away from the national road.

One study found that 69% of households nationwide live near national highways and 37% live below the poverty line. Inequality has been found that those close to national roads have more opportunities in economic activities, easier access to social services such as electricity, water, schools, health centers, and very few have found that thus who live near the national road were poor. Most of them live in the countryside, far from the city. The road system does not provide the convenience to the

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<sup>1</sup> ADB. 2019. Key Indicators for Asia and the Pacific 2019. Manila. In 1994–2015, Cambodia placed sixth among the world's fastest-growing economies.

<sup>2</sup> Ministry of Education, Youth and Sports, Cambodia Education Roadmap 2030, Sustainable Development Goals 4, 2019, pp. 8-9

people; the quality of life is gap between those who live near national and rural roads. People living near rural roads, the quality of life is very poor and the economic growth of the family is declining. The Sustainable Development Goals (SDGs), the Paris Agreement on Climate Change and the New Urban Agenda are of particular interest to rural road development, because it is part of reducing poverty.

Therefore, in order to reduce poverty, rural road development should be considered to develop at areas with high population density to provide market opportunities, especially farmers, and some say that should develop at areas with good market opportunities and to accelerate investment in agriculture and production.

## **2.8 Road maintenance**

The rural roads are a large part of the national road network, the traffic is still limited, the design and construction techniques are not too complicated and are also an important factor leading to the arrival of rural communities. Sources from the World Bank and ADB report that the length of Cambodia's rural roads is about 24,000 km, and 84% of these roads are in poor condition. One study found that the attention on roads is limited due to a lack of funding, a lack of policies and institutions. In the case of Cambodia, there are two institutions, the Ministry of Public Works and Transport and the Ministry of Rural Development, both of which have provincial offices and are under the supervision of the provincial governor. Therefore, the work of restoring, repairing and improving the road is fired on each other and inseparable between the works.

The rehabilitation and restoration activities require a large amount of funds, which are supported by the Royal Government through economic growth, donations from NGOs, friendly countries, and loans from the banks.

The maintenance and repair depends on external factors such as soil, traffic, soil type and weather, and that maintenance requires study, evaluation and technical design in road construction. The maintenance is needed too much attention by highly value, monitor, follow up and check on the road infrastructures when they are in good condition.

The activities of maintenance were managed into two different groups depending on the location of the actual work and off-road work, and is also related to the drainage system, stopping any damage to the road surface. This refers to the side slopes, both the longitudinal drainage system and the drainage system across the road must be kept in good condition and control the drainage on the road. Both maintenance methods are also associated with repairs. Maintenance work is focused on a large number of inputs, such as:

- Erosion control on shoulders and slopes
- Clean the canal so that the water can flow freely
- Clean waterways and sewer systems
- Minor repairs to the sewer and its structure
- Crack repair and inspection

- Repairing, filling and compacting holes and roots
- Cleaning grass and bushes
- Repair road signs

The maintenance and repairs must be carried out regularly, monitored and observed, demanding is increased at every year, so the road construction expansion, rehabilitation and repairing is more attention.

The main activities as ;

- Reform before restoration
- Rehabilitation of the entire road
- Repair / Restoration of damaged parts
- Installation of new light poles
- Storage of gravel for use during regular maintenance.

In case the road was in poor condition or damaged by something like water, car, overload truck and fallen trees, it needs to be repaired immediately, such as

- Repair or rebuild canal structures damaged by floods or overweight trucks.
- Repair or rebuild sections of roads damaged by flooding, erosion or flooding
- Repair or reconstruction of damage to the erosion protection caused by excessive runoff or landslides.
- Clearing the fallen trees on the roads or rocks from the railway.

#### **Lack of care caused social and economic impact**

The rural Roads have been improved and repaired old roads, dilapidated roads, has a positive effect on the development of rural communities, provides fast services and easy access to health, education and community markets, and also participated in employment opportunities, income and poverty reduction.

Actually, the roads constructions are expensive, but in economic terms, good roads reduce travel time, increase transportation, and increase the safety of people. In this sense, if the investments in the roads are good and the quality, even if it costs a lot of money, but the return is twice as much, the economy works well, such as:

- Growth of the automotive business
- Growth of all types of transport operators
- Increase the number of travelers, more comfortable and reduce time
- Significantly reduce the cost of transporting agricultural products, other productions and raw materials of entrepreneurs and traders and reach the destination quickly.
- Local people have access to health, education and marketing services

Therefore, the rehabilitation and construction of rural roads must be connected between the rural roads, urban roads, provincial roads and national roads or the rehabilitation, improvement and construction of these roads will double economic growth.

Activities for reconstruction and maintenance



### 3.Synthesis and Conclusion

#### 3.1 Model of Cambodia rural road development for supporting the rural economy

1. Increased and promoted high priority to the construction, rehabilitation and improvement of the roads step by step from the red gravel roads to the two-story paved roads and concrete roads, rural roads maintenance and regular repair to ensure using to all seasons and resistant to climate change.

2. Collaborated with local communities and sub-national administrations at all levels to maintain rural roads and provide training and technical assistance to commune councils and village development committees to rehabilitate and improve rural roads.

3. Strengthened rural infrastructure to have electricity, clean water, toilets, clean environment and connect community roads from one community to others throughout the country.

4. Collaborated and work together with monks and people in each local area to increase the number of roads and bridges each year to facilitate the travel and transport of agricultural products to community markets and markets in towns, districts, provinces and cities.

5. Protected and prevented activities that could damage road infrastructures, establishing the barriers that disrupt traffic safety, and activities that may cause obstruction to traffic.

6. Rural Road Governance and Economic Development by The Ministry of Rural Development has continued to cooperate with the Ministry of Public Works and Transport and relevant institutions to link the roads from the capital to rural regions and link from the rural roads to neighboring countries in order to expance the trade, industries and job growth. Another for good governance for rural roads is national integration by strengthening the administrative services of the Royal Government in road development in order to the integrity and national administration with remote areas where access to roads are still limited.

7. Provide the basic skills training the road maintenance and repair to local people in each region who living alongside of the rural roads, as well as local authorities, train also the life skills development to create a sustainable family economy to those concerned people.

8. Encourage communities to run the small and family businesses through the provision of the agricultural products, handicrafts, composting services, animal feeding and the cultivation of various agricultural crops. The products are transported to markets in the region or in the provinces or cities.

9. Reduce the poverty and increase income by creating rural roads throughout the country to access the regional economic development zone in order to promote the regional industries, investment expansion and job growth. Areas with high potential for job creation and income, such as community tourism, ecotourism, cultural tourism, agriculture and production. The rural roads increase the basic human needs, education, safety and health.

### **3.2 Request for future study**

This study is not covered to every corner, just part of the development of rural roads and the improvement of people's lives through the rural road infrastructures that reaches the remote areas.

Rural roads were continued to be built and improved, this activity was carried out in some areas throughout some provinces in Cambodia, but shortcomings occurred in the construction, improvement and repair. Some roads less than a year old were damaged, knowing that the damage could have been caused by overloading trucks or intolerance to the climate changes as high temperature, raining, drainage but could not be rejected to low quality roads.

Therefore, if there is further study, please consider studying the quality of rural roads and the responsibility for construction techniques by national and international standards.

### 3.3 Applying Dharma to job

Working in the countryside especially with road rural development is under a lot of pressure, both internally and externally, if without leadership, good governance, adherence to the rules, regulations and messages of the concerned ministries and institutions, and the practice of Dharma in Buddhism, life can suffer. Therefore, the application of the Dharma in all affairs and daily life, such as patience, diligence, kindness to the rural people, with the desire that they have a safe, comfortable and convenient way of transport, compassion and good thought to everything or beings. All these Dharma make me happy and have more energy to concentrate on job.

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## THE MODEL OF ADMINISTRATION AND DEVELOPMENT OF DHAMMAYUTHIKANIKAYA SANGH AT CHHOUK DISTRICT IN KAMPOT PROVINCE<sup>1</sup>

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### 1. Introduction

#### 1.1 Statement and its significant

In the 19th century, Cambodia suffered a major crisis from Siamese and Vietnamese aggression. Siam occupied the western part of the country, while the Vietnamese occupied the eastern part and a large part of the capital area (in year 1840). The royal families of Cambodians were captured as prisoners of war by Siamese, while the Vietnamese tried to change Cambodia to Vietnamese (1835 – 1840). This

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<sup>1</sup> This article is a part of dissertation

incident caused the political instability and internal divisions of Cambodia in the seizure of the kingdom between the relatives, as was the case with King Ang Eng (1779 – 1796). His son was named Preah Utheayreajea who knew well as King Ang Chan asked for help from the King of Vietnam, while his other son, Ang Snguon, asked for help from Siamese. Conflicted between two of brothers were took place at year 1811 – 1812<sup>1</sup>. Most of Ang Eng's relatives and four of his sons were removed to Krung Thep Mahanakorn (Bangkok) as prisoners of war and fled from internal political tension. His sons were became the monks under the royal patronage of the Siamese king.

At that time, Krung Thep Mahanakorn was a civilized city, although it well maintained its traditions, but modernity appeared through the Europeans that came through religion, business and politics. Many of Cambodian royal relatives lived in the city for many years. King Ang Duong, also the son of King Ang Eng, as a prisoner of war, became a monk and studied under the patronage of the King of Siam and was close to King Samdech Preah Chamklau Chao Yuhua when he was a monk named as Vachirhan Bhikkhu.

King Chamklao Chao Yuhua (1851–1868), also known as Rama IV, was 27 years in monkhood for political reasons and others, he was a founder of Dhammayuthanikaya. In status of his monkhood, he reformed and purified the Dhammayutnikaya to maintain order and strengthen the disciplines that were recorded Tipitaka Books. Siamese Buddhism was divided into two major sects during the reign of King Rama III and King Rama IV, between 1824–1851 were Mahanikaya and Dhammayutnikaya. The Dhammayutnikaya, was a favorite to royal families, and senior civil servants, has supported activities in the propagation of Buddhism, such as the organization of dharma performances for the civil servants and the publication of sacred books and other documents which compiled by religious scholars, in particular, the works of Samdech Phras Maha Samanachao krom phras Yao Chiryanaroros (1910–1921), who was the head of the patriarch.<sup>2</sup>

Samdech Preah Bat Ang Duong (Samdech Preah Harirak Rama Isarathipati) (1976–1860) spent 27 years in Thailand. He studied Buddhism deeply and had many conversations with the founder of the Dhammayuthikanikaya, he had more trusted and confident on the new sect and promised to bring this new sect to propagate in Cambodia. His sons, Prince Rajavati (King Norodom Brahmapirak) and Prince Sisowath (King Norodom Sisowath) were became the monks in this new sect under the patronage of the Siamese monarch at Wat Bavorniwes, Krung Tep Mahanakorn.

Preah Maha Pan, who was originally from Battambang province, traveled to study at Wat Srah Ket, Krung Thep Mahanakorn, and dedicated himself as a student of Phras Vachiryan Thera (Samdech Rama IV), he succeeded in Pali studying, and got the title name as Phra Maha. He was known as the first Cambodian monk to be sent to propagate Buddhism in Dhammayutikanikaya sect under the patronage of King Ang Duong of Cambodia and King Rama IV of Thailand. King Rama IV of Thailand sent Preah Mahapan and Amaraphirakkhit (Kert) along with eight monks of the Dhammayutikanikaya and four lay people who specialize in Buddhism to travel to Cambodia. King Ang Duong invited them to stay at Wat

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<sup>1</sup> David Chanlor, **History of Cambodia**, 2 edition, Khmera Khmer studies : Phnom Penh, page 125 – 140. (Khmer version.

<sup>2</sup> Phras Phaisal Visalo, **Thai Buddhism in future: resolution way of crisis**, (Bangkok: Kumulkhimthong foundation,2552), pages: 30 – 31 (Thai vision)



Salakou, Udong Meanchey city. Preah Maha Pan was given various positions as Preah Ariyavong, Preah Vimol Dhamma, Preah Moha Vimal Dhamma and at the last was Samdech Preah Sokuntheathipadi.<sup>1</sup>

Since then, Buddhism has propagated widely after the patronage of Cambodia. The royal families became the monks, studied the Dhamma and practiced it. Samdech Preah Sokuntheathipadi (Pan) reformed the Dhammayutikanikaya many time in his life, reorganized the education of monks, novices and Buddhists, and preached the dhamma to Buddhists how to practice and applied to the life especially participated with social affairs.

French colonists who were the protectors of Cambodia at that time worried much due to rapidly propagation of Dhammayutikanikaya, they tried to find the ways to stop it and cracked down the Thai influence through the spread of the Dhammayut ikanikaya by establishing the Buddhist Institute and the Pali High School. Therefore, the efforts of the French colonies in order to influence the monastic order under the patronage of the monarchy and to reduce the influence of the Siamese on Cambodia, and anyway, discredited Dhammayutikanikaya from the Buddhists.<sup>2</sup>

Although the political situation changed from time to time, the Sangha of Dhammayutikanikaya was sponsored by the King and senior government officials until the reign of King Norodom Sihanouk when he was young, he became a monks, his two sons were also too especially prince Norodom Ranarith and prince Norodom Sihamoni. Under the patronage of King Norodom Sihanouk, he was the government of Sangkum Reastr Niyum, the Sangha of Dhammayutikanikaya kad the right to entrance the higher Pali school, as same the Mahanikaya was. These high schools also adopted the teachers or professors from two of these sects.

This Dhammayutikanikaya firstly criticized by the general public, including the Sangha of Mahanikaya sect, the Buddhists from these sect conflicted , some point view that 1) separated the Sangha(monks) to be groups or parties, or sect, 2) They accuse each other of mis-practicing from Pitaka books that being immoral and lax in their discipline, while the other accusing them of spreading Thai ideals or traditions.3) Reading, recitation, Pali pronunciation is not in accordance with the alphabet based on Pali grammar<sup>3</sup>. However, such a situation seems to have calmed down by the social context and both groups of monks, including Buddhists, have a lot of education and understanding, and each group try to make their own achievements to serve the interests of the religion, made the peace, engaged with social work and cooperated with government well. But the horrific events that resulted in the loss of life, property, and the governing structure of the state, including the monks, Buddhism , other religions and rituals were destroyed and closed down under the rule of the Democratic Kampuchea government which known as the Khmer Rouge. Religious buildings were destroyed and changed them to be Khmer Rouge headquarters, sacred books were destroyed, documents were burned, religious ceremonies were strictly forbidden, monks were disrobed and punished by overwork and execution the Buddha statue was smashed, etc very few monks fled to other countries before and after the Khmer Rouge came to power. Among those who fled was Preah Maha Bour Kri, who was originally from Battambang province and

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<sup>1</sup> Phras Balatraphin Budhasaro, **Dhammayutikanikaya in Cambodia: Relation between politics and religion of Cambodia and Thailand**, page 6. (Thai version)

<sup>2</sup> Yang Sam, **Buddhism in Cambodia, 1795–1954**. Thesis of Master of arts : Cornel University, 1990, page: 124 – 125.

<sup>3</sup> Sothea Yon, Education of Sangha of Kindome of Cambodia , thesis of graduation , Mahachulalongkornrajavidyalaya University,Thailand ,2009,pages 29 -34. (Thai version).

served as secretary of the Battambang provincial Sangha leader and took on a new role in place of provincial Sangha leader of the Dhammayutikanikaya in Poipet. He fled to France in 1976, and in 1977 he and some monks began to establish the Khmer Buddhist Association in France to help the war-torn Cambodian Buddhists, both mentally and materially. He was also a preceptor to prince Norodom Sihamoni in 1981. In 1982, he founded a humanitarian organization called the International Buddhist Relief Association to help the victims and the poor. His life in France was dedicated to promoting Buddhism through Establishment of pagodas, dharma performances, participation in seminars, lectures, ordination of Khmer people who fled to France and many other countries. He is widely recognized nationally and internationally for reconciling and bringing peace to Cambodia.

The Paris Agreement of October 23, 1991 ended the war, especially the Khmer Rouge power was cut off and the people returned to normal life. Preah Maha Bour Kri was invite to return the mother home land by king Sihanouk, Queen Norodom Monineath Sihanouk. He worked diligently to rehabilitate the Dhammayutikanikaya by amending the rule, set up new regulation, religious building were repaired and the new, the celebration of sermons, the establishment of Buddhist educational institutions from the grassroots level to higher education. He also sacrificed his physical, mental and spiritual strength in social work through the establishment of associations. In addition, he is seen as paying attention to architecture, sculpture, culture, morality, society, environment and sanitation.

As mentioned above, we see that the Cambodian Dhammayutikanikaya followed the parallel lines of the Thai Dhammayutikanikaya under royal patronage the activities in Buddhism, preaching and management structure. Samdech Preah Sokuntheathipadi (Pan) is considered to be the founder of the first monk of the Dhammayutikanikaya during the reign of King Ang Duong, while Samdech Preah Aphisiri Sokunthea, the first monk of the Dhammayutikanikaya during the reign of King Norodom Sihanouk after the flames of war were extinguished.

At present, the Sangha of Dhammayutikanikaya are covered to every corners of country in Cambodia also reached to Chhouk District, Kampot Province. The Sangha of this district are actively in education, social work, community development and propagation.

In this study, we pay the utmost attention to the development of the Sangha of Dhammayutikanikaya, especially the Sangha of Chhouk District, Kampot Province, as well as the establishment of a model of the management of the Sangha. We hope that this dissertation will be part of the reflection the restoration, development and social participation of the Sangha of Dhammayutikanikaya throughout the country, including Chhouk district, Kampong Pot province.

## **1.2 Objectives of the study**

The purpose of this study is as follows:

1. To study the development of Dhammayutikanikaya in Cambodia ,
2. To study the management and development model of the Sangha of Dhammayutikanikaya in Chhouk District, Kampot Province

## **1.3 Scope of study**

This study focused on the administration, management, and development of the Sangha of Dhammayutikanikaya in Chhouk district.

#### **1.4 Interests and motivations**

The interest and motivation of this research study is focused on development, administration, management and social work of Dhammayutikanikaya and noted it as document research. It is important to Dhammayutikanikaya for collection the documents for publishing to public.

Therefore, this dissertation is not only to defend the Ph.D degree, but as also collection the documents and compile it to be a valuable cultural property of the nation, religion and for the researching of the scholars and for the next generation to understand about development of Dhammayutikanikaya. In other words, the importance of research can be said:

-For direct Researchers: The results of this study make them know more history, statue, teachings and activities of Dhammayutikanikaya.

-For Dhammayutikanikaya, The result of this dissertation as documentary research to push the Sangha to put more heart for development the pagodas and community to better.

#### **1.5 Methods of study**

This dissertation is based on the historical documents, sociology, speech, which are all these documents, i got from some libraries, book shops, institutes, and pagodas throughout Chhouk district. All these data as documentary research.

Field Research is based on interview with Sangha leaders of Dhammayutikanikaya, officials of religions and cult office and other concerned persons.

All data are analyzed and synthesized the write it down as dissertation under guiding of professors.

## **2. The Sangha of Dhammayutikanikaya in Cambodia**

### **2.1 First coming Dhammayutikanikaya**

The Dhammayutikanikaya is the name of a sect (group) of Theravada Buddhism (the teachings or ideas of Theravada) or Hinayana or Mahayana (narrow vehicle, strict discipline), founded by Phra Chao Mongkot, king of Siam in 1833 and propagated by Bhikkhu Panha Silo Pan to Cambodia in 1853 or 1854 at the requesting of King Ang Duong and also was the intention of Phra Chao Chamklao, king of Siam to incorporate ideology and influence Khmer culture.

Dhammayutikanikaya Buddhism was founded in Siam by King Mongkut or King Rama IV of Siam in 1833. He had a deep knowledge of Theravada Buddhism and, before ascending the throne, he was in a monkhood for 27 years (1824–1851). This sect was formed for the purification the Buddhism due to some of faked monks, or Buddhists followed the Brahmanism or animism, or other, no following the Buddha teachings.

Some thoughts said that the Siamese dynasty perceived as a noble dynasty and should not worship monks from ordinary families, this sect was formed for the worship of the royal family. This reason, caused people understood that the Dhammayutikanikaya is a sect for the Siamese dynasty, royal family and high officials.

After King Ang Duong ascended the throne in 1848, he reorganized Cambodia, which had been ravaged by civil war, provocation, and invasions by neighboring countries, and pagodas, religious books,

sacred books or Tipitaka almost completely destroyed. Cambodia at that time did not have proper educational institutions and did not have enough scholars.

Preah Maha Pan was a Cambodian monk who fled to Thailand to study Buddhism and was a student Phra Chao Chamklao, who at the time was in a monkhood. Preah Maha Pan was sent to Cambodia at the request of King Ang Duong in 1853. He was accompanied by Thai (Siamese) monks and Buddhist scholars with many sacred books as Tipitaka, He was the first founder of the Dhammayutikanikaya in Cambodia. He and Thai monks also scholars were organized to stay at Wat Salakou in Udong Meanchey. He was promoted to many ranks and in 1857 was given the title of Samdech Preah Sokuntheathipady. The main city was removed to Phnom Penh, Samdech Preah Sokuntheathipady was invited by His Majesty King Norodom to return to Wat BotumVathi in Phnom Penh.

He promoted the Buddhism in Dhammayutikanikaya sect under patronage of king and royal families. The first propagation was impacted from Mahanikaya Sangha and Buddhists because of traditionalist but still worked hard and active. After that, this sect was recognized by public, more pagodas were built, more monks and novices were around country.

## **2.2 Reconstruction Dhammayutikanikaya after the Khmer Rouge collapsed**

Khmer Rouge was started from 1975 to 1979, then the Paris Peace Treaty was signed on October 23, 1991, marking the official end of the Cambodian war. On November 14, 1991, His Majesty King Norodom Sihanouk, King of the Kingdom of Cambodia, Samdech Hun Sen, Prime Minister, Samdech Chea Sim, President of the Senate invited Samdech Preah Maha Sanghareach Bour Kri returned from France to Cambodia.

On December 7, 1991, His Majesty King Norodom Sihanouk of the Kingdom of Cambodia appointed Samdech Preah Maha Sanga Reach Bour Kri as the Head of the Dhammayutikanikaya, with the title of Samdech Preah Sokuntheathipadi, Samdech Preah Sangkha Reach of Dhammayutikanikaya of the Kingdom of Cambodia.

Samdech Preah Maha Sanga Reach Bour Kry was born in Svay Por commune, Sangke district, Battambang province. At the age of 7, he studied letters and arithmetic at the primary school in Svay Por commune, Sangke district, Battambang province. In 1959, he took the entrance exam at Battambang High School. In 1963, he passed the lower secondary school examination (diploma).

In 1963, he decided to ask for permission from his parents and relatives to be ordained as novice and monk at Wat Bopharam in Svay Por commune, Sangke district, Battambang province. Preah Neam Preahmahareach dhamma neam Phannati as the preceptor, Preah Dhammalikito Siv Thon Chea, council of patriarch and Preah Mangkolmoni Cheng Smin as proclaimer monks. He then stayed at Wat Bopharam and Wat Botumvati Rajavararam to study Pali, learnt how to translation Dhammapada and Mangkolthipani books. He was appointed as Secretary of the Battambang Provincial Sangha Administrator and received a lot of respect, love and admiration from monks and Buddhists. He was soon re-appointed to replace the leader of Dhammayutikanikaya in Battambang Province, and was tasked with building a pagoda in Poipet.

He fled to France in 1975 due to the political crisis, especially Cambodia was ruled by the communist Khmer Rouge regime. Pagodas, Buddha statues, sacred books as Pititaka were destroyed and burnt, monks were forced to disrobe punished for overwork, and many were killed.

His Holiness Bour Kry arrived France in 1976. In an interview with Pope John Paul II, a Catholic priest in the Vatican, His holiness Bour Kry asked the Catholic Church to formally condemn the policy (massacre) of the Khmer Rouge regime. As Cambodia has been under French rule and has been in contact with each other for more than a century, it has made it easier for Cambodian refugees to seek asylum in France. In 1977, he, along with a small group of monks and Cambodian refugees, founded the first religious association, the Khmer Buddhist Association, which was purely religious in nature. The association is based in Crete, France. Over the years, the association has grown exponentially. On February 16, 1980, he established one of the first pagodas in Europe, the Khemararam pagoda in Crete, on the outskirts of Paris, under his own leadership, with a proper Sima ceremony for the pagoda. Celebrate Buddhist festivals on July 2, 1981, His Majesty King Norodom Sihamoni, King of the Kingdom of Cambodia, while he was still a prince, became a monk in Wat Khemararam which entitled in Buddhism as Budhharakhito, where called Khemarakram Pagoda. There was Samdech Preah Abhisiri Sokunthea Sanghareachjea Bour Kry, Samdech Preah Maha Sangkha Reach of Dhammayutikanikaya as preceptor.

His Holiness or Samdech Preah Maha Sanghareach Bour Kri was honored the new title as Sovaradhammakhemarasasana Vongsacha Preah Chao Athikar of the Khemararam pagoda in France. At Europe, he built a lot of pagodas and Buddhist centers as in Créteil, Toul Nancy Lille, Belgium, Brussels, Germany, Stuttgart and the United States (in Ohio and Washington). In Beijing, China, he was conferred the title of Spiritual Eminence Master on October 31, 1987 by His Majesty King Norodom Sihanouk. On December 7, 1991, His Majesty King Norodom Sihanouk of the Kingdom of Cambodia appointed Samdech Preah Maha Sangkha Reach Bour Kri as the Head of Dhammayutikanikaya with the title of Samdech Preah Sokuntheathipadi Samdech Preah Sangkhareach of Dhammayutikanikaya of the Kingdom of Cambodia. On October 26, 2007, King Norodom Sihamoni conferred the title of Supreme patriarch as Preah Aphisiri Sokhunthea Mahasanghareachjeathipadi Bour Kri ,Samdech Preah Mahasanghareach of Dhammayuthikanikaya of of the Kingdom of Cambodia.

Since he return to Cambodia, he has sacrificed his physical, mental and emotional strength to rebuild the Dhammayutikanikaya. Reestablished the administrative and management Sangha 's reconstructed the pagodas, republished the sacred books and researching books of Buddhism. He promoted the education of monks from primary Buddhist to higher education.

In 2007, Samdech Preah Maha Sangkha Reach was appointed by Royal Decree as the Rector of Sihamoni Raja Buddhist University from His Majesty King Norodom Sihamoni, King of the Kingdom of Cambodia. In a short time, he sent many young monks to study abroad, such as France, Sri Lanka, Thailand, Indonesia, India, and etc., so that these young monks can gain comprehensive knowledge to help in the rebirth of Dhammayutikanikaya.

He is engaged monks who cooperating with the Royal Government in promoting peace, moral values in society, human resource development, and many other areas. Elderly, orphans, poor man are saved by him to improve their lives for better. Under the rule of Samdech Preah Maha Sangkha Reach Bour Kri, there has been a steady development. From 1997 to 2011, there were 161 pagodas and 2,500 monks; he has published many books on Buddhism in Khmer language and social Q&A on peace, social development, etc. to provide harmony and peace in current society.

### **2.3 Administrative Structure of Dhamaythikanikaya after the Khmer Rouge Regime**

Supreme Patriarch Supreme Patriarch After the Khmer Rouge was collapsed, Cambodia got the peace, Samdech Preah Aphisiri Sokunthea Mahasanghareachjeadhipadi, Honorary Doctor Bour Kri Samdech Preah Moha Sangkha Reach (Supreme Patriarch), Dhammayutikanikaya leader of the Kingdom of Cambodia, he was a first its founder, rebuilt of many religious buildings, provided the learning to monks and novices, reconsidered the position of monks and restructured of administration of monks which starting from top line to bottom, as Sanghareach, Preah Reachjea Kana, Preah kru , abbot, and other monks' position.

## **2.4 The Sangha management and development of Chhouk district, Kampot province**

### **1. General situation of Chhouk district, Kampot province**

Toul Ang Chhouk: Originally, there was a hill of earth on the north side of National Road 3 and there was a lotus growing around the hill, the locals called it as Ang Chhouk. On the south side of National Road 3, there is a stream flowing from north to south across the road, there are a lot of lotus growing in it, locals called as Chhouk village. Later, the locals built a pagoda to worship at that time, the villagers call it as Ang Chhouk pagoda to this day. On the south side of the road, there is a deserted place along the stream and there is a lot of lotus growing, the villagers also call it Phum Chhouk.

Chhouk district is one of the nine districts of Kampot province, which is 48 km away from the province, there are 15 communes, 80 villages and has a total area of 1,317.52 square kilometers which 18,015 hectares are for agricultures, 8,309 hectares for villages, and 999.24 hectares of mountains, there are 29,548 families, 127,079 people, 64,804 women, 76,949 people over the age of 18, 39,540 women, and about 90% of the families live dependent on agriculture

Apart from the core agriculture sector, there are also other sectors such as transportation services and 10% diversified occupations, which are the basis for increasing employment for the people.

### **2. Status of Sangha of Dhammayuthikanikaya in Chhouk district**

Dhammayuthikanikaya just have been propagating to Chhouk district in the few decades, the most of pagodas are at remote sites and just building, monks live by go arm-food and lay Buddhists 's location are far way and also in poor, most migrated from different province in Cambodia, some of them are safety guard for land, agriculture garden and impermanent staying. Dhammayuthikanikaya in Chhouk district are 9 pagodas, Buddha statue are 46, 15 monks and 31 novices , The most of them came from poor family , education are low. Before became a monk or novice, they are illiterate.

The rituals are mixed together between Buddhism ,Hinduism and local rituals. The ceremonies or rituals are arranged differently according to the customs of each village and by the abbotStructure of administrative Sangha.

It is the same structure to all Sangha administrative structure in Cambodia , for District are Preah Anukun ( top monk leader in district as manager and administrator) Preah Vineaythor is response on discipline, is second to monk leader, others as Preah Thammathor, Preah Samuha and Preah Lekha (secretary).

1. Preah kruThajavangsakhemaramoni Vey Sovanna is Preah Dhammathorkun for Kampot province and also Anakhun in Chhout district too.
2. Preah Maha Sodhanadhamo Meng Thun as Preah vineaydhamanukhun
3. PreahBikkhu Srun Senglay as Preah Preathammathoranukhun
4. Preah Bikkhun Thanasothea as Preahsamuha



5. Preah Maha Kannhadhammo Phali Channthy as secretary

### 3. Achievements in the Management and Development of the Dhammayuthikanikaya in Chhouk District

#### A. Religious buildings

In order to be more clear about the achievements of the management and development of the Dhammayuthikanikaya in Chhouk district as a whole, I would like to present some pictures as evidence to study more clearly.

#### at ThongCheatkhemararam

Wat Thongcheatkhemararam is located in Kraing Rolous Village, Kraing Snay Commune, Chhouk District, Kampot Province. It was built under pointing of Samdech Preah Aphisirisokhana Maha Sangkha Reachjeathipadi, honorary doctor Bou kri Samdech Preah Maha Sanghareaj in Sangha of Dhammayutikanikaya implemented by Preah Kru Dhammavijavichea Thong Socheat and Sangha of monks in district also by Preah Krudhamaja Vongsa Khemara Moni Vey Sovanna, Preah Anukon and Preah Chao Athikar Wat (abbot), the construction began on Sunday, March 10, 2018, with an area of 50 meters by 60 meters.

Wat Thongcheatkhemararam has 15 monks, 4 lay men, 2 nuns. In this pagoda are Buddha hall, school, monk homestay, 7-meter-tall Buddha pavilion, built on the school side.



សាលាធម្មសកា  
វត្តចង្កោជាតិខេមរារាម ខេត្តកំពត

#### 2. Wat Botum Pra Rainsy Ratanaream

Wat Botum Pra Rainsy Ratanaream (called Wat Stung) is located in Chheu Teal village, Chhouk commune, Chhouk district, Kampot province. It was built in 1996 with its area is 14114 metre. In this pagoda

has many building as Buddha Hall, homestays of monks, public building, gates and Buddha statues ,9 monks, 6 lay men, 5 nuns , Preah Kru Dhammajenda Sorn Eurn as a abbots .



For other pagodas, we detailed them in dissertation; you can read them at that book.

## B. Education

Wat Tong Cheat Khemararam School was built by Preah Kru Dhajavangsa Khemara Moni Vay Sovanna who as abbot, Preah Thommathor of Kampot Province and also Preah Anukon Chhouk district.

I knew that in Chhouk district, Kampot province, there is a real lack of Buddhist schools for Buddhist education, so I am encouraged to build a three-room school for monks and local children to study.





### Old school

#### Activities of teaching to novices and children from villages

This school provided the basic curriculum in Buddhism for novice to learn and how to read , to write, to spell in Khmer language to local kids, English and Chinese languages are so fun and impressive to the kids.

To help them in learning, I just decided to buy 75 square meters to build a new school with 3 rooms. That is good for kids to learn without annoying from other rooms. I managed the classes, one is English and another for Chinese classes which starting from 5:30 pm to 7:30 pm, and at the morning is for kindergarten 's kids, novice to learn Dharma teaching and pali.



### C. Religious ceremony

The most Buddhists in Chhouk district, Kampot province, believe in Hinduism, Buddhism and animism. Sometimes they are mixed together, Some parts of believe are showed about the way of their lives and another part of the rituals in the villages is their traditional ceremonies.

In general, we observe that the organization of various festivals such as wedding, village festival, birthday, Thanksgiving, New Year, Kan Ben – Pchum Ben (spirit) , etc. There are different arrangements according to the village elders.

Although beliefs and rituals are different, as local religious leader, religion and the teachings of the Buddha are often associated with it. Therefore, all religious ceremonies such as Vesak, Meak Bochea, Vesa, Kathin or other, we invite the Buddhists to participate for explaining them the real Buddhism teaching and ceremony.



#### D. Social work

In fact, monks are very important resource for the society in accordance with the Constitution of the Kingdom of Cambodia, Article 43, Chapter 2, Buddhism is their religious state, so monks play an important role in social work.

Therefore, as the leaders of the monks in Chhouk district, I always visit the monks and Buddhists in each locality, if there is a shortage of food, materials and other things, we always seek the help from generous man to help them.



#### E. Propagation

For the promotion of Buddhism, and education is through the performance of sermons, moral education in schools and educational institutions, lectures to various institutions and use social media to propagate the religion by short writing, short clips related to advice of Buddha to post it on social media. The Buddhists clicked like on pictures, comments and shared.



## **2.5 Problems, Obstacles and Solutions of Sangha Management and Development**

### **2.5.1 Problems and Obstacles**

1. Financial issues
2. Relationship problems because of age
3. New pagoda
4. Lacking of resources in Buddhism as few monks and abbots
3. No clear administrative structure
4. Problem with the transportation and resolve at local area
5. Bias of officials of the Ministry of Cult and Religion at the district level
6. In each pagoda, there is a few of monks and not enough food

### **2.5.2 Solutions**

1. To create the foundation for Buddhism activities through social media ,sermons, chanting, preaching, and manage it by the pagoda committee as monks, laymen and Buddhists for more confidence and trust.

2. Communication is age-sensitive, that is, younger, but gains more responsibilities. Some laymen, committee, the local authorities, they always say that young monk as like their children or grandchildren. Because of this behavior, it make the difficult to resolve by effectiveness. What I have experienced in the past is that I have always been very clear and concise, so the relationship between them seems to be repetitive, especially with a dignified attitude and a high level of education.

3. The most difficult thing is that there are many roles, but the newly built pagodas are face the problem, making the leadership is not good. But what I got the good results was patience, trying to strengthen the spirit, set goals, struggle to build pagodas and schools. .

Because what we get from Buddhism, making a living, eating by arm-food, educated for verbal, mind and physical, especially to study for this doctorate.

4. Lack of human resources as monks and laymen, generally in each pagoda need monks to live in order to facilitate the devotees to perform meritorious deeds. But at present, it is observed that some pagodas is few monks, especially some pagodas there are not abbots.

In my experience, I used to manage the role of Preah Anukon in Chhouk in district, i built a Buddhist school for producing the human resource of Buddhism, and highly motivated training course for the monks to study in Phnom Penh.

For the lay men and committee of the pagoda must send him to attend the training of the course which run by the Ministry of Cults and Religions, clearly managed the roles to avoid problems in the pagoda.

5. No transportation to facilitate the problem at local areas, in general, as leaders, when it is necessary to visit each pagoda or to attend meetings, shortages are absolutely necessary in a hurry. Therefore, in our case, it is necessary to have a personal vehicle to easily work and solve problems in a timely manner.

6. In each pagoda, there is a few monks and got not enough food

In Chhouk district, there are nine pagodas where are far away from each other, and most of them are in the forest or in the mountains, Some monks traveled to Sangha leader in district for asking the rice and supplies for living.

On behalf of me, Preah Anukon always contributed to all monks at every pagodas and asked for help from generous man to support them monthly. It is very important that we, as leaders, pay attention and help to find a solution for the pagodas under our administration.

### **3. Synthesis and Conclusion**

#### **3.1 The model of administration development of Sangha Dhammayutikanikaya at Chhouk district, Kampot Province.**

##### **1. Develop and implement a plan for district Sangha**

The Sangha (monks) in Chhouk district has developed a strategic plan for the management of the Dhammayutikanikaya Sangha for 5 years from January 11, 2018 to December 30, 2022. This strategic plan is a strong guide for implementation in Chhouk District on various areas of development, such as the construction of temples in the Khmer style, the practice of Buddhist rituals and beliefs, cultural participation, participation in human resource development, participate in building the social infrastructure and humanitarian work.

##### **2. Strengthen the capacity of monk leaders**

Administrative monk leaders, abbots and sub-abbots have been strengthened with their Buddhist knowledge and multidisciplinary skills to provide services to Buddhists. These monks are trained in pagoda management, monastic leadership, and monks' activities for society.

##### **3. Establish a system of Sangha administration**

In order to agree on the one-way system of administrative system for local monks in Chhouk district, the Sangha Committee followed the Guidelines on the Restructuring of Buddhism No. 07/09, dated June 26, 1990 by the National Council for Solidarity and Development of Cambodia about the appointment of the team work of pagoda as abbot, sub- abbot and district Sangha leader. The Sangha of Chhouk district have set up the new regulation and new strategy for effective implement following by each context of society.

##### **4. Good cooperation with local officials**

Sangha leaders of Chhouk district have a good relation and cooperation with local authorities in the management, humanitarian work, Dhamma propagate, communities development and school moral education programs and also religious ceremonies.

##### **5. Strengthen the good environment and in pagodas**

Team work of Sangha Leaders and Buddhists were trained about maintaining the environment and cleanliness of the pagoda to be more beautiful, inspire and motivate the care and love to the surrounding nature which called ecology in Buddhism. Motivate and inspire the monks and Buddhists to

participate the trees planting and create the relaxing garden and also trash bin were organized in a suitable place, as well as writing educational slogans. In religious ceremony, monks preached to Buddhists in Buddha teaching by content is following the each ceremony by monks tried to promote the environment and cleaning to Buddhists too. The monks care much about physically and mentally health through good environment.

#### **6. Establish pagoda associations to help the elderly and orphans**

To help and save the elderly and orphans, the monk leaders have established a policy requiring all pagodas to have the supportive associations for the elderly and orphans without bias on race or religion. Materials or supplies which contributed by Buddhist because of confident and trust must distributed to the elderly and orphan association. The pagoda acts as a shelter of the both physically and mentally, suffering and happiness of lay Buddhists are suffering and happiness of the monks. The monks and lay Buddhists are taken care and help to each other's.

#### **7. Strengthen the education sector in the Buddhist disciplinary school**

The education of monks (Buddhist studies) in Chhouk district is still low, and there is a lack of school buildings and funds to support teachers also supplies too. To promote the education of monks, Sangha leaders established the educational monk foundation through network of Buddhists. Education in Buddhism is strengthened through the curriculum in Buddhism and the curriculum of the Ministry of Education, Youth and Sports. Novices and monks are encouraged, motivate and supported. Outstanding students are sent to study in Buddhist higher education and receive scholarships to study abroad. Sangha leaders try to produce as many human resources of Buddhism as possible in order to be knowledgeable, multi-skilled, ethical and involved in social development.

#### **8. To promote the Pali and Sanskrit learning**

Pali and Sanskrit are the roots of Khmer literature and are inscribed in the Tipitaka books and also sacred scriptures of Buddhism. Because of the war, scholars of Pali and Sanskrit were killed and fled abroad. In order to promote Pali and Sanskrit learning, the Sangha leaders encouraged and inspired the monks and novices to study carefully and support the various incentives, both material and praise in meeting. Wat Preah Ind Samakidharma is a place to cultivate the resources of the monks of the Dhammayutikanikaya in the field of Buddhist studies as Pali and Sanskrit learning

#### **9. Same Buddha teachings but different by sects**

Some Buddhists still ignored and had negative thought to Sangha of Dhammayuthikanikaya especially are in the way of reciting, preaching and wearing of yellow robes. For well understanding, the Sangha monks tried to promote the Buddha teaching through social activities and preaching by pointing the sameness of teachings but different technic and sects. So, that for well understanding, well practicing and unity between the monks and Buddhists.

**THE MODEL OF ADMINISTRATIVE MANAGEMENT OF DEPARTMENT OF TRAINING AND RESEARCH OF THE  
MINISTRY OF RURAL DEVELOPMENT<sup>1</sup>**

**HOR HEANG**

**Candidate of Ph.D. in Public Administration**

**1. Statement and Its significant**

**1.1 Background of study**

If we look at the history of the country in the last half century, we all know that after the coup of March 18, 1970, Cambodia fell into the flames of war that lasted for almost 30 years. The war has wreaked havoc on our society, and the physical, economic, and social infrastructure has been almost completely destroyed. Leaving widows, orphans, the disabled and many other tragedies for our country. After the day of liberation on January 7, 1979, Cambodia, led by the Cambodian People's Party, sought to protect

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<sup>1</sup> This article is a part of dissertation in Khmer version



the return of the Khmer Rouge, to develop the country under foreign economic pressure, especially in the liberal bloc, and to seek peace for peace of the Cambodian people.

Under these efforts, all Khmers (State of Cambodia, Pol Pot, Ta Sern San and FUNCINPEC) jointly signed the Paris Peace Accords on 23 October 1991, which led to the first general election. 1 in 1993. However, the Khmer Rouge withdrew from the 1993 election, which resulted in Cambodia not enjoying full peace because of the Khmer Rouge, which had troops on the border do not join the government and still occupy some areas such as: Pailin, Samlot, Anlong Veng, etc. Until 1998, through the efforts of negotiations and the introduction of the strategy "win-win" (1. Save life, 2. Role, merit and 3. Wealth) of Samdech Akka Moha Sena Padei Techo Hun Sen to dissolve the Khmer organization. The remaining Khmer Rouge and integrated Khmer Rouge forces into a single Royal Cambodian Armed Forces.

Because of this "win-win" policy, our country has achieved complete peace, there is peace, so we have time to develop the country, "peace brings development" and there is peace and development, so that the people can live in peace. At the same time, politics, economy, society and culture have developed, which has brought honor and equal rights in the region and in the world for the nation and the people of Cambodia as a whole. In this sense, war cannot end war, only peace talks can bring peace to the nation.

Country has peace so that we can develop our nation, as we have seen, and the most developed countries in the world, because there is no war for a long time, especially without the genocidal regime that kills intellectuals like in Cambodia, we are no less. It has been more than 50 years since there has been better progress. But Cambodia has been at peace for more than 23 years, and Cambodia has lost all human resources during the Khmer Rouge era, which is a big challenge for the country's development. Unlike, some post-war countries, they still have a lot of human resources, such as South Korea and Japan. However, we are proud of what we have developed so far, in which the youth are human resources who will become more potential resources for the nation.

Our country suffered from the effects of the Cold War waged by the Liberals and the Communists, which plunged us into the flames of a nearly 30-year civil war, from 1970 to 1998. During the nearly 30 years of civil war, the youth of that generation did not have the environment to live, study and get the opportunities they have today. On the contrary, the young people sacrificed their lives and sacrificed a lot. In an effort to liberate the nation from war. Young people participate in protecting, preserving and striving to develop the nation to be stable and prosperous as it is today. The young people left over from the sacrifices of their lives during the war have become the leaders of the country today. Among them, Samdech Akka Moha Sena Padei Techo Hun Sen is one of the outstanding leaders who struggled to make sacrifices. All kinds of obstacles and set out a "win-win" strategy to end the war and lead Cambodia to peace, political stability and development in all areas, as we have all seen and are enjoying peace today. So, join in maintaining peace and continue to develop the nation towards harmony and excellence in the world in the future. And create better conditions for the next generation of vines for the survival of our Khmer nation forever. We must all remember that "there is peace before there is development" Thank to Peace!

Under the umbrella of peace, the Royal Government of Cambodia, led by Samdech Akka Moha Sena Padei Techo Hun Sen as Prime Minister, has strived to develop the country in all areas, including strengthening political, diplomatic, international relations, internal reform, policy formulation and

strategic planning from one mandate to the next. One mandate based on the path of democracy and free market. The progress we are getting today, it is an effort to effectively and effectively implement the triangular and rectangular strategies of the first, second and third phases of the Royal Government. For the 6th legislature of the National Assembly, the Royal Government has continued to implement the fourth phase of the Rectangular Strategy, which aims to: economic growth, job creation, equity and efficiency to promote economic development towards achieving the vision of "Cambodia." to become a high middle income country by 2030 and a developed country by 2050."

In line with the rapid changes in globalization and the region, including the clear highlighting of employment opportunities, capacity building, capacity building and human resource development, the Ministry of Rural Development, with its Department of Training and Research as its staff, has been contributing to the promotion of good governance and skills development. Professionalism for civil servants at both national and sub-national levels to be responsible, creative innovation, virtue, national conscience, love of profession and develop knowledge and skills to rural people effectively, efficiently and sustainably, especially training basic skills for the poor to have skills and creativity in living to earn extra income.

In developing the capacity and training of rural people to increase productivity and diversify family business, the Ministry has been giving high priority and has been effectively implementing, including: (1) Training 28 months specialization for 28 sessions (Hairdressing – Beauty, Men's Haircut, Motorcycle repair of all kinds, Repair of small agricultural machinery, garment, repairing telephone, computer, administration, English, repairing air conditioner, refrigerator and washing machine, and training Pin Peat music) and (2). 81 vocational training courses from 5 days to 10 days (Straw mushroom cultivation, chicken raising, composting, raising and treating pigs, raising fish, repairing and maintaining pump wells, maintaining agricultural machinery, planting Seedlings and twigs, Crab raising, Bamboo processing materials, family farming techniques, dishwashing soap, welding, blacksmithing and painting, men's haircuts, and cucumber processing).

## **1.2 Issue of study**

Training and research play an important role in the study of rural development work to conduct training, research, compile various documents that are the basis for further study and help build the capacity of officials of the Ministry to have sufficient capacity to implement rural development work with effective and high quality.

a-What are the examples that make the administrative management of the Training and Research Department of the Ministry of Rural Development better and a role model for other institutions?

b-What are the achievements of the Training and Research Department of the Ministry of Rural Development?

## **1.3 Objectives of the study**

1. To study the procedures of work activities, structure, roles and responsibilities of administrative management of the Department of Training and Research.

2. Establish a model of administrative management of the Training and Research Department of the Ministry of Rural Development.

## **1.4 Method of the study**



This dissertation will study the procedures of work activities, structure, roles and responsibilities as a model of administrative management of the Training and Research Department of the Ministry of Rural Development through the collection of primary data and secondary data, as well as various work experience for many years in charge of the Department of Training and Research of the Ministry of Rural Development of the researcher directly.

### **1.5 Working experiences related to topic**

While choosing the model of administrative management of the Training and Research Department of the Ministry of Rural Development, I have been working at the Ministry of Rural Development as an Assistant Secretary of State in charge of the Training and Research Department of the Ministry of Rural Development. Relevant departments include general administration documents, training, research, dissemination and Basic Skills Training Center under the management of the Ministry of Rural Development, which will be described in detail in Chapters 2, 3 and 4 of the "thesis."

### **1.6 Interesting and Motivation**

Through many years of working experience in charge of the Department of Training and Research of the Ministry of Rural Development, I have learned and understand the various activities of the department, which are good points to follow and make progress in the institution. Also motivate me to write the topic on the model of administrative management of the Training and Research Department of the Ministry of Rural Development.

## **2. Data Collection**

### **2.1 Background of the Ministry of Rural Development<sup>1</sup>**

The Ministry of Rural Development is established by the laws of the Kingdom of Cambodia. Promulgated by Royal Decree No. 0196/12, dated January 25, 1996. Ministry of Rural Development assigned by Royal Government of Cambodia and manage the rural development sector of the Kingdom of Cambodia with the following main functions and duties:

- To determine the policy and strategy of rural development in accordance with the political program of the Royal Government.
  - Orient short-medium-and long-term plans on rural development to improve the economic, social and cultural situation of the general rural population, including ethnic minorities in the Kingdom of Cambodia. Gradually reduce poverty and disparities between rural and urban areas.
  - Participate in nation-building and development in the field of rural development by limiting the activity to the family, village and commune level in the Kingdom of Cambodia.
  - Study, research, collect and manage statistical data on the economic, social and cultural situation in rural areas of the Kingdom of Cambodia, including mountainous areas upland and lowland areas.
  - Develop human resources through technical training, skills and knowledge to civil servants of the Ministry.
- Organize the opening of regional technical and vocational training centers for rural people as necessary and as practical as possible.

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<sup>1</sup> Sub-Decree No. 78 dated December 1, 1997 on the Organization and Functioning of the Ministry of Rural Development

- Outreach education to increase productivity and household income of the people Based on technical research, rural development skills.

- Liaise, coordinate and cooperate with foreign countries, international organizations, non-governmental organizations, government institutions, authorities at all levels and relevant private sectors, as well as local people for sustainable rural development.

- Manage, lead and be responsible for the implementation of the integrated rural development program at the family, village, commune level these include rural roads, rural water supply, primary health care, community development and rural economic development in collaboration with relevant institutions.

- Promote the organization and strengthening of rural development structures at all levels, especially the Rural Development Committee at the local level.

## **2.2 Department of Training and Research**

Cambodia is one of the countries most affected by chronic war in ASEAN countries as well as in the world. By virtue of will strive to eliminate war and demand peace of the policy of win-win, unification of one Khmer nation of Samdech Akka Moha Sena Padei Techo Hun Sen, Prime Minister of the Kingdom of Cambodia rehabilitated developed countries.

In which the building of human resources with quality and efficiency includes knowledge, morality, virtue, intellect as the basis for sustainable socio-economic development and harmony. In order to achieve all these visions, the Royal Government of Cambodia under the wise and bright leadership of Samdech Akka Moha Sena Padei Techo Hun Sen, Prime Minister of the Kingdom of Cambodia, through the Rectangular Strategy at all stages of the National Assembly, consider human resource development to remain a priority vision and a key to sustaining the nation's economy and competitiveness both now and in the future. In the age of Buddhism and information technology, a nation's competitive advantage depends on human resources, extensive knowledge, creativity and clear skills. This requires the Royal Government of the sixth legislature to pay more attention to investing in "Buddhist capital", that is, the development of "human capital aimed at improving quality, which is the key to determining the country's long-term competitiveness to extract. Benefit and utilize the full potential of Cambodia's people for a livelihood of economic growth and the progress and prosperity of the people.

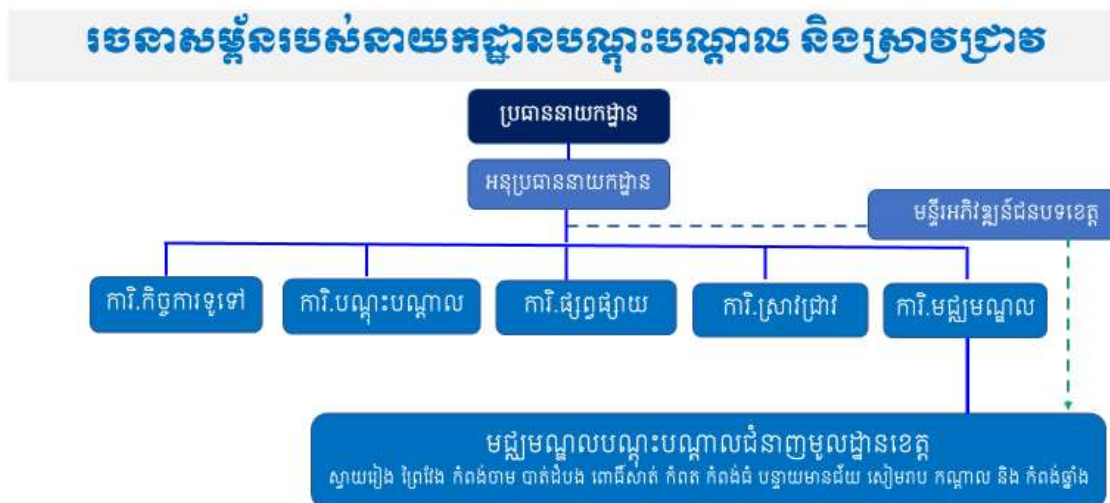
In order to contribute to the vision of the policy of the Royal Government of Cambodia, the Ministry of Rural Development under the right leadership of H.E Professor Dr. Ouk Rabun has been actively implementing the success of the policy program of the Royal Government. To achieve the above policy, the Department of Training and Research has been cooperating with development partners and relevant departments of the Capital-Provincial Department of Rural Development to support capacity building and human resource development for officials in accordance with the needs of the Ministry of Rural Development and local people to have sufficient knowledge and skills. In making a living.

### **2.3-1 Administrative Structure of Training and Research Department<sup>1</sup>**

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<sup>1</sup> Sub-Decree No. 113, dated 13 August 2008 on the Establishment of the Internal Audit Department of the Ministry of Rural Development.

The department's state management structure includes



### 2.3-2 Roles and Responsibilities of Department Training and Research

#### Department of Training and Research in charge

- Assess training needs.
- Prepare short-medium-and long-term training plans, research and dissemination workshops.
- Develop programs for framework and vocational training according to the specific needs of the training defense.
- Training knowledge and skills to officials, vocational training in the center (training school for representatives / people (rural areas) to develop livelihoods.
- Organize workshops / conferences to increase awareness and exchange experiences for officials and the people.
- Manage the document center (library) of the Ministry and the technical and vocational training center at the regional level.
- Research for suitable technologists experiment and experiment on important projects.
- Produce and compile economic technical documents researched as a basis for training and dissemination.
- Prepare documents and programs for rural development for broadcast on radio, television and magazines to contribute more widely to education and propaganda on the content, benefits, activities and achievements of rural development.
- To attract the participation, cooperation and support of national-international agencies, the private sector and the general public.
- Monitor, evaluate, train and disseminate work.

#### 2.3-3 Offices of Specialization

### **The Department Training and Research has 5 Offices.**

- General Affairs Office
- Training Office
- Research Office
- Outreach Office
- Basic Skills Training Center Office

### **3-4 Work activities of each specialized office achieved**

#### **2.4 Work results in 2021<sup>1</sup>**

##### **2-4-1 General Affairs**

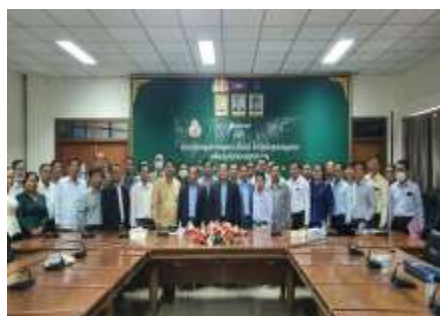
During the first 12 months of 2021, the Office of General Affairs implemented:

Department leaders participated in meetings and workshops with leaders of other ministries and institutions and meetings to summarize the monthly activities – the direction of the department, a total of 3 meetings directly and 1 time online (Zoom Meeting) to receive letters Entered the unit 57 times (from 001 to 057).

Received 39 out-of-unit letters (from 001 to 039), issued 7 outgoing letters (general letter type) 6 letters (No. 001 to 076) Build 24 letters (mission report) (from 001 to 024).

##### **2-4-2 Officials Training**

The framework for human capital development in the Ministry of Rural Development is implemented in accordance with the relevant policies and strategic plans. Due to the adherence to the health measures required to suspend mobilization activities during the Covid-19 epidemic in 2021, the training activities were carried out in two ways: (1) Training in the Covid-19 context. 2) Coordination and cooperation on various training programs.



##### **- Training of officials in the context of Covid**

In the context of Covid-19 in 2021, live training (mobilization activities) was almost completely suspended and a small part of the training of civil servants was conducted online. For 2021, civil servants of the Ministry of Rural Development have developed capacity in two contexts: training courses and workshops (no study tour activities).

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<sup>1</sup> Work results in 2021



The training was conducted with a total of 127 participants, 27 females, of which 126 were trained in the country, 26 females and 1 was trained abroad (1 female). The workshop was conducted with a total of 391 participants, 68 females, workshops take place in the whole country, not abroad. Overall, officials of the Ministry of Rural Development a total of 518 people / 95 women participated in training courses and workshops both in the country and abroad, including 1 person who went to study in Japan through the program (JDS) 2020.

Coordination and cooperation on various training programs in order to meet the needs of capacity building of Ministry officials in 2021, the Department of Training and Research has coordinated and cooperated collaborated with partner institutions and organizations for 54 training activities, including: 1), disseminating and selecting candidates under various scholarship programs, a total of 25 times 2). Coordinating and preparing administrative documents between ministries and partner institutions to support A total of 32 training activities;2 times.



### 2-4-3 Research work

Research work plays an important role in the study of rural development to compile various documents that are the basis for further study and help build the capacity of officials of the Ministry to have sufficient capacity to implement rural development work effectively and High quality. In 2021, the research work achieved the following results:

- Research on documents that support the research needs of the capacity development of units under the Ministry.

- Prepared the action plan and strategic plan for the three-year rolling budget 2022-2024 of the Department of Training and Research

- Prepared the action plan and budget plan for 2022 of the Department of Training and Research

- Study, research and prepare training needs data On Public Financial Management Skills

- Edited lessons on budget preparation and expenditure procedures for financial professional centers and prepared lessons on lesson planning for priority training sessions.

- Compiled a list of questions to identify needs, training and research projects on the impact of living standards and occupations of rural people caused by the global crisis Covid-19.

#### **2-4-4 Outreach work**

Outreach work plays an important role in disseminating the activities of leaders at all levels of the Ministry of Rural Development to support the general public to better understand the core work activities and development in rural communities that lead to bridging the gap between areas. Rural and urban. This task aims to produce, compile and compile data on progressive achievements of the Ministry of Rural Development. In 2021, the outreach office has achieved the following results:

1. Record and extract information on the activities of His Excellency Professor Dr. Minister, Leaders of the Ministry of Rural Development in 25 capitals and provinces 34 times.

2. Reporting and dissemination activities

- Disseminated 102 activities on the activities of the leadership of the Ministry of Rural Development, disseminated on radio stations 34 times on TVK, 34 times on Apsara TV, 34 times on Bayon TV Freshnews

- Prepare to publish the 13th bulletin No. 25-26 for 2021 prepare the 2022 annual diary of the Ministry of Rural Development for distribution to the leaders of the Ministry and the Department of Rural Development of the Capital and Provinces.

#### **2-4-5 Basic Skills Training**

Training of basic skills for people in rural areas is one of the main goals of the Ministry of Rural Development to improve the lives of people in rural areas through the use of basic skills that have been trained. Currently, the Ministry of Rural Development has 13 basic skills training centers, including: Prey Veng, Svay Rieng, Kampong Cham, Kampong Speu, Takeo, Battambang, Pursat, Kampot, Kampong Thom, Siem Reap, Banteay Meanchey, Kampong Chhnang and Kandal provinces.

In 2021, the Department cooperated with the training center of Kubota Cambodia to organize training courses for trainers on "Technical skills, repair and maintenance of agricultural machinery" from 11 basic skills training centers in 11 provinces (Prey Veng, Svay Rieng, Kampong Cham, Battambang). Pursat, Kampot, Kampong Thom, Banteay Meanchey, Siem Reap, Kampong Chhnang and Kandal Provinces) for 5 days at the training center of Kubota Cambodia, Phnom Penh. In particular, some basic skills training centers have provided vocational training to their centers for a short time during the outbreak of Covid-19 (community event), only 6 basic skills training centers that acted.



## **2-5 Project Implementation of each Office**

### **2-5-1 Work Direction for 2022**

In order to achieve better results, the Department of Training and Research will continue to strive for good cooperation with relevant institutions and organizations to promote capacity building and human resource development for officials and the rural poor. Effective and set targets for implementation in 2022 are as follows:

#### **1. Training of officials**

- Organize 6 training courses according to needs and priority topics for rural development
- Strengthen the capacity and expand the potential of training offices in the capital and provincial departments on training projects and programs, as well as partnering for human resource development in the department. Research and compile training programs for officials for the next year and produce Training materials
- Find partners in providing short training courses on priority topics found in determining the training needs to strengthen the capacity of officials of the Ministry of Rural Development to train rural people to have skills in developing family life resistant to climate change.
- Organize workshops to share knowledge and exchange experiences on rural development And related topics on rural development to officials of the Ministry of Rural Development
- Continue cooperation with relevant institutions and development partners to send officials to participate in training courses, seminars, study tours and long-term studies to enhance the capacity of officials.

#### **2. Research work**

- Research on the quality of training work for both officials and citizens and bind documented to increase training efficiency
- Record the activities of citizens who have created a business using basic skills through the Basic Skills Training Center and documented Prepare newsletter for the Ministry of Rural Development

#### **3. Outreach work**

In order to achieve better results and to fill the gaps in the performance in 2021. The publication has set the direction for implementation in 2022 as follows:

- Continue to collect information on the activities of leaders and programs in specialized departments for television broadcast, newsletter production and dissemination on the Ministry's website.
- Study, research and disseminate information to the 25 capitals and provinces on "Providing information on work activities at each provincial level to the Ministry" on leadership activities and the achievements of the Ministry in the community to publish on the website and in the bulletin of the Ministry of Rural Development for 2021, increase the compilation and improve the design of newsletter quality.
- Collect data and information on the progress of rural development in the United States Rural Roads Produce documentary videos and short educational videos on rural development.



#### **4. Basic skills training**

The 13 provincial basic skills training centers have set the target for 2022, both long-term and short-term training with a total of 152 sessions.

### **3. Synthesis and Conclusion**

#### **3.1 The model of administrative management of the partment of training and research of the ministry of rural development.**

##### **1-To promote the capacity building of officials**

Department of Training and Research on topics that are required for training, planning and policy of officials at both national and sub-national levels to promote the capacity building of officials in accordance with the scope of work, reflected through the medium- and long-term vision of the Royal Government through sectoral as well as multi-sectoral policy directions as stated in the Rectangular Policy and Strategy Program of the Royal Government of Cambodia for the development of the nation.

##### **2-Generate income through skill soft training**

To develop capacity and train skills for rural people to improve productivity and diversify family business, Department of Training and Research has been giving high priority and has been leading effective implementation, including:

(a) face training 4-month skills course (Hairdressing-beauty, men's haircut, motorcycle repairing, small agricultural machinery repair, garment repair, phone repair, phone, computer, administration, English, air conditioner, refrigerator and washing machine, and Pin Peat music training) and

(b). vocational training courses from 05 to 10 days (Straw mushroom cultivation, chicken raising), composting, raising and treating pigs, raising fish, repairing and maintaining pump wells, maintenance of agricultural machinery, nursery and grafting, crab raising, Bamboo processing equipment, Family farming techniques, Soap washing Plates, welding, blacksmithing and painting, men's haircuts, and cucumber processing).

##### **3-Increase awareness and exchange experiences to civil servants and people through seminars / conferences**

The Department of Training and Research organized and co-organized training courses, seminars and study visits with ministries, institutions, development partners and non-governmental organizations to 458 civil servants, including: (1) Organized by units under the Ministry 38 times (2). To participate in 412 ministries and institutions (in the country) (3, send officials to participate in long-term training (in the country) 1 time (4). Send officials to attend short-term seminars (abroad) 1 time and (5) sent officials to participate in 6 long-term training courses (abroad).

##### **4-Training knowledge and skills to officials**

The Department of Training and Research has been contributing to the promotion of good governance, promoting the implementation of the Royal Government's decentralization and deconcentrating reform program and developing professional knowledge and skills for civil servants at both the national and international levels, sub-national responsibility, innovation, virtue, national conscience, professionalism and develop knowledge and skills for the rural people to be effective, efficient and sustainable, especially to train the basic skills of the poor people to have skills and be creative in living to earn extra income.



**5. Promote the academic research** by producing and compiling the economic technical documents that have been researched as a basis for training and dissemination

(a) Rural Road Inventory Data Book was published and officially launched during August 2020

(b) has been preparing the National Policy for Rural Development 2021–2030

(c) is preparing to amend Sub-Decree No. 197 dated 23 November 2009 on the management of forage land along the national road network and Railway

(d) is preparing to compile guidelines on monitoring and evaluation of rural roads to determine the techniques and stages of monitoring rural roads are consistent, safe and secure. High quality and efficiency

(e) has been compiling guidelines, legal standards and techniques, experimental work, equipment, materials, materials and construction

(f) has been preparing compilation of standard books on rural roads for study and implementation of construction projects, rehabilitation, maintenance and repair of rural roads (Rural Road standard textbook, technical analysis and Thai technical standards, maintenance and repair of rural roads), prepared a plan for the development of a rural road network, and developed a rural road inventory management system using information technology (RMS).

**6–Monitoring, evaluation, training and dissemination:** All training sessions will be evaluated in three stages: before, during and after the training.

A– Pre-training assessment is designed to assess the level of skills, previous work experience of civil servants, such as education, to be tailored to the required conditions and based on the needs of the trainees.

B – Training Assessment, some assessments will be made during the training.

1. Preliminary tests before the start and after the end of the training will be conducted to evaluate the participants' learning outcomes and the abilities, they have gained from participating in the training.

2. Assessment by feeling, convenience, communication and other assessment tools are noted by the participants to operate it, appreciate daily informal values and increased level of knowledge as well as satisfaction with the time allotted for each part of the training for each day.

3. Daily group meeting, which is the appropriate group meeting for this training course, which has at least 2 representative members as participants. This meeting is a forum for participants to share constructive comments and suggestions related to this course, where trainers can use feedback to immediately improve and improve, achieve participants' expectations through daily meetings.

C. Post-Training Assessment The purpose of this post-training evaluation is to find out how much the training has helped the student to make positive changes and to see the shortcomings and make adjustments.

**7–Promoting leadership and staff** in the management of the Training and Research Department of the Ministry of Rural Development: Leaders always meet to advise all officials of the department, always remind yourself that you are a servant of the people, not a boss of the people, remember, we are not the masters of the people, we are the most faithful servants of the people. The attitude of the officers must not be arrogant, it must be clearly understood that the people themselves are the goal that we have to serve, not the goal that we have to suppress or the goal that we have to insult or the goal that we should not pay attention to. Do something, but first remind yourself 24 hours a day that we are the servants of

the people, not the masters of the people. It always leads to the destruction of those officials, at the same time, providing leadership and performance methods for training and dissemination to officials in the department, such as:

A. Leadership and work methods: Develop a plan that takes into account the factors of self-esteem and approval.

B. Leadership and work methods: Assignment, implementation, mobilization of human resources, means, facilities

C - Leadership approach and work: managing and dealing with unplanned random factors in the plan.

**8-Establish good relations and internal unity of officials** in the Training and Research Department of the Ministry of Rural Development through daily work, monthly, quarterly, semi-annual and annual meetings, as well as organizing joint sports and excursions. Between officials and leaders, which creates intimacy and brotherhood.

### 3.2 Conclusion

In order to implement the work activities in response to the policy framework and strategic plan of the Ministry of Rural Development, the Department of Training and Research is committed to double efforts to ensure the strengthening of the work capacity assigned by the management, meanwhile, the Department of Training and Research needs the support of the Ministry of Rural Development as follows:

- 1- Coordination from all professional units at the national level and at the sub-national level to: Provide information, monitor and evaluate the use of civil servants' resources, technical cooperation between the Department of Training and Research and units under the Ministry of Rural Development in order to enhance the capacity of officials.
- 2- Finding partners, both public and private, to create more training opportunities for officials and professional skills suitable for rural people.
- 3- Financial support and necessary materials for training, including: Training rooms at the Ministry of Equipment and support equipment for mobile training, financial resources to improve the management and development of basic skills training centers in the provinces for on-demand skills training and effective.
- 4- For the effectiveness of training and research work, the department should be able to manage the mission budget, in order to contribute to achieving the goal of improving the living standards of the people in the rural areas, improving the dignified rural communities and contributing to the building of a civilized rural society by 2035.

### 3.3 Practicing of Dhamma teachings in daily jobs

In Cambodian society, Buddhism has played an important role in contributing to the prosperity and prestige of the motherland of Cambodia by preserving and promoting the Cambodian national identity, language, literature, culture, morality, Khmer traditions and customs, as well as providing a peaceful way of life for the people. Let all Cambodians walk towards peace, prosperity and happiness by avoiding violence, misfortune, and other sins. Because Buddhism has played such an important role in society, the Royal Government of Cambodia has decided to include Buddhism as the state religion as enshrined in Article 43 of the 1993 Constitution. After the end of the Cambodian Civil War in 1979, Buddhism has flourished to the present day with the support of Buddhists, philanthropists at home and

abroad and the attention of the Royal Government of Cambodia. In Buddhism, there are many dharma disciplines to educate people. For example, the Five Precepts are the precepts that an individual should maintain in daily life. The intention to abstain from these five vices is called to bring happiness to oneself and others.

1. Not letting living things down is killing animals or killing others.
2. Theft or robbery of objects that were not given physically or verbally
- 3- Wrong behavior in all passions
- 4- Do not telling lies

And 5 - do not drink alcohol, alcohol and perfume, etc., are all good education of the Buddha, the teacher who achieved the inauguration of wisdom, meditation and wisdom.

### References

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## **The management model of LD property Investment<sup>1</sup>**

By Pov Lida

Candidate Ph.D. in Public Administration

### **Abstract**

This topic study is used the primary data by focused on books, articles, and research works that published by electronic and books form which got from libraries, bookstore, and internet source while second data were from the LD company by field study mixed with personal experiences in name of founder of this company. From study realized that the management model of LD Property Investment as;

1. Enhance the company's human resources in skill of real estate and property, 2. Understanding the economy and market research, 3. Land and location in various development projects, 4. Integrated Marketing Communication (IMC) 5. Market and customer pricing, 6. Provision of facilities, 7. Cash Flow Protection and Liquidity, 8. Product & Project Characteristic, 9. Take advantage of the crisis

### **1. Introduction**

#### **1.1 Background and its significant**

In investing in Cambodia today, the real estate sector is the most prominent market in both pre- and post-Covid 19. Cambodian investors have taken advantage of this prominence and developed the projects throughout the country, especially in economic areas such as Phnom Penh, Sihanoukville, Kampot, Siem Reap, Battambang and Poipet in Banteay Meanchey.

The four most popular types of real estate are;

1) Residential real estate is a type of real estate used for living, such as houses, condos and apartments.

2) Commercial real estate, this type of real estate includes supermarkets, retail stores, office buildings, hotels and casinos, private hospitals and educational institutions.

3) Industrial real estate is a type of real estate that refers to industry and warehouses.

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<sup>1</sup> This article is some part of dissertation in Khmer version

4) Land Real estate, Land is the main type of real estate among the types of real estate mentioned above. In addition to the use of land for the construction of houses or other commercial buildings, the land is also used for agricultural purposes, such as the use of land for crops and livestock. From 2021, Land real estate is the land for projects development which assessed as a potential benefits on investment.

Government development projects such as sub – cities, shopping malls, roads, airports, etc. they effected to huge impact on prices and potential for real estate investment success. Some current development projects include expressways, airports, etc., which can drive up land prices or have a positive or negative impact on economic processes.

The Royal Government's win-win strategy for launching a vaccination campaign for Cambodians has been covered to every corners of Cambodia country. To date, some have received a fifth dose, but the number is still low compared to vaccination 3.16 million for the fourth dose and 9.6 million for the third dose, for the base dose or the first dose was more than 15.1 million and the second dose was nearly 14.4 million.<sup>1</sup>

The success of the vaccination campaign has led to a gradual recovery of the real estate market. According to the report summarizing the results of the first half and the work direction for the second half of 2021 of the National Bank of Cambodia, in the first five months of 2021, a total of 1,823 projects received construction permits, compared to In the same period in 2020, there were a decrease of 278 projects. There were 1,607 residential construction projects, accounting for 87.9 percent of the total construction requests, decreased down 139 projects from the same period last year. Housing projects approved for construction cost about \$ 2349 million, down 32.6 percent.<sup>2</sup> At the beginning of 2022, in Phnom Penh, there were 310 Borey buildings and apartment complexes and 1,603 high-rise buildings, of which 225 buildings were 20 stories or more. In Sihanoukville, 278 buildings have been completed and operational so far, and 251 buildings have been completed but not yet operational<sup>3</sup>.

As mentioned above, the real estate investment has many benefits for the economy, people, infrastructure and other related sectors.

LD Property Investment is a real estate company with a clear vision and is developing into a leading company in the field of housing, lots, leisure homes and new projects that are being implemented, such as livestock development projects and construction projects to supply real estate and so on. In the context of the global disease Covid 19, LD Company has been affected seriously, but the company is still responsible for its loyal employees.

Currently, a large number of projects are being actively implemented in the provinces, and crowned of costumers, both old and new, have been supporting due to the provision of responsible services in accordance with the professional and strategic framework of good market.

Therefore, for the study of this topic, as a student and also the owner of the company, will do a detailed analysis of each section and will try to find the negative points to improve it better.

## 1.2. Research problems

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<sup>1</sup> <https://www.khmertimeskh.com>

<sup>2</sup> <https://cnc.com.kh/detail/news/24952>

<sup>3</sup> <https://www.postkhmer.com/post-property/2022-07-07-1637-238466.html>

This study is designed to focus on how important real estate is in economic development, especially on LD Property Investment, management, marketing strategy, service and factors that lead to success, how does the company plan? And is there a model that can be studied or applied?

### 1.3 The objectives studies

1. To study about the management and activities of LD Property Investment.
2. To study the design of LD Property Investment.

### 1.4 Research methods

This study used two methods to collect information for writing analysis: 1) Primary Data is to study various sources of information such as books, research papers, articles, newsletters, websites and other social networks, published articles have been purchased from some bookstores and from some libraries. Second Data is based on field study to collect data through interviewing the team of managers, leader, customers and go to clearly see the project implementation activities of Property Company in the provinces.

The data obtained from the above is synthesized and compiled into a dissertation based on the guidance of the lead professor to be submitted to the University Procedural Evaluation Committee.

### 1.5 Background work related to the topic

I have worked in the real estate sector for many years as a service provider, seller and strategist for companies. By recognizing the needs of customers and the growth opportunities in the real estate market, I and some business partners have set up real estate companies and operating in Phnom Penh and some provinces.

The company has grown to some extent, bringing significant profits but affected by the global covid 19 disease from 2019 to 2021. However, the real estate company continues its activities and adapts to the context. In each society, under a well-defined marketing strategy, the team is still given a measure of incentive to pay a regular salary in the context of covid 19's disease.

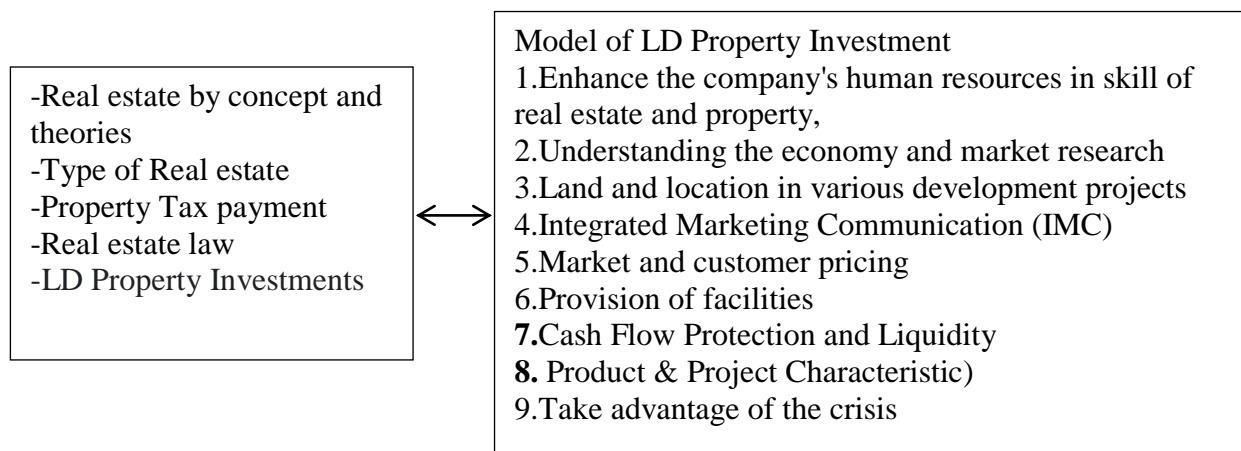
At present, our company is operating normally and continues to be very active in each project activity; existing and new customers continue to support our projects.

### 1.6 Interest and motivation

This topic of dissertation that focuses on my property investment , motivated and inspired me to write under the guidance of a professor.

I sincerely hope that the recommendations and leading me in writing will give me a better understanding of the real estate sector in Cambodia, as well as improve the past shortcomings for the company to grow.

### 1.7 Conceptual Framework



## 2.1 Real Estate Overview

### 2.1.1 Real Estate Definition

Real estate in Khmer is derived from two words are immovable and property, in the Khmer dictionary of Samdech Preah Sangkhareach Chuon Nath stated that (Achalana = Immovable is Sanskrit and Pali) immovable, immobile; calmness. Immovable property is an immovable being; immovable property is an un-movement object or can be used as an immovable object. Etc. property (is Sanskrit is Thrap, by v > p ) that object, resource, wealth ,etc, In Khmer, we use this word only for objects such as gold, silver, etc. that have an owner, wealth, property is other property, property for using.<sup>1</sup>

So, real estate is immovable property refers to immovable or un-movement property.

Real estate means land and property attached to land that is permanent or a combination of land and property attached to land or property attached to land or also formed as a portion of land.<sup>2</sup>

Immovable property is synonymous with immovable object, which is defined by land law as immovable property by birth, immovable property by destiny, and immovable property as defined by law.<sup>3</sup>

Congenital real estate consists of natural land, such as forest land, cleared land, cultivated land, vacant land or uncultivable land, flooded land with stagnant water or runoff, and building or construction that are fixed in one place, caused by human activities which unable to move or relocate. Destiny real estate consists of objects that are attached to the ground or unbreakable construction that cannot be separated without damaging or altering their original condition, such as trees, supplies for decorations, and so on. Immovable property, as defined by law, has the right of the tenants of immovable property and movable property as defined by law as immovable property.

Real estate is immovable property that can be profitable and wealthy, real estate refers to land and objects that are adjacent to land and cannot be moved, such as buildings, structures, crops and plants.

Real estate, such as land, is land that is divided into two parts: land in the form of ownership, which is land with ownership documents, land titles, maps, that recorded that it is used or other land that owner has the right to occupy only. Permanent land-bound property refers to trees, mango trees, palm trees, coconut trees, etc., and common land, such as gravel, sand, water, minerals, and other minerals in the soil. Land, on the other hand, has property attached to the land, which refers to ownership, management, residence rights, and other business rights.<sup>4</sup>

Real estate in English is defined by the Cambridge Dictionary as property in the form of land and buildings. In other words, it refers to land or buildings that are owned, such as real estate, residential,

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<sup>1</sup>Electronic Khmer dictionary of Samdech Preah Sangkhareach Chuon Nath

<sup>2</sup> Uon Sarath, Real Estate Foundation, Phnom Penh: Smart Real Estate Club, 2020, page 9.(Khmer version)

<sup>3</sup> land law of Cambodia , Royal decree 2001, page 1402.

<sup>4</sup> <https://www.smartfinn.co.th/article> khmer version

commercial, industrial real estate, and the purchase or sale of real estate is supported by a bank loan<sup>1</sup>. Oxford learners dictionaries added that the business of selling houses or land for construction<sup>2</sup>.

Real estate was recorded in 1660 and the original etymology was found in a modern English dictionary. Real estate is a combination of two words, real and estate. Real is a Latin word that means existing, while the word estate of English, which comes from the French that estat, means status. Nowadays, estate is used to describe ownership with a house or land.<sup>3</sup>

From above, we concluded that real estate is immovable property, a property that cannot be moved. Real estate refers to residential buildings, commercial buildings, condominiums, resort buildings, farmland, land for residential construction, land-based property such as trees, sand, gravel, minerals, etc. Real estate is designated by the state for sale and purchase, ownership transfer or lease.

### 2.1.2. Type of real estate

Real estate is divided into several categories, some three, some four, some more than four. There are three types of real estate are vacant land, residential real estate, and commercial real estate. The other three divisions refer to<sup>4</sup>:

1. Land sale is the sale of vacant land or land that has been developed but has not been built yet, such as separating a plot of land from a large area into small plots, so that people have the opportunity to buy and the plot is reserved land for development such as roads, electric poles, land for the common good of the community, such as public parks and monuments.

2. The sale of land with buildings is the land that was developed in the project of building villas, commercial buildings, Boreys, houses for general accommodation, etc. The owner of the real estate business that sells to customers has a contract, various legal documents to do with, because some real estate sells only houses but not land, so there needs to be a specific procedure for the benefit of both parties in the future.

3. The sale of a large building, the land is developed into a multi-storey condominium building to provide services as a residence for people in the city for sale or rent to other companies that intend to be an office or for commercial buildings and so on.

Types of real estate are divided according to their use into 5 major groups, namely<sup>5</sup>:

**Agricultural real estate** such as fields, plantations, or land allotted for agricultural areas only.

**Residential real estate** such as houses, condos, flats, etc.

**Commercial real estate** such as office buildings, shopping malls, hotels, convention centers, commercial buildings, etc.

**Industrial real estate** such as factories or other buildings located in industrial areas, etc.

**Entertainment real estate** such as resorts, hotels, guesthouses, restaurants, etc.

There are 5 types of real estate,<sup>1</sup>

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<sup>1</sup> <https://dictionary.cambridge.org/dictionary/english/real-estate>

<sup>2</sup> <https://www.oxfordlearnersdictionaries.com/definition/english/real-estate>

<sup>3</sup> <https://www.fastexpert.com/blog/why-real-estate-called-real-estate/>

<sup>4</sup> <https://www.thebalancesmb.com/top-major-types-of-real-estate-property-2866989>

<sup>5</sup> <https://www.ddproperty.com/>



1. Residential: Residential real estate refers to a portion of the property used only for private living. Residential properties include structures such as single-family homes, condominiums, rental units, and multi-family rental properties with four or fewer homes.

2. Commercial: Commercial real estate (CRE) is an asset that is used solely for business or workplace purposes or to generate cash flow by any means for the owner or tenant. Commercial real estate includes retail space, office buildings, supermarkets, gas stations, shopping malls, and apartment buildings of five or more units.

3. Raw land: refers to vacant land, farmland or other undeveloped real estate. The land has little improvement or cultivation. It costs less than developed land and is often more flexible in terms of use.

4. Industrial: Industrial real estate refers to real estate used for production, goods storage, such as energy powerful factories or other factories. The main difference between industrial and commercial real estate is that industrial real estate involves land operations for the production of goods, while CRE involves operations for the distribution or sale of those goods.

5. Special purpose: Real estate used for real estate operations for public areas such as parks, libraries, schools and cemeteries. These areas have specific and limited uses, but can also be under the umbrella of commercial property.

## 2.2 Property tax payment

The property tax was introduced by the Cambodian government in 2011. Property taxes are established by the Financial Law for Management 2010 (Law dated 9 December 2009) for the benefit of sub-national administrative budgets (Capital, Province, Municipality, District, Khan, Commune, Sangkat).

### 2.2.1 Type of taxable real estate

In principle, property taxes apply throughout the Kingdom of Cambodia. However, as a first step, the law sets a tax only on real estate located in the administrative area of Phnom Penh and in the cities of the provinces. This means that real estate in villages, communes, districts outside the city (outside the provincial capital) is not yet taxed at that time. On the other hand, real estate is taxable only if the property is worth more than 100 million Riels (US \$ 25,000). Real estate or immovable property refers to land, houses, buildings and other structures constructed adjacent to that land (Article 13 of the Financial Law 2010). However, there are certain types of immovable property that are exempt from taxation (Article 14 of the Financial Law 2010), such as :

1. Real estate that is agricultural land (such as farmland, livestock farm land or salt farmland, etc.)
2. Real estate owned by the government,
3. Property owned by
  - Foreign embassies or consulates
  - Non-Government organizations with recognized by state
3. Real estate belonging to a religious or charitable organization and to be used for religious or charitable purposes only. Not included in this tax exemption (meaning subject to property tax),
  - Property that is rented or leased temporarily for religious or charitable purposes.
  - Real estate owned by a religious or charitable organization but leased or given to others for use other than religious and charitable purposes.

### 2.2.2 Taxpayer

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<sup>1</sup> <https://www.masterclass.com/articles/what-is-real-estate#what-is-real-estate>

Taxpayers are natural persons or legal entities who own or occupy real estate or who are the final beneficiaries of real estate (the beneficiary of the right to enjoy, the right to manage and the right to live at the end). This property tax is paid at the provincial tax branch or Khan tax branch (in Phnom Penh) where the property is located or paid through the banking system. This tax must be paid no later than September 30 of the tax year.

The taxpayer must submit the tax return and calculate the tax by himself.

## **2.3 Real Estate Law**

Laws relating to the real estate sector have changed over time. We see that these laws began to be amended to meet specific requirements, as in 1989 the revised sub-decree on the provision of housing ownership (Sub-decree No. 25 dated 22 April). 1989) Article 1 deal with the image of collective ownership of residential land. Article 2 states that the ownership of a house can be issued to individuals and can be legally transferred or sold. The Land Law was enacted in 1992, which is important in the real estate sector in relation to possession, transfer and sale. The 2001 constitution and land law provide for private ownership and regulations for sale. The 2007 Civil Code was promulgated to replace the laws relating to the sale of real estate.

To control effectively, the Royal Government has amended (amended the law) and created new laws such as the Constitution, Royal Kram, sub-decrees and proclamations to meet current needs. Those laws, such as Royal Kram No. 04 N.S. 94 on land management, urban planning and construction. Royal Code No. NS / RKAM / 0699/09, dated 23 June 1999, Royal Kram No. NS / ROM / 0801/14 dated 30 August 2001 Promulgated the Land Law. Royal Krom NS / RKM / 0508/017, dated May 24, 2008, promulgated the Law on the Administration of Capital, Province, Municipality, District and Khan. Royal Code No. NS / RKM / 1119/019, dated 2 November 2019, on the use of the Law on Construction. Sub-Decree No. 62, dated July 20, 1999 on the organization and implementation of the Ministry of Land Management, Urban Planning and Construction. Sub-Decree No. 42, dated April 3, 2015, on Capital, Urban and Urban Planning. Sub-Decree No. 76, dated June 9, 2015, on amendments to some Articles in the Sub-Decree on Urban and Municipal Downtown. Sub-Decree No. 224 Issued on December 06, 2020 on the construction permit. Prakas No. 175.D.N.S.P.K. No. 39 on the management of Borey.

## **2.4 LD Property Investments**

### **1. Company Background**

LD Property Investment is a real estate company that was established and registered by Mr. Pov Lida in 2020 and is growing rapidly. The company has many successful lot projects, such as:

- BD1440 Kompongseu (2021–2022)
- Meanchey Kompong chhang ( 2020)
- KSL Project Kondal (2015–2018)
- Natural Paradise Project Kompongseu Oudong (2019)

These projects have sold and created a smooth source of funding, which has led us to implement many new projects in the real estate sector.

### **2. Company Head Office**

The company's head office is located at 77.78, Baitang Road, Sre Reach Chea Village, Sangkat Samrong Krom, Khan Por Senchey, Phnom Penh.



Headquarter office

### 3. Vision

To be the leading and well-known property developer in field of real estate with Residential and land lots development in Cambodia

### 4. Mission

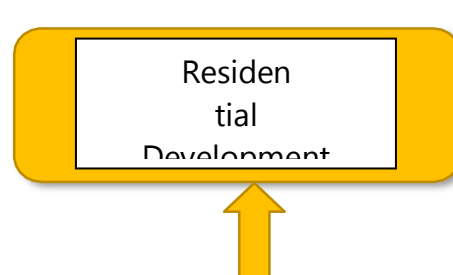
- To provide customers with TrustLegality and Prosperity
- To prosper our business partners Employees and Clients
- To create more job opportunity and contribute with our national economic development
- To strengthen Real Estate Sector in Cambodia
- To build the high quality and modern standard community residences

### 5. Core Value

- Leadership : we put people knowledge in first priority for development
- Integrity : To be honest with customers and investors
- Disciplined : quality of work come from discipline
- Trustworthy : We are honest and reliable
- Professional : Employees are full of skill
- Passion : Committed in heart and mind
- Accountability : we are fully responsibility for our customers and investors
- Reputation : No matter things can be worthy than reputation
- Legality : when talking about real estate talking about the legality

### 6. Directions

Currently, we are implementing projects focusing only on plots, whether in buying or selling activities, and the goal this year is to capture land projects for livestock and recreation next year, as shown in the figure below.



2025

2022

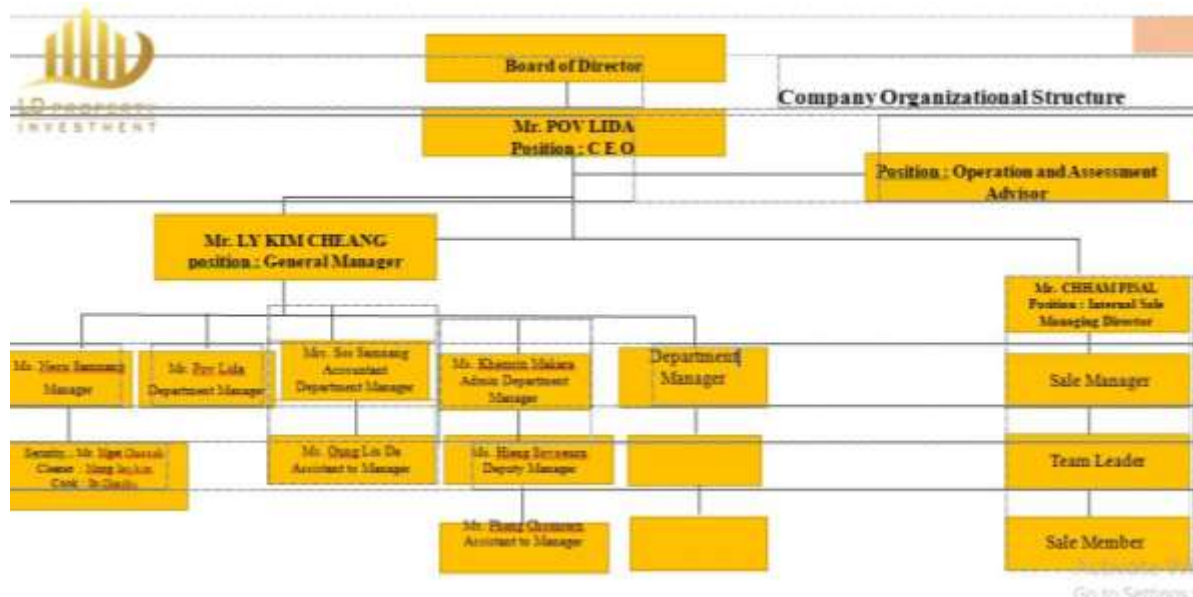
2020

### 7. Company structure

The company has several investment projects, and in each project there are several agents responsible for the assigned role.



## Structure and duty



- To lead the staffs in all departments to carry out daily work activities
- To manage team work operating system
- To solve general problems and requests from customers and sales partners for a fee
- To lead the implementation of the jobs

### 8. The Key success factors

- Accountability to Customers
- Competitive Price & Friendly Payment Term
- Potential Development Project
- Trust Legality and Prosperity
- Marketing Strategy up to date
- Team collaboration
- Clear vision, mission and goals
- Full investment budget

### 9. Evaluation

Every month, the company holds meetings to evaluate all aspects related to the company to know about the daily activities, revenue, expenses, the number of customers, problems and solutions, as well as to implement new strategies.



Activ



Natural Paradise Project

## Residential and Industrial Projects

### BD HOME



### 2.10 Partners

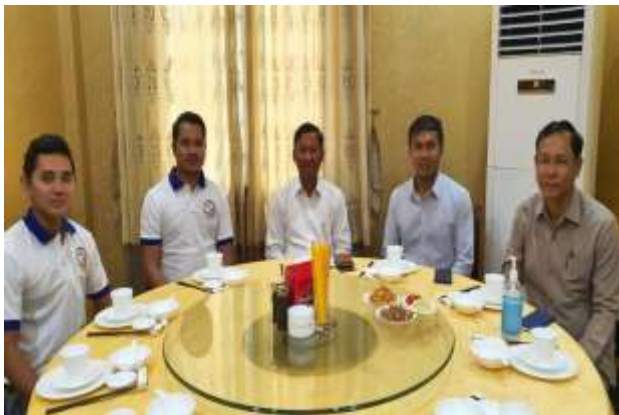
#### Network & Partnership – CLDA Community



#### Network & Partnership – Government



## Network & Partnership – Kampong Speu Chamber of Commerce



## 3. Synthesis and Conclusion

### 3.1. The Management Model of LD property Investment

#### 1. Enhance the company's human resources in skill of real estate and property

The manager of the company pays great attention to training all employees to have higher professional knowledge to meet the needs in the context of the technology industry 4.0. and also to get more skill in real estate and property. The training is conducted through study tours of projects in



neighboring countries, seminars, short courses and scholarships to further study at the university. In addition, they learned about hospitality, service, honesty, leadership and professional ethics. The company always rewards employees who work diligently to provide services with honesty and high responsibility. The company considers all employees as the members in family from same womb who must promote in knowledge, quality of life and good friendships.

## **2. Understanding the economy and market research**

The team of company has been studying the economic movement, the demand for real estate at all times, both domestically and abroad, as well as researching and collecting data to analyze the market changes and plan accordingly customer needs. The sale and purchase of real estate is studied in detail on the daily market situation and strategic planning is relevant to the current situation.

We have analyzed four marketing strategies as customer ,finance, value added and operations. We are diligent and put much care and love to our job, success in the real estate business does not come from the random actions of work without a plan, but from the development and implementation of the plan. We sell at the right time or at the best of times, not when there is little demand or pressure.

## **3. Land and location in various development projects**

After studied we got the result, we considered on various development projects of the land and location which the most important to the real estate business. In the past, the company managed the team to study the most potential land in development areas across the country by collaboration with local authorities and collected data, analyzed and decided together to buy the land to create various development projects. The most potential land with its constituents is located in the center of the city, near the city, tourism development zone, and industrial plan and so on.

## **4. Integrated Marketing Communication (IMC)**

Integrated marketing communication refers to the process of creating a marketing communication plan that requires continuous multi-module communication with a group of customers. The forms or tools of marketing communication are chosen to suit the customer group by the most popular tools used in our real estate business as advertising, publicity and public relations, direct marketing, personal selling, sales promotion, on social media sales and online marketing.

## **5. Market and customer pricing**

Pricing is the most important factor, the best price but not the most expensive. Customers often ask for the price of both the building and the land also always ask for a discount. All buildings in the form of modern houses, houses in the form of conservative, hybrid houses, technical houses or commercial buildings are priced according to the market price, sometimes some discount to meet the needs of customers, but the discount does not make seriously affect the company's finances, can bring some supplies to replace its space.

## **6. Provision of facilities**

The supplies in the projects are considered as a necessary factor in our company to meet the needs and create customer satisfaction. There are many types of facilities in our real estate projects, such as security system, adequate infrastructure, communication system (telephone, internet), risky security system, parking lot, public bathroom, gymnasium, monument, market, public administration area, garden, hospital and many others.

## **7. Cash Flow Protection and Liquidity**

We conducted a comprehensive analysis of the company's in-depth cash flow generation and ability to meet short- and long-term financial obligations.

Debt service capability is determined by measuring the company's interest and debt ratios. The level of liquidity to be replenished in the short term and the debt related to the source of cash are also carefully assessed. Sources of cash are assessed, along with cash balances, estimated cash from unused credit facility transactions, and other sources of cash. The use of cash in addition to short-term debt, such as capital expenditures, is also assessed.

## **8. Product & Project Characteristic**

Part of the project attributes that bring about the success of our real estate business are room design, materials, functional benefits, building design, price, juristic person.

## **9. Take advantage of the crisis**

We have prepared a budget or saved enough capital to seize the opportunity in times of crisis, especially when the real estate market is down, that is the best time to invest in the sense that falling prices demand more and more opportunities.

We follow a principle that "Prepare a lot of bait, put it in any pond, and got a lot of fish, or if you want to shoot a big elephant, you have to run faster and smarter than an elephant, the chances of the elephant coming is very fast, if we really want it, organized the nuts and wait for a specific target.

## **3.2 Research Suggestion for Future**

Through the study, we realized that LD Investments is a company with a clear development plan, clear goals and a clear team responsible for each area. The company has defined its marketing strategy and model. In addition, the company has many development partners, both domestic and foreigners, the customers, both new and old, provide a lot of support to the projects due to the friendly and honestly service and responsibilities of the company. The models were created can apply to any real estate by just only for a case of LD investment, not covered to whole real estate in Cambodia. If any further study should focus on real estate marketing, satisfaction of costumers and challenge of real estate in new normal context.

## **3.3 Applying the Dharma Teachings to job**

As a Buddhist, i actively participated in religious ceremonies, both by wealth and personal participation, and listened to Buddha teaching through the performance of monks' sermons on festivals , on radio, television, and social media.

As an advisor to Samdech Preah Sokuntheathipadi, Samdech Preah Sangkhareach of the Dhammayuthikanikaya of the Kingdom of Cambodia,i accompanied Samdech to fulfill his humanitarian duties in Buddhism and follow his teachings.

In personality, i apply some Buddha teaching to my job and daily life as The successful way 's teaching as;

Chanda: (Willing) to do all the work with love, satisfaction and willingness to make those jobs successful in any field.

Virya: (Effort or energy) Effortless or very diligent, with the view that no success comes without effort on all things, do not give up even in difficult situations.

Chita: (Mind) ,There is a strong determination to perform with the utmost patience and calmness.

Vimasa (well consideration or critic or analyses) is based on using of mindfulness and wisdom, analyze well of the situation which happening , give the well answer to all problem.

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<https://www.masterclass.com/articles/what-is-real-estate#what-is-real-estate>

<https://www.smartfinn.co.th/article> khmer version

## Model of International Relations of Paññāsāstra Student Research Academy for effective work<sup>1</sup>

NGET SOPHEAP

Ph.D. Candidate in International Relations

### 1.1 Background and Significance

The Academy is recognized as an advanced study through research. There is usually Academic research and Applies research by Academic research to generate higher knowledge while Applies research is focused on problem solving. Applies research focuses on social issues, analyzing them through technical and theoretical approaches. The issues that have been identified are used to improve and set policies for implementation. By Wikipedia, Academy was founded by Plato, who taught his students philosophy in 385 BC, and it evolved over time in Europe, Asia and some continents. In Asia, especially Bangkok, in 1997 brought up the higher education system to discuss the expert participants from UNESCO Bangkok's Education Research Institutes Network (ERI-Net). Founded in 2009, ERI-Net is UNESCO Bangkok's forum for researchers and national education think tanks to address timely issues and share their expertise with UNESCO, the Asia-Pacific community, and beyond. Participants pledged to implement, monitor, evaluate, set policies and disseminate. In 2015, the international community began 17 Sustainable Development Goals. Goal four is known as Education 2030, which aims to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. 2030, high education recognizes that need sufficient numbers of high quality teachers using learner-centred, active and collaborative pedagogical approaches.<sup>2</sup>

In Cambodia, the academy has received little public attention and little financial, technical and intellectual support. The papers from Kimkong Heng showed that research capacity of Cambodian universities and their academics are underdeveloped. Kimkong quoted from the scholars as Moore (2011) noted the struggle to develop a research culture in Cambodia, while Kwok et al. (2010) argued that research was not considered a core mission of Cambodian universities. A survey by Eam (2015) found that 65% of 444 Cambodian lecturers sampled from 10 universities did not involve in any research within the last five years before the survey. Kitamura et al.'s (2016) survey revealed similar findings, that is, research engagement of Cambodian lecturers was limited. Bibliometric analysed by Nguyen and Pham

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<sup>1</sup> This article is a part of dissertation

<sup>2</sup> Libing Wang and Wesley Teter, Recalibrating Careers in Academia: Professional Advancement Policies and Practices in Asia-Pacific, (UNESCO Bangkok Office, Asia and Pacific Regional Bureau for Education), 2017

(2011), for example, found that Cambodia was one of the countries in Southeast Asia that had the lowest research productivity, other countries in this group included Brunei, Laos and Myanmar Barrot (2017) showed similar results. Cambodia was ranked 8th among the 10 ASEAN countries when it came to research output in the field of language and linguistics. Heng et al. (2020) show that there are various factors that influence academics' research engagement and productivity. These factors can be grouped into three different levels: national, institutional and individual. At the national level, various factors play fundamental roles; however, research policies are considered most vital to the development of research in developing societies such Cambodia. So far, there are a number of policies that Cambodia adopts and implement to promote research

Kimkong Heng and Koemhong Sol, from their studies found that development of academic research in Cambodia focuses on three aspects as recent progress, challenges, and ways forward. The first shows that there is hope for the development of a research culture in Cambodia. However, there remain many challenges, including limited state and institutional funding for research, low academic salaries.

From the above, we see that Cambodia is still limited in academia, but universities as well as national and private institutions have started to promote this field, including Pannasastra University of Cambodia, which was initiated in 1997 and started to teach officially in 2000. It provides an English-based education in all subjects, and is accredited by the Royal Government of Cambodia's Ministry of Education, Youth and sports. The leaders of this university strive to strengthen the study and cooperation with universities and institutions around the world through the signing of memoranda of agreement, especially focusing on research and workshops. In same time Paññāsāstra Student Research Academy is the student association of "Paññāsāstra University of Cambodia", and it is created to serve PUC Students' interests and benefits. Paññāsāstra Student Research Academy is under the umbrella of Paññāsāstra University of Cambodia and it is established for the purpose of 1) building research capability, supporting the best research and researchers. 2) Maintaining a strong integrity framework for research and guideline development. 3) Underpinning rigorous research and relevant and accurate guidelines and promoting community trust, promoting high quality, efficient, excellent and professional skills of research student. 4) Integration and good cooperation, conducting research, analysis, and to bring together of all PUC students to improve their research skills. 5) Creating conditions for research student to adopt experience learn from best practices and achievement of research study. 6) assisting research student of the academy on research project, conferences, training, seminars and other events. 7) Creating to continue community outreach projects, and 8) Promoting loving-kindness, compassion, tolerance, virtue, solidarity, sharing, peace and harmony in doing research.

So, in this study we focus on the Paññāsāstra Student Research Academy through its projects, activities and create the model following the policies of University. We do hope that this studies is very important and give fruitful for improve its activities.

## **1.2 Research problem**

This study focus on international relation through Paññāsāstra Student Research Academy , based on questions that what are the projects and what are the their models ? How are the result got?

## **1.3 Objective of the study**

1. To study the activities of Paññāsāstra Student Research Academy for

to promote the academic research through international relation.

2. To study the Model of International Relations through Paññāsāstra Student Research Academy for Effective Work.

#### 1.4 Scope of the study

To Model of International Relations through Paññāsāstra Student Research Academy for Effective Work.

**Scope of boundary:** Paññāsāstra Student Research Academy.

**Scope of Content:** To study theories and research related to international relations, academy, and activities to promote the academic work.

**Scope of Population:** students and academicians from each projects.

#### 1.5 Research Methods

This study used two methods to collect data to write the synthesis as 1) Primary data is to study the various resources of information such as books, research papers, articles, newsletters, websites and other social networks, some books are purchased from bookstores, and from some libraries. 2) Second data is collected at field study, especially from Paññāsāstra Student Research Academy. The information obtained from the above is synthesized and compiled into the dissertation to present for evaluation to graduate.

#### 1.6 Concept and theory

Key words of this topic are academy, international relation and Paññāsāstra Student Research Academy but for the concept and theory at here we focused only international relation such as;

**Academic promotion** is a process whereby academic staff may apply for promotion to a higher academic level. Academic promotion is focus on;

- Teaching
- Research/scholarship/creative work
- Service (University, professional and community)

**Academic research** involves a thorough investigation into what is known about a given topic. In most cases, it will be required to examine and analyze scholarly sources when completing assignments (unless otherwise indicated by instructor).

**International relations (IR)** (sometimes referred to as international studies and international affairs) is the scientific study of interactions between sovereign states. In a broader sense, it concerns all activities between states—such as war, diplomacy, trade, and foreign policy—as well as relations with and among other international actors, such as intergovernmental organizations (IGOs), international nongovernmental organizations (INGOs), international legal bodies, and multinational corporations (MNCs). There are several schools of thought within IR, of which the most prominent are realism, liberalism, and constructivism.

International relations are widely classified as a major subdiscipline of political science, along with comparative politics and political theory. However, it often draws heavily from other fields, including anthropology, economics, geography, law, philosophy, sociology, and history.

While international politics has been analyzed since antiquity, international relations did not become a discrete field until 1919, when it was first offered as an undergraduate major by Aberystwyth University in the United Kingdom. After the Second World War, international relations burgeoned in both

importance and scholarship—particularly in North America and Western Europe—partly in response to the geostrategic concerns of the Cold War. The collapse of the Soviet Union and subsequent rise of globalization in the late 20th century presaged new theories and evaluations of the rapidly changing international system. In Accordance with this matter, Pannasastra Student Research Academy- PSTRA was established which is consisted of one of standing committee called "International Relations Studies Committee.

## 2. Data Collection

### 2.1 PUC History

The Paññāsāstra University of Cambodia is a private university located in Phnom Penh, Cambodia. It was originally established in 1997, and opened in 2000. It provides an English-based education in all subjects, and is accredited by the Royal Government of Cambodia's Ministry of Education, Youth and Sports. This private university was established by the former Minister of Education, Youth and Sports, Dr. Kol Pheng.

Paññasastra University of Cambodia (PUC) is the first higher learning institution in Cambodia that provides English based education in all subjects, and is officially authorized and accredited by the Royal Government of Cambodia to grant degrees in Bachelors, Masters, and Ph.D. to qualified students. PUC adopts international standard curriculum generally used by American and other developed countries; colleges and universities (combining General Education and Foundation Courses with Major Core subjects). This academic model assures that credit units and degrees earned at PUC will be recognized by and equivalent to those of other accredited universities abroad.

PUC is working in academic and technical cooperation with several American universities (i.e., University of Massachusetts at Lowell, Troy University of Alabama, California State University System represented by California State Fullerton, Long Beach and Dominguez Hills, Bridgewater State University) and many other well know universities in Italy, Australia, United Kingdom, India, China, Japan, and Republic of Korea. PUC is located at Phnom Penh, Cambodia.

#### 2.1.1 PUC Logo

Symbolizes the following:

1. The Double-Line Circle represents the wheel of Samsara in which all living beings are struggling endlessly, life after life, in pursuit of their ultimate happiness and bliss.
2. The Palm-Leaf Scroll, placed on the golden pedestal, is artistically decorated with Khmer fine arts -- the dragon's tail motif -- reflecting the historical scenes of people's lives and activities while epitomizing the great culture and civilization of the Angkor era.
3. The Golden Rays, emerging from the Palm-Leaf Scroll, symbolize the light of Dharma and the Buddhist influences on the Kingdom of Cambodia. The Buddhist influences include Sīla (Morality), Samādhi (Mental Discipline), and Paññā (Wisdom) extensively used as the PUC's Motto, leading living beings towards Nirvāna, the Supreme Bliss.

#### 2.1.2 Motto: Sila Samādhi Paññā

Paññāsāstra University of Cambodia adopted Sila Samādhi and Paññā as its Motto for the main following reasons:



The ultimate goal of our teaching program is to develop individual into his/her full potential as human being in order to live a happy life equipped with high moral code of conduct, virtues and respectable professional skills;

The scholarly trained individual by Paññāsāstra University of Cambodia shall become a noble and honorary citizen, and in whatever capacity, he/she will rightfully serve other people with loving-kindness and compassion;

The Motto Sila Samādhi Paññā represents the three hallmarks of the spiritual journey an individual can start purifying his/her mind with the practice of high moral and ethical conduct “Sila” in order to avoid unwholesome actions, and via perfect equanimity of mind through concentration or mental discipline “Samādhi”, he/she will attain the transcendental wisdom or insight “Paññā”.

The practice of the three Buddhist Triplet (Sila Samādhi Paññā) which links together into a noble path leading individual towards happiness in life, achieving the highest wisdom, and ultimately the cessation of sufferings (Dukkha). This three Buddhist Triplet is also known as the Noble Eightfold Path or “Ariya-Atthaṅgika-Magga”, which consists of eight factors to abide by: {three factors from Sila (consisting of Right Speech—Sammā Vacā, Right Action – – Sammā Kammanta, Right Livelihood – – Sammā ājiva ), three factors from Samādhi (consisting of Right Effort – Sammā Vāyāma, Right Mindfulness – Sammā Sati, Right Concentration – Sammā Samādhi), and two factors from Paññā (consisting of Right Thought – Right Thought – Sammā Sankappa, Right Understanding – Sammā Ditthi)

## **2.2 PSTRA (Paññāsāstra Student Research Academy-PSTRA)**

### **2.2.1 PSTRA History**

Paññāsāstra Student Research Academy is the student association of “Paññāsāstra University of Cambodia”, and it is created to serve PUC Students’ interests and benefits. Paññāsāstra Student Research Academy is under the umbrella of Paññāsāstra University of Cambodia. Paññāsāstra Student Research Academy was founded by Venerable Nget Sopheap and approved by Dr. Kol Pheng Founding Father and President of Paññāsāstra University of Cambodia on October, 18 2016.

#### **1. Purposes**

Paññāsāstra Student Research Academy is established for the purpose of:

- Building research capability, supporting the best research and researchers
- Maintaining a strong integrity framework for research and guideline development, underpinning rigorous research and relevant and accurate guidelines and promoting community trust.
- Promoting high quality, efficient, excellent and professional skills of research student, integration and good cooperation.



- Conducting research, analysis, and to bring together of all PUC students to improve their research skills.
- Creating conditions for research student to adopt experience, learn from best practices and achievement of research study.
- Assisting research student of the academy on research project, conferences, training, seminars and other events.
- Creating to continue community outreach projects.
- h. Promoting loving-kindness, compassion, tolerance, virtue, solidarity, sharing, peace and harmony in doing research.

## **2. PSTRA governance and leadership**

### **❖ BOARD OF TRUSTEES**

1. Paññāsāstra Student Research Academy is managed by Board of Trustees.
2. The Board of Trustee shall in turn elect once of member to be the Chairman and one to be the Vice-Chairman.
3. The number of Trustee shall be a minimum of five. The Board of Trustees take in office for two years term or until successor are elected or replaced.

### **ADVISORY BOARD**

Paññāsāstra Student Research Academy recognized three types of advisors:

1. Honorary Advisors: who are normally supported to PSTRA
2. Supreme Advisors: who are willing to scarify her/his time to help PSTRA
3. Advisors: who are willing to take time to get involve in PSTR's project and activities.

### **OFFICERS**

- Officers of "Paññāsāstra Student Research Academy" must be full-time undergraduate or graduate students enrolled at Paññāsāstra University of Cambodia.
- "PSTRA" will be governed by the following means:
  1. An elected President (or other designated officer) will preside at all meetings of "Paññāsāstra Student Research Academy". The President will maintain the power to appoint all committee chairpersons, shall present all motions to the body present, and shall be present at 90% of the meetings of "Paññāsāstra Student Research Academy." The President is responsible for communication between "Paññāsāstra Student Research Academy," its advisory board and the Office of Student Programs.
  2. "Paññāsāstra Student Research Academy" shall also maintain a Vice President. The Vice President's duties shall be to preside at all meetings and functions that the President cannot attend.
  3. Academy members shall also elect a Treasurer who will keep the lists of voting and active members, handle all dues, accounts, expenditures, new members, rule observances at stated meetings, protocol, etc.

### **MEMBERSHIP**

1. "Paññāsāstra Student Research Academy" openly admits undergraduate and graduate students to its membership and does not discriminate on the basis of race, color, disability, gender, ethnicity, national origin, religion or sexual orientation.

"Paññāsāstra Student Research Academy" shall be selected both PUC undergraduate and graduate students, as the members which are classified into three categories such as:

a. Honorary Members: are prominent individuals who are normally and materially support to PSTRA.

b. Founding Members: are individuals who have actively participated in the establishment and founding PSTRA.

c. Active Members: referred to the PUC students who are willing to scarify her/his time to help PSTRA, and played an active role for PSTRA's projects and activities.

2. "Paññāsāstra Student Research Academy" follow many processes for members selections:

a. Scrutiny the application form of candidates

b. Interview by PSTRA president or Vice-president.

c. Approve by president of PSTRA

3. The following requirements are necessary to constitute voting membership.

a. Payment in full of financial obligations as determined by PSTRA.

b. Attendance at 80% of all meetings during a given semester.

c. Active participation in all activities sponsored by "PSTRA" unless the activity interferes with either a class or job.

## **OPERATIONS**

### **❖ Voting Eligibility**

Those members meeting all requirements of active membership by (date during the year) as set forth in Article III will be eligible to vote.

### **❖ Election Process**

1. All officers shall be elected by a majority vote of eligible voting members of "Paññāsāstra Student Research Academy." All elections will be held on an annual basis by December 31st of each mandate (2 years), at a meeting comprised of quorum (50% + 1) of "Paññāsāstra Student Research Academy" members.

2. The Presidential Candidates shall be selected and nominated by majority vote of Board of Trustee in the first meeting after general election. All voting shall be done by secret ballot to be collected and tabulated by the Secretary-Treasurer and one voting member of "Paññāsāstra Student Research Academy," to be appointed by the outgoing President.

3. Newly elected officers will assume office on January 1st, except in the case of mid-term elections. Officers elected mid-term will assume office immediately after their election.

### **❖ Removal**

1. Any officer of "Paññāsāstra Student Research Academy" in violation of the Academy's purpose or constitution or failure to fulfill duties as stated may be removed from office by the following process.

2. A written request by at least three members of the organization.

3. Written notification to the officer of the request, asking the officer to be present at the next meeting prepared to speak in their own defense.

4. Written notification to the membership.

5. 80% of the voting membership must be in attendance to vote on removal of an officer. A two-thirds (2/3) majority is necessary to remove the officer.

#### ❖ Replacement

Should an officer resign or be removed, a special election will be held one week after written notification to all voting members. Mid-term elections shall be removed.

#### ❖ Meetings

All meetings will occur on a weekly basis or other regular basis at a time selected by "Paññāsāstra Student Research Academy" and will follow the procedure set forth below:

- Attendance
- Report by the President
- Committee Reports
- Vote on all committee motions and decisions
- Any other proposals put forward by members of the Academy
- Dismissal by the President

### FINANCES

"Paññāsāstra Student Research Academy" will finance the activities it engages in by the following means:

- Membership dues (appropriate amount set by "Paññāsāstra Student Research Academy".)
- "Paññāsāstra Student Research Academy" will submit a budget to the president on an annual basis and request funding appropriate for the effective operation of the organization for each year.
- "Paññāsāstra Student Research Academy" will conduct all financial activities in accordance with university policy and place all funds in its university account.

### AMENDMENTS

These bylaws can be amended or replaced only in Board of Trustee meeting and by majority of Board of Trustee members by two-third (2/3) majority vote, and be given not less than 20 days.

Any PSTRA member has the rights to propose and dissolved or altered to the bylaws by submitting the proposal through the president of PSTRA and then the president submit to the Board of Trustees.

Any provisions, all internal rules and regulation, which are contrasted with these bylaws shall be hereby abolished.

### 3. PSTRA Committees

#### ❖ Education Committee

The Education Committee (Committee) is one of the standing committees of Pannasasastra Student Research Academy (PSTRA) which shall develop, implement, and report on an educational program for PSTRA which may include workshops, seminars and advanced sessions; research or special projects.

This Committee is provided students with current information on educational opportunities and the training of students regarding research, ethics, professionalism and whatever other pertinent

information is deemed necessary which will provide those students with the opportunity to achieve the level of knowledge and skill necessary to serve the public with competence and professionalism.

The Committee is aimed to maintain an effective educational program for the PSTRA, also develops recommendations and monitors activities related to other educational issues of importance to the Academy.

#### ❖ **International Studies Committee**

The International Studies Committee is one of the standing committees of Pannasastra Student Research Academy (PSTRA) to serve the needs and enhance the capacities of students, scholars, practitioners, who had an interest in expanding, disseminating, and applying knowledge of global affairs and International Studies. The Committee ensure that students with differing perspectives will challenge each other and come to a more sophisticated understanding of the complicated interaction between the realities of international politics and the requirements of a global morality. This Committee is organized shall be the advancement of research, education and dissemination in the field of International Studies.

The International Studies Committee Must Follow up these indicators such as;

- Facilitating and furthering contacts and cooperation between academic and professional associations of International Studies, International Relations and related fields;
- Furthering the creation of promoting basic, advanced, and multi-disciplinary research concerning International Relations and Global Affairs;
- Creating and disseminating knowledge;
- Promoting the basic and continued education of students, scholars, practitioners as well as informing the general public on International Relations and Global Affairs;
- Collaborating with other international and national learned societies, governmental organizations, professional associations and other groups, societies, institutions and individuals who contribute to the field of International Studies.

#### ❖ **Khmer Studies Committee**

Khmer studies Committee is one of the standing committees of pannasastra Student Research Academy, aiming to promote research on Cambodia's histories, traditions, cultures and philosophies.

### **4. PSTRA's activities and achievements**

#### **1. PROMOTE THE INTERNATIONAL ACDEMIC RESEARCH AND EXCHANGE and INTERNATIONAL COOPERATION**

1.1 On Thursday 13 October, 2022 I and my Mr. Hun Phearum, Vice President of the Research Academy of Paññastra University of Cambodia students, were invited to participate in a workshop entitled "Reflections on the Khmer Rouge Tribunal: Its Past, Present, and Possible Futures" The program is organized by the Cambodian Institute for Cooperation and Peace and the Asia-Pacific Center for the Responsibility to Protect.

1.2 On Wednesday 01 June,2022



Ven. Nget Sopheap, President and Mr. Hun Phearum, Vice-President of the Paññasastra Student Research Academy, gave a presentation on "Modern Constitutionalism in Khmer and International Perspectives" to students and the public. This is part of the regular knowledge sharing work of the the Paññasastra Student Research Academy. AmCam Exchange was facilitating the location and technical to support the operation of this sharing forum.

1.3 Sunday 6 June,2021

Venerable NGET Sopheap, President of Paññāsāstra Students Research Academy, had spent his valuable time delivering a speech on the topic "One Belt, One Road Initiative" to all PSTRA members and students from other universities. This presentation aimed to introduce the People's Republic of China's massive project, as well as its scope and global impact.

1.3 On Friday 30 April,2021

President Nget Sopheap and Senior Advisor Vaddhana C. Te met for international relations with Former Cambodian Ambassador Extraordinary and Plenipotentiary to Indonesia in the past year.

1.4 On Sunday 31 January,2021

Paññāsāstra Student Research Academy has successfully completed the Certificate Providing Ceremony for 78 participants in the "Pedagogy and Educational Leadership" program chaired by H.E. Dr. Lieutenant General, Deputy Secretary of the Ministry of National Defense, and H.E. Dr. VENG Sereyvuth, Chairman Board of Trustees of Paññāsāstra University of Cambodia.



1.5 Saturday 16 May,2020

1.6 Online Sharing Session on "Planning Your Research Project" by Venerable Nget Sopheap, PSTRA president and Professor San Sophany, assistant dean to the faculty of social science and

international Relations. On Thursday 12 November,2020 Research Methodology workshop organized by Paññāsāstra Student Research Academy.



#### 1.7 Friday 13 March,2020

Paññāsāstra Student Research Academy-PSTRA has celebrated an event to provide the certificate of appreciation to presenters and organizers of a sharing session on "Ways for Successful Studying".

On behalf of PSTRA, it was our great honor and privilege to convey our message of heartfelt thanks to all presenters and organizers for joining us today, Professor San Sophany, Assistant Dean to the Faculty of Social Science and International Relations at PUC, and H.E. Dr. Sam Ang Sam, PUC Chancellor for spending your valuable time in our program.

#### 1.8 On Monday 09 March,2022

Sharing Session On: How to Write Research Paper by Most venerable Nget Sopheap, PSTRA president.

#### 1.9 On Saturday 23 February 2023

Opening Ceremony of Training Course on Pedagogy and Educational Leadership.

#### 1.10 Wednesday 22nd January,2022





Venerable Nget Sopheap, PSTRA's President and four representatives from Paññāsāstra University of Cambodia, led by DSA (Department of Student Affairs) were invited by the Embassy of Republic of Indonesia to participate in a public lecture on "Innovation in Indonesian Industries" and Dissemination of Information on Bachelor and Master degree program of UBAYA as well as scholarship program for International Students.

1.11 On Thursday 12 December, 2019

Research experience sharing by exchange student from Norway



## 2.2.2 ACADEMIC ACTIVITIES FOR SOCIAL WORKS

2.1. On Sunday 17 January, 2021

Paññāsāstra Student Research Academy would like to thank the Association of Scientific Research and Social Affairs through Mr. Chhin Seiha, Chairman of the Board of Directors, for donating 250 masks to PSTRA for participation in the prevention and control of the spread of the COVID-19 pandemic.



2.2. Friday 15 May, 2020

The Paññāsāstra Student Research Academy participated in organizing a charity event under the theme: Mutita Foundation's Incentive Package, which was presided over by Her Royal Highness

Princess Norodom Arun Rasmey. In that, His Majesty the King was pleased to present certificates of appreciation to the 25-event organizing team.

### 2.3. On Sunday 2nd February, 2020

Paññāsāstra Student Research Academy-PSTRA had celebrated a sharing session titled "Ways for Successful Studying VI" to 800 high school students at Taoak High School, Taoak Village, Prasat Sombo District, and Kompong Thom Province.

On behalf of PSTRA, it was our great honor and privilege to convey our message of heartfelt thanks to gender students for joining us on that day, Professor San Sophany, Assistant Dean to the Faculty of Social Science and International Relations at PUC, Mr. Justin Dara Op, Vice-President for Operation at PUC and H.E. Dr. Sam Ang Sam, PUC Chancellor for spending your valuable time as honorable guest speaks in our program.



### 2.4. Sunday 20 October, 2019

Professor San Sophany, Assistant Dean of the Faculty of Social Science and International Relations at Paññāsāstra University of Cambodia and Senior Adviser of Paññāsāstra Student Research Academy, conducted a research project on "The Prevention and Eradication of Violence against Women and Children in Families". The project took place in Chhonghok Village, Ompil Commune, Kampong Siem District, and Kampong Cham Province.



- The outstanding award in International Relations
- World Crisis and Buddhism



- The Educational Crisis in Cambodia
- The Chia's Aid influence on Cambodia's Foreign Policy
- One belt one Road Initiative

### 2.2.3 ACADEMIC PUBLISHING

- The Conflict over Preah Vihear Temple (The Conflict Tree Analysis)

(Abstract)

- The Freedom of Expression in the digital Age.

### 2.2.4 International cooperation such as;

#### ❖ From USA

California State University, Long Beach, Cal State University Fullerton, University Extended Education, California State University, Fullerton, California, U.S.A., The Public Affairs Session of The U.S. Embassy Phnom Penh, Bank Street College of Education, School for International Training–Study Abroad, University of La Verne College of Education and Educational Leadership, American Assistance for Cambodia, Council on International Educational Exchange, Troy University, U.S.A.

#### ❖ From China

Portland State University, The Open Society Justice Initiative, University of Central Oklahoma, Edmond, Oklahoma, English Language Institute, Central University of Finance and Economics of China, Beijing Language and Culture University

Bijie University, Yunnan University of Finance and Economics, Sichuan International Studies University.

#### ❖ From Korea

Kookmin University, The Good Policy Forum of South Korea and Sam Relief Inc. of U.S.A. Chungju National University, Silla University, Korea, Hangdong Global University

Chung–Ang University, Republic of Korea and other countries around the world.

## 3.1 Model of International Relations of PSTRA for effective work

### 1. Having clearly visions, philosophies and principles

Paññāsāstra Student Research Academy (PSTRA) envisions for strengthening the ability of students to become professional researcher, analyst (think tank) and critical thinking in the context of national and international matters. Conducting research, analysis, and to bring together of all PUC students, youth in order to improve their research skills. Maintaining a strong integrity framework for research and guideline development, underpinning rigorous research and relevant and accurate guidelines and promoting community trust.

### 2. Building research capability, supporting the best research and researchers

Paññāsāstra Student Research Academy (PSTRA) has focused on building capacity, understanding, research, and published its works, as well as creating forums for students and organizations to present their research papers, both regional and international forums. It also acts as a senior student in supervising and guiding new students in writing research papers, thesis and

dissertations, as well as setting up a forum for training to be junior researchers, too. Students who have experiences on research training must be guided to participate in workshops to better understand them.

### **3. Promoting high quality, efficient, excellent and professional skills of research student, integration and good cooperation**

PSTRA has developed a specific direction and strategy to improve the quality of researching for the students of Paññāsāstra University of Cambodia to become more proficient and to establish good relationships with students from other universities, with researchers and other partners in both locally and internationally. Collaborate with national and international institutions for working together in school forums, visit programs and participate in community development activities focusing on research.

PSTRA plays a role as an academic bridge between universities in Cambodia and those overseas. We have established formal and non-formal linkage, networking and technical cooperation with numerous universities and institutions in the U.S., Europe and Asia-Pacific region.

### **4. Creating human capital Training**

Employee training and development offers a PSTRA's human capital the chance to cultivate their skills and improve their performance, with both current and future roles in mind. The upshot is increased productivity, motivation, and without a doubt, a boost for results.

### **5. Promoting academic research and publications**

There are difference ways that we promote the academic research and publication such as; scientific conventions, presentation of a paper at a professional convention is a standard way to promote research, journalistic coverage, professional scientific magazines have articles on current research in every issue, seminars, workshop and local interest groups. These promotions are done in local and international forum, seminar and workshop.

### **6. Strengthening motivation and giving award**

The students and junior researchers who are well trained and have enough experiences on research, they are motivated and inspired by many ways as sponsor on the research projects, publication, award the insensitive tip to participate the both local and international forum in the own country, neighboring countries, Asia and Europe.

### **7. Promoting community services**

Team work of PSTRA, academic students, junior researchers of Paññāsāstra University of Cambodia and other academic students, researchers and academicians from other countries around the world who well cooperated must be participated the communities services through social activities, community presentation by local people, workshop and data collections from the communities. They made good relation with local people, shared the skill and experiences to communities.

## **3.2 Suggestion for next research**

This studies is a some part of activities of PSTRA through academic based on international relation, so if we had more time to study, we would focus on;

- The significance of academy to promote the international relations
- Focus on creating opportunity of academic training for youth
- Apply for community development

'The Four Factors of Accomplishment'(Iddhipada)

When you want to make a cup of milk tea, you may need four key ingredients; tea, hot water, milk and sugar. You have to stir the mixture well before you take a small sip. Then you can enjoy it! According to one of the Buddha's teachings, whatever we would like to accomplish in our lives; we need to have the right ingredients; the desire to act, strength or energy, mind and investigation or inspection, Vice President of the International Institute of Theravada, Venerable Watagoda Maggavihari Thera said.

In Pali we call them Iddipadas; Chanda (zeal), Viriya (effort), Citta (mind) and Vimamsa (investigation). In the Pali term iddhipada, the morpheme "iddhi" means success or accomplishment in spirituality and the moreheme "pada" means base or basis. The whole term is rendered into English as "bases of accomplishment" or "bases of spiritual success". It can be said that cultivation of these four qualities to some extent is essential for the success or accomplishment of any task in one's domestic, social, professional or religious life.

The final spiritual goal of practitioners of Theravada Buddhism is Nibbana; liberation from all sufferings and the cycle of repeated births and deaths (Samsara). In Theravada Buddhist Scriptures, Nibbana has been described as a supra-mundane state which is the highest bliss and eternal happiness devoid of suffering of birth, disease, old age, death, grief, lamentation and despair. According to the Buddha's teaching a person should develop at least one of the four aforesaid Iddipadas for the development of certain mundane and supra-mundane achievements during one's spiritual progress.

What are the accomplishments explained in the Buddhist teachings? Word for accomplishment in Pali is Iddi; There are five types of accomplishments.

According to Venerable Magganvihari Thera, the first accomplishment is the act of Abhiññā (Abhiññāna). It is the accomplishment of deeply understanding things that should be understood in terms of its intrinsic nature, that is to say the actual characteristic of realities that truly exists. For instance, consciousness has the characteristics of knowing an object having delimited and separated it from other objects. Craving (Loba) has the nature of attaching to an object.

If something really exists, it has its own intrinsic nature. Knowing the realities in their intrinsic nature is called Abhiññāna. Sometimes the word, Abhiññāna is used for supernatural powers such as levitating, knowing others; minds and so on. But here the term refers to the act of knowing realities in their true nature. In Theravada Abhidhamma we have 72 realities. Knowing them in their intrinsic nature is the act called Abhiññā. In the act of Abhiññā one has to overcome the concept and understand the realities in their true nature.

One can understand realities by learning, conceptualizing or through intellect. But here the accomplishment means knowing it on a practical level. Therefore, a person who has accomplished this level of Abhiññāna, to a greater degree, very seldom has defilements regarding anyone or anything.

Not knowing things in their actuality or considering things wrongly is our habit. In order to know the realities in their existing nature, one has to be mindful and has to have a deep understanding. Only then one will be able to accomplish this task of Abiññāna. It is indeed not an easy task. Just merely having the knowledge on realities would not suffice someone to have accomplished this act of Abhiññāna.

The second accomplishment is the act of Pariññā (Pariññāna). In the act of Abhiññā, a person knows an object is its intrinsic nature. On the other hand, the act of Pariññā is involved in knowing the three universal characteristics of realities. There are three universal characteristics: impermanence

(Anicca Lakkhana), the nature of causing suffering (Dukka Lakkhana) and non-selfness (Anatta Lakkhana). Five aggregates (Pañcakkhandha), that is to say Consciousness (Citta), Mental factors (Cetasikas) and Matter (Rupa), which really exist, all possess these three attributes. They arise and pass away. Therefore, they are with the nature of impermanence. In other words, they undergo the phenomenon of impermanence.

With the act of Abhigna, we get to know what there is. There are realities that exist in their intrinsic nature. It means realities have their inbuilt quality which cannot be reduced any further into other ingredients. These realities except the unconditioned reality called Nibbana possess three common characteristics of Anicca Lakkhana, Dukkha Lakkhana and Anatta Lakkhana. They arise and pass away. So, they are impermanent. In order to progress in the path of insight (Vipassana) one has to know the nature of impermanence. Realities arise and pass away. They, not having existed before, suddenly pops up, due to causes, and vanishes quickly. Therefore, these realities are impermanent. They are under the phenomenon of impermanence. At the same time, they cause suffering, mental and physical pains. As impermanent realities are out of our control, they are called non-self-realities. Non-selfness is the nature of a reality that cannot be controlled. Though we understand the realities in its intrinsic nature, one has to have a much deeper understanding to know these three phenomena associated with realities or the phenomenon under which these realities exist. Mind and matter undergo the three phenomena of impermanence, nature of causing suffering and non-selfness. Hence conditioned realities are not permanent. Having arisen they cannot exist forever. They do not have the nature of causing the ultimate happiness.

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### **The key success factor of Anakuk Thmey Media<sup>1</sup>**

By Seng Reachey  
Master of Mass Media and Communication

#### **Background, Its significant and Methodology**

The media plays an important role in sharing and disseminating information to the people to see the daily events. It is an important record related to events in a country such as history, politics, economy, society, health, culture and sports. A country can prosper because the media is a mirror of those events, no matter which party or person it tends to be. In Cambodia, there are a lot of medias which actively spreading the news to every corner of country. By short, types of this media as like;

##### **1. Publishing Media**

Many government officials and media commentators have evaluated the “publishing medias” of Cambodia based on quantity of publications while the opposed view noted on the freedom of the media. In fact, the most Cambodian journalists are tightly controlled by political parties, with powerful individuals using them to messages to people while others try to raise money regardless of the quality or freedom of the media.

Since the early 1990s, the government has relaxed the publishing media, in 2007, Ministry of Information listed the officially recognized as 303 medias ,32 newsletters, 98 magazines, 42 international media outlets and 9 imported newspapers. According to LICADHO's study, there are only 15 to 20 newspapers that operate daily, such as Rasmei Kampuchea, Koh Santepheap, Kampuchea Thmey, Khmer Youth Voice, Khmer Conscience, Khmer Deum Ampil, Civilization, Universe, Love Khmer, Khmer

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<sup>1</sup> This thesis is a part of Khmer Version.

Immortal, Khmer Raksmei Angkor, Khmer Philosophy, Khmer Majassrok, White and Black, Snadei khmeng Wat, Khmer Mekong, Global Press and Mekong Cambodia, etc<sup>1</sup>.

Koh Santepheap, Rasmei Kampuchea and Kampuchea Thmey daily newspapers are considered to be the best-selling newspapers in the market with about 20,000 to 25,000 copies, while small newspapers are mostly about two to three thousand copies. Daily releases can rise sharply on special occasions, such as during elections or during political advocacy<sup>2</sup>. The best-selling newspaper is a newspaper that focused on attractive images and contents, such as pictures of sexy beautiful woman, violent images such as demonstrations or riots that are violated by authorians, blood due to traffic accidents and so on. LICADHO said that no any major Cambodian newspaper are considered politically neutral, some media are sponsored by politicians, powerful man, and businessmen. In this sense, we can say that the media is divided into three groups as government-backed media, opposition-backed media, and business-oriented media with regardless of political affiliation and some media focused on the freedom of the people in order to message to the masses to be aware of the abuse by powerful man or corrupt government officials or corrupt business groups. Those medias are belong to non-governmental organizations or backed by civil society.

## 2. Radio

Official noted that in 2007, there were 53 radio stations registered with the Ministry of Information, of which 22 were in cities and 31 in other provinces. All radio stations are FM frequencies, with the exception of national radio is AM radio frequency. Most of these radio stations are pro-government, although the owners are private but government, officials, while opposition voices are under pressure to apply for licenses, while other radio stations are sponsored by NGOs such as the Women's Information Center of Cambodia, VOA, RFA, or VOD ,sometime refused to grand licenses for leasing the local radio stations for broadcasting<sup>3</sup>.

## 3. Television

The seven TV stations make entertainment as leading local or foreign theaters, concerts, games, comedy, stage comedy, animation, sports, few productions related to social or political issues, but if the politic is biased towards the ruling party. Power TV is popular because of its entertainment, but its content is strictly regulated<sup>4</sup>.

## 3. Internet

The Internet is seen to be limited due to many factors, such as the connection of the Internet, the computer and the development of Khmer Unicode, however, some issues are now being addressed step by step, and as a result, the Internet is remarkably fast. Statistics quoted by LICADHO showed that in 2010, only 320,000 Cambodians had accessed to the Internet and by the end of 2013, that number had more than 10 times increased to 3.8 million<sup>5</sup>.

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<sup>1</sup> LICADHO, Politics, Money, and the Fear of Media Management in Cambodia, page 18.

<sup>2</sup> LICADHO, page: 19.

<sup>3</sup> LICADHO, page: 24 – 27.

<sup>4</sup> LICADHO, page: 27 -30

<sup>5</sup> LICADHO, the journey away from the Internet? Page 1, Excerpted from the Ministry of Posts and Telecommunications of Cambodia. Ben Sokhean said 20 Million Mobile Users, Internet Use Continues to Grow, Published by The Cambodia Daily on June 27, 2014.

In Cambodia, there are at least 10 internet service providers such as Cashin.net, Camintel, Cogetel's Online (formerly Bigpond), Mobitel's Everyday Camnet Services<sup>1</sup>, etc. Today, a large number of mobile systems are connected to the Internet, making it easier for users to access the information or data of their choice, whether on websites or social networks. According to Khmer Times on its website on March 23, 2021, there were currently five mobile service providers: Smart, Cellcard, Viettel, Cootel and SeaTel. There were 5 and 42 fixed internet service providers. As of May 2021, there were 10.9 million Facebook users<sup>2</sup>.

Internet blogs are available for free or for business. Users can create their own blogs. The most popular blog site was the site of the former monarch [www.norodomsihanouk.info](http://www.norodomsihanouk.info). In 2007, more than 1.3 million people visited. Currently, a large number of media outlets have launched their activities on the site in various blog formats. The number of Facebook and YouTube users is 1.76 million, with an estimated 1,100 new users added daily.<sup>3</sup>

According to [www.statista.com](http://www.statista.com), by 2022, about 73.9 percent of Cambodians were actively social media users. This is a significant increase from 2016, in which 27% of the population in Cambodia was active social media users. It seems that Cambodia is following the trend of the whole Asia-Pacific region, where the region is experiencing faster communication and therefore the presence of social media is increasing.

Datareportal.com stated on January 2022, there were 13.44 million internet users in Cambodia, 78.8% of the population (17.6 million Cambodians). According to Kepios analyzed the index of Internet users increased by 177 thousand, equivalent to + 1.3% between 2021 and 2022. Ookla has released an index of Internet users connected to median mobile at 16.51 Mbps and median fixed at 18.96 Mbps, so the speed of internet connection in 2022 will increase by 5.16. Mbps as a percentage is 45.5%.<sup>4</sup>

## 5. Social media

As for social media, statistics showed that the number of users were 12.60 million, accounting for 73.9% of the population in 2022 as of January 2022.

According to Kepios' analysis, the number of 600,000 people increased by 5.0% between 2021 and 2022. There were 11.60 million Facebook users, or 68.0%. Facebook has restricted users who are 13 years of age or older, so the total number of users is 92.6%. Advertisers accounted for 86.3% of the total number of local Internet users, accounting for 44.4%, mostly women was 55.6%. The number of Instagram users (2.05 million), including 13-year-olds who are in restricted use is 16.4%. TikTok has 6.68 million users, 61.0% of whom are 18 years of age or older, and 7.85 million Facebook Messenger users, or 46.0% of the population, only 62.7% of 13-year-olds. LinkedIn users were 460,000, Twitter users were 220,000 . According to a Statista Research Department<sup>5</sup> studied on February 14, 2022, as of August 2020, the most popular YouTube channel in Cambodia was Sunday Production Official with 843.1 million video views, followed by RFA Khmer with 214.85 million views, Telegram is a new option for many officials in the

<sup>1</sup> LICADHO, page: 31.

<sup>2</sup> Phun Chan Usaphea, the number of registered internet users will increase in 2020 <https://www.khmertimeskh.com> Visit March 15, 2022

<sup>3</sup> LICADHO, the journey away from the Internet? Page 1

<sup>4</sup> **Digital 2022: Cambodia** ¶ <https://datareportal.com/reports/digital-2022-cambodia>

<sup>5</sup> Most popular YouTube channels in Cambodia as of August 2020, by number of uploaded video views ¶ <https://www.statista.com/statistics/937244/cambodia-leading-youtube-channels-by-number-of-views/#statisticContainer>

Cambodian government, even the Prime Minister, and is popular because of its end-to-end encryption for chatting and calling. It is very useful for internal communication<sup>1</sup>. However, the Ministry of Posts and Telecommunications has warned telegram users to be extra careful when hacking and transmitting viruses and impersonating politicians or celebrities.<sup>2</sup>

The growth of the internet in Cambodia has the potential for the rebirth of free and open expression, but under the control of the government. People use it to share information, facts, knowledge and current situation, despite some trends. However, it also gives people the right to freedom of expression. Environmental issues such as construction waste, sanitation, land, human rights abuses, corruption and inactive officials are widely shared on social media.

Nowadays, people use social media more than other media such as radio, newspapers, magazines and television, arguing that these media outlets are a voice for the government that does not confirm the facts, follow the needs of the government. Therefore, social media through the Internet is a tool to continue the voice from every corners message to people to see the daily events that happening around them.

In time of the Industrial Revolution 4.0, all newspapers evolved using modern technology that was networked, first the website, then the social network. Traditional journalists have evolved in a new way to keep up with the events, they publish news on blogs, and social networks such as Facebook, Twitter, video, YouTube, Instagram, texts and more. The websites of professional journalists and amateur players have thousands of readers to study, and comment. Freedom of the media is now more open, even if it is sometimes harassed, blocked, licensed or blocked, whether on a website or a social network.

Aknakut Thmey is an electronic journal on the Internet and social media in the form of digital media, providing accurate and up-to-date information by a group of highly educated, truly professional and ethically responsible journalists. Aknakut Thmey really informed to the people about the real situation in Cambodia and changing of the political situation in the world, including political, economic, social and other issues related to daily life of citizens. Aknakut Thmey has been following the government's policy of actively contributing to the maintenance of peace, political stability, sustainable national development and protection of the revival of the Cambodian people, as well as the promotion of democracy, respect the human rights in Cambodia in line with the Royal Government's Rectangular Strategic Policy, both in the third and fourth phases, to the media to engage with the government in the fight against corruption, legal reform and the judiciary, administrative reform promoting democracy and protecting the right to build a society of justice, peace and long-term development is the aspiration and vision of the Royal Government of Cambodia.

For the safety and avoidance of the risks to team by attacking, threatening, intimidation by accusations or lawsuits, incitement and defamation by powerful people, corrupted businessmen or other powerful groups, Aknakut Thmey had few lawyers who had much knowledge on law, were expertise and experience to find solutions as a legal advisor to provide guidance in writing any information to reduce

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<sup>1</sup> In a digital age, government turns to Telegram for communication ¶

<https://www.phnompenhpost.com/national-post-depth-politics/digital-age-government-turns-telegram-communication>,  
Cambodia: Govt officials favor Telegram to protect communications ¶

<https://techwireasia.com/2017/08/cambodia-government-communications-telegram/>

<sup>2</sup> Post ministry: Use Telegram with care ¶ <https://www.phnompenhpost.com/national/post-ministry-use-telegram-care>



legal charges. Legal advisers have played an important role in guiding the staff of all Aknakut Thmey media by conducting educational courses on laws related to the field of journalism, civil liberties, criminal law, sub-decrees and announcements of the Ministry of Information.

In the past, Aknakut Thmey media has played an important role, not only as a professional journalist, but also as a social worker by spreading the news for sponsors to support the flood, fire, and land victims, abused labor, human trafficking and families affected by Covid 19 and many others. These achievements are a success factor for the Aknakut Thmey media. Therefore, in this Thesis, we focus on the factors that lead to the success of Aknakut Thmey media, which is continuing its activities to bring information to people at every corners to know what are happening.

## **2. Objective of study**

1. To study the management of Anakut Thmey media
2. To study the key success factor of Anakut Thmey media

## **3. Limitations and scope of study**

This study identifies only the management and progress of Anakut Thmey and the factors leading to the success of the management of the media where based in Poipet, Banteay Meanchey province.

## **3. Methodology of study**

The purpose of this study was the documents related to traditional and modern journalism, as well as to take personal experience as an editor or owner business of of Anakut Thmey as a methodology of study. The resulting data will be synthesized, analyzed and documented in thesis form.

## **4. Interests and motivations**

I, Seng Reachey, is student of Bodhisatva University Florida, USA interested and motivated to write this topic based on the love and satisfaction of the media because in the past I have seen some journalists who were actively in medias for providing the good news or useful messages to people to know what real happening .

So I decided to become an editor or owner of Aknakut Thmey to spread the useful message to people who living in Banteaymeanchey to know about the real situation happening ,especially is Poipet city.

## **2. Data collection**

### **2.1. Background of Anakut Thmey News**

I, Mr. Seng Reachey is a person who has a lot of love and interest in the field of journalism, i thought that journalism and news as a mirror reflected to true situation happened in society, i has spent my physical, mental, intellectual and personal budget to establish a media that adheres to the principles of professional ethics, impartiality, non-bias, non-bribery, impartiality and non-fiction, real and up-to-date so that both local and foreign people know what happened.

I was the first founder to strive to establish this media from empty hands until it was recognized by the masses. This media was designated as "Anakut Thmey News" , is recognized by the Ministry of Information of the Kingdom of Cambodia in 2015.

Anakut Thmey Media, right now is not in the form of newspaper, magazines, bulletins, books or papers to be published and distributed in the market, but is an electronic media or digital media which based on the Internet and social media. I, Mr. Seng Reachsey am the news editor, creator on the website, Facebook and YouTube and so on.

## **2.2. Purpose of establishing Anakut Thmey News**

1. Anakut Thmey News wants to serve the media by acting as an accurate and fair messenger to the masses.

2. Anakut Thmey News aims to bring the news of what is happening near or far at all times to the audience to know, hear and see what is happening, and if local or senior leaders do not know, this news will inform them for looking the good way, to discuss, evaluate and resolve issues in a timely manner.

3. Anakut Thmey News wants to show its willingness to contribute as an eye, an ear, a nose, helping the Royal Government and its leaders to build a nation that is as prosperous as any other country in the world.

## **2.3. Ethical rule of Anakut Thmey**

The main principle and regulation of Anakut Thmey is to uphold the high standards of the journalism profession.

The team work as editors, reporters, journalists, photographers, publishers, and distributor must adhere to the journalism profession and ethics in accordance with the following basic principles:

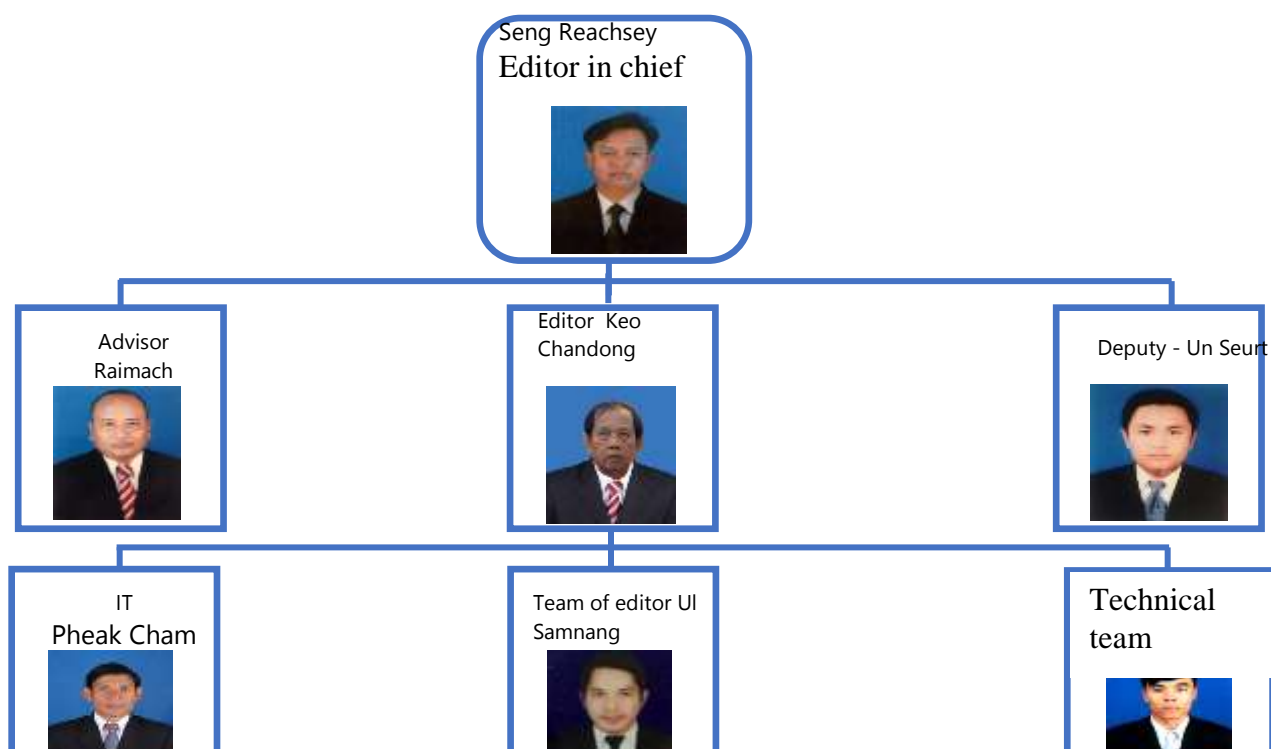
1. News or messages must be accurate, fair and independent.
2. Team work must be careful in speaking to avoid the conflicting, propaganda or insults against any person, group or government.
3. New Future News Team must not discipline, provoke or despise visitors.
4. Reporter must adhere to the principles of free democracy, free dissemination of information and provide criticism, opinions and views from all people from every corner in order to improve.
5. Team work must not include rumors and unsubstantiated information in its reports or information.
6. If any mistake in posting the video or message or writing on the website, the team must accept the mistake and correct it immediately.
7. The team must fully disclose the source when using any piece of information from other news, organizations or interviews, reports or anything else from the media or from other institutions.
8. The team must be independence from political parties, opposition groups, foreign organizations and religious organizations.
9. In terms of politics, it is our job, as our whole country, so the parties have the right to request this media to report their activities or policy, or activities for social work, by no political affiliation with any party.
10. The team must show their identity cards that provided at the time of reporting.

## **2.4 Management Structure**

Anakhut Thmey started launching newspapers and websites at first was very difficult because of the need to organize the structures especially is team work who response on each fields editors, deputy directors, administrators, heads of foreign relations offices, computer technical teams and members at province.

The team work and roles as:

1. Mr. Seng Reachsey is the editor in chief,
2. Mr. Keo Chandoung is the Editor-in-Chief in charge of writing and editing the text and spelling of the news release.
3. Mr. Ray Mai is a consultant and is in charge of translating the country and managing the provincial office director.
4. Mr. Un Soeuth, Deputy Editor in charge of Marketing and Advertising
5. Mr. Pheak Cham, Head of IT, is in charge of checking the message on the Facebook page and response it quickly.
6. Ul Samnang, head of the editorial team and in charge of foreign affairs, especially the Cambodian–Thai cross-border news liaison, further assist in the spelling of the news to be published.
7. Mr. Hoeung Lot, Head of Technical Team, manages the website hosting, video editing, online TV broadcasting and installation of the website, broadcasting and managing modern technology.



## 2.5 Logo



Anakhut Thmey has the above sign and the name as Anakhut They which in English is " New Future " . All rights reserved. You may not use the graphics, logos or service signs of the new future without the prior written consent of it.

## 2.6 Address

Head Office of the Anakhut Thmey is in Kbal Koh Village, Sangkat Poipet, Poipet City, Banteay Meanchey Province.

Contact channel as: [contact@ank-news.com](mailto:contact@ank-news.com) or [support@ank-news.com](mailto:support@ank-news.com), [rechsey@ank-news.com](mailto:rechsey@ank-news.com) Phone 089933383, 0962233298

## 2.7 Medias



Website

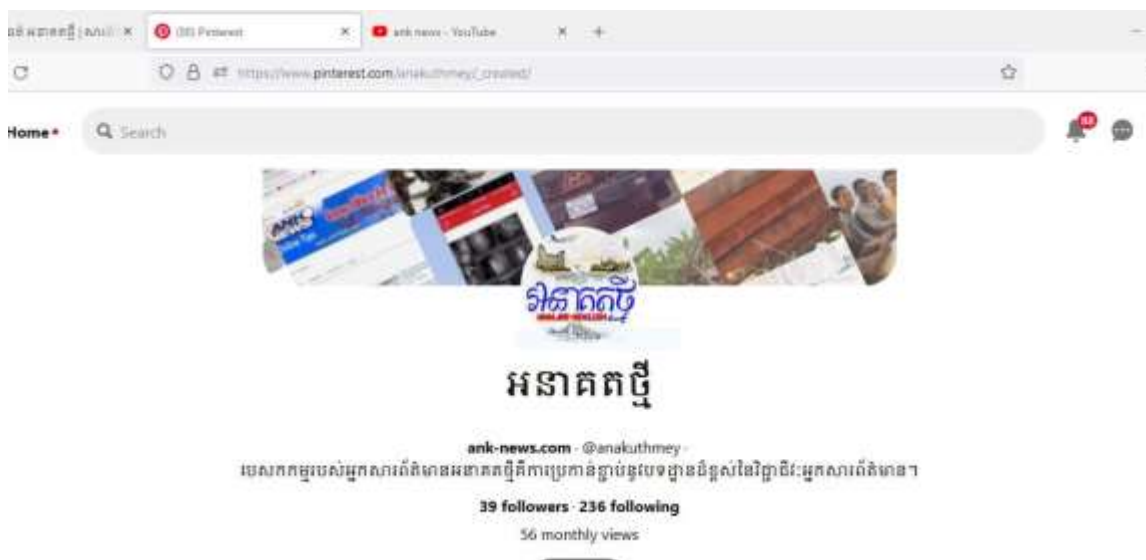


Youtube



Facebook

pinterest



## 2.8 Viewers

Anakhut Thmey is popular among the masses and other media organizations. The number of viewers in the website is more than 500,000, the Facebook page has 12069 followers, 14337 followers, 5,357 visitors at the moment, and there are thousands of daily visitors. On YouTube, there are 966 subscribers, but each viewer has at least 3k. The number of viewers on Twitter, and Google is still small.

## 2.9 Networks of Anakut Thmey News

Anakut Thmey news has been publishing its news on websites and social media such as:

1. Website : [www.ank-news.com](http://www.ank-news.com)
2. Facebook: <https://www.facebook.com/anakuthmeynew/>  
<https://www.facebook.com/anakutthmeynews/>
3. Youtube: <https://www.youtube.com/channel/UC7A4JCvnLKSUYATMj4dZIPA>
4. Twitter : <https://twitter.com/anakuthmey>
5. Google Plus : <https://plus.google.com/u/O/+AnakutThmey>
6. Pinterest : <https://www.pinterest.com/anakuthmey/>

## 3. Synthesis and Conclusion

### 3.1 The key success Factor of management of Anakhut Thmey media

Over the years, the Anakhut Thmey media has served the society in Poipet City, Banteay Meanchey Province. These are considered to be one of the great success factors in the field of regional journalism through;

**1. Respect the rule of Anakhut Thmey media** and the ethical professional media, Anakhut Thmey maintains the integrity, fairness and independence, and not propagate or insult anyone, any group or political party. Do not incite, provoke or use writing to defame or tarnish the interests of any party. Follow the principles of democracy; do not discriminate against any person or trend of any political party. All news have a clear source of information and value and respect the rights and freedoms of individuals, and the writing of accurate information according to Khmer grammar rules. All pornographic images are denied publication.

**2. Follow the Press Law**, the Constitution of the Kingdom of Cambodia on the Recognition and Respect of Human Rights as freedom of expression, freedom of the press, freedom of publication, and freedom of assembly. Law on the Press as regulation on freedom of the press and freedom of the publication, freedom of secret keeping, journalist ethics. Criminal law on defamation, public insult, imprisonment of individuals with words, gestures, writings, drawings or objects that affect the dignity of public officials or citizens by public election and the right to information.

**3. Strengthen the knowledge and skills of journalism and team work** of Anakhut Thmey by participate in short or long education courses or attend seminars on journalism, study visits to various media units, both domestic and foreign. This is so that they can learn more about what they have never seen, heard or known before. They gain new knowledge and skills through speakers or friends, especially using social media and websites to disseminate information quickly and easily. And the information that

brings benefits to improve society, intelligence and inspire the audience to understand what happened, to avoid evil and to do business honestly.

**4. Anakhut Thmey has a legal advisor** to provide various legal assistance through training courses for journalists and the team to better understand the press law, avoid using words that defamation and recommendation to review everything. The content of the published article must not harm the interests of society and individuals especially beware of powerful man or commit immoral acts. Lawyers facilitate and resolve legal issues for the team work who have been charged and summoned to court. Since the opening of the Anakhut Thmey, no any member of it has been summoned to court or jailed.

**5. Structure and role**, Anakhut Thmey is regional or local journalist, limited the team work, but its structure and role is very systematic and responsibilities according to ethic of journalist and Press law.

**6. Useful Content**, all published articles and content are carefully reviewed and attacked by photographs and evidence so that people can see and understand what is happening. The text is not too long or too short, just few minutes in reading is finished. Words or sentence is appropriately used by respectful and useful words, not defame or for personal gain.

**7. Values of Journalists**, Anakhut Thmey do not seek any benefit from covering the news, or biased because of political party or hostage in order to extort money. The Anakhut Thmey maintains the values through volunteer affair and contribution to local people through the media.

**8. Maintain good friendships at all times**: The Anakhut Thmey is a good friend to the people at every corner in Banteay Meanchey province, including government officials, police, military and businessmen. All the information that happened, these people always informed to us, they acted like the journalists of Anakhut Thmey. They always supported our media in various ways, so that make sure that our media's life is going on.

### **3.2 Recommendation and Suggestion**

From this study, we found that all media should have a legal lawyer, follow the ethic of media and its law. Use media for promote the social affairs and humanitarians.

If any further study, should focus on ;

1. The key success factors of modern technology journalism.
2. The key success factors of creating news content to engage the audience.
3. They key success factors of regional journalists across borders

### **3.3 Applying Dharma to job**

As a Buddhist, i in personal actively participated the religious buildings and infrasture of pagoda, and practice the daily. In name of a journalist must be honestly, royalty, patience, calm down, and keep a doing the best one the media.

## **Reference**

LICADHO, Politics, Money, and the Fear of Media Management in Cambodia

-----, the journey away from the Internet? Page 1, Excerpted from the Ministry of Posts and Telecommunications of Cambodia. Ben Sokhean said 20 Million Mobile Users, Internet Use Continues to Grow, Published by The Cambodia Daily on June 27, 2014.



-----, the journey away from the Internet?

Phun Chan Usaphea, the number of registered internet users will increase in 2020

<https://www.khmertimeskh.com> Visit March 15, 2022

**Digital 2022: Cambodia** <https://datareportal.com/reports/digital-2022-cambodia>

Most popular YouTube channels in Cambodia as of August 2020, by number of uploaded video

views [https://www.statista.com/statistics/937244/cambodia-leading-youtube-](https://www.statista.com/statistics/937244/cambodia-leading-youtube-channels-by-number-of-views/#statisticContainer)

[channels-by-number-of-views/#statisticContainer](https://www.statista.com/statistics/937244/cambodia-leading-youtube-channels-by-number-of-views/#statisticContainer)

**In a digital age, government turns to Telegram for communication**

**The Key Success Factors of Management of Borakiemny Import Export Co., Ltd<sup>1</sup>**

**Mr. Khun Sovannara**

## **1. Introduction**

### **1.1 Background and its significant**

The outbreak of Covid 19 has slowed growth in investment and trade activity, according to the International Monetary Fund, as of October 2020 the global economy has shrunk by 4.4%.<sup>2</sup> In Cambodia, growth in various sectors was stagnant and slowed, such as the number of international tourists, garment exports, activities in the construction sector and foreign investment. As for agriculture, which is the backbone of the general population, the country also suffers from a large number of conflicts that need to be addressed. If we look at the rapid economic growth during 1999–2018, we see that the fastest growing world has an average growth rate of 8% per year, driven by garment exports, agriculture and tourism. Gross national income per capita increased from \$ 290 in 1998 to \$ 1,060 in 2015, when Cambodia became a low-middle-income country and reached \$ 1,380 in 2018. This economic growth has generated income as part of poverty reduction, especially the poverty line, which fell from 47.8% in 2007 to 13.5% in 2014.<sup>3</sup>

From 2021, Cambodia's economy has recovered somewhat as the country learns to live with Covid 19, with the government easing austerity measures and reopening them fully, along with the continued implementation of health protection measures. Economic growth of 2.2% includes domestic tourism, wholesale and retail trade, garment industry, agriculture, electronics, auto parts and import and export activities.<sup>4</sup>

Bora Kiem Ni Import Export Co., Ltd. is one of many companies that have been actively involved in driving the local economy at the most remarkable pace, and it has created jobs for dozens of people. Despite the worried situation under Covid 19, the team and staff are highly regarded by the president and family to ensure a better quality of life. The company is flexible and adaptable to the social context caused rapid growth after the end of the Covid 19 epidemic. This growth is part of the success of the company, and the company continues to actively implement its projects such as fuel supply and agricultural development (cashew plantations, organic rice farms), raising livestock, raising fish, raising chickens, raising pigs, raising buffaloes and raising cattle) and many more.

<sup>1</sup> This article is a part of thesis

<sup>2</sup> [https://mef.gov.kh/assets/uploads/2020/12/Bulletin\\_Q3\\_2020\\_KH.pdf](https://mef.gov.kh/assets/uploads/2020/12/Bulletin_Q3_2020_KH.pdf)

<sup>3</sup> ADB, Cambodia, 2019–2023 —Inclusive Pathways to a Competitive Economy,page:1  
(<https://www.adb.org/sites/default/files/institutional-document/534691/cps-cam-2019-2023.pdf> )

<sup>4</sup> <https://www.worldbank.org/km/country/cambodia/publication/cambodia-country-economic-update-december-2021-cambodia-is-now-living-with-covid-19>

In this study, we will focus on the activities of implementing the marketing strategy project and will synthesize the analysis to see the various achievements as detailed in the second and third chapters.

### **1.2 Objectives of the study**

This study is focused on:

1. To study the projects and implementation of Bora Kiemni Import Export Co., Ltd.
2. To study the key success factors of the management of Bora Kiem Ni Import Export.

### **1.3 Methods of study**

This study used two methods to collect the data such as 1) Primary data is to study the various sources from books, research papers, articles, newsletters, websites and other social networks. 2) Second data is collected from Bora Kiem Import Export Co., Ltd. and personal experience as the founder and business owner of this company.

The data obtained from at the above is synthesized and compiled into a thesis based on the guidance of the leading professor to be submitted to the Evaluation Committee.

### **1.4 Concept and theory**

#### **Business management theory**

Management is a professional activity aimed at achieving its goals using the best use of human and material resources on the basis of the principles and mechanisms of the economic function of management theory. Importantly, the word is synonymous with the word "management." However, "management" is a small concept and applies only to the management of various economic and social processes throughout an enterprise or organization. The concept includes:

- Relates to the whole company
- Supported or initiated by senior leaders
- Identifying the company's key challenges, including setting an action plan, must be a long-term process.
- Focus on changing attitudes, behaviors and team performance
- Focus on the importance of goals and plans

Management is very important to the growth of our company, and it emphasizes that all departments need management to motivate employees, and at the same time, management can discipline those who are not responsible for their work. Therefore, management is very important to pay attention to it.

The concept includes:

- Marketing and forecasting conditions
- Produce goods with minimal cost and maximum profit from its sale;
- Analysis and plan to achieve an objective
- Human resource management, which includes basic knowledge of psychology and sociology.

## **2. Data Collection**

### **2.1 Company Background (Bora Kiem Import Export Co., Ltd.)**

- A private company with limited ownership of Mr. Khun Sovannara
- Company logo
- This company is established from the project to import fuel from abroad and export various agricultural products from the country to the international market all over the world. It is located in

Village 3, Sangkat La Ban Siek, Banlung City, Ratanakkiri Province, and the Liaison Office, # 2A, 2B, Street 77 Bet, Chamrean Phal Village, Sangkat Boeung Tumpun 01, Khan Meanchey, Phnom Penh, Kingdom of Cambodia during 2010.

- Registration of the Ministry of Commerce; Co.2502KH / 2010
- Obtained brand registration: KH / 45136/13 (February 21, 2013 to February 21, 2023)

## **2.2 The purpose of establishing a company**

The purpose of this company is to make the business strong and competitive.

In the fuel sector: and promote the high value of the local agricultural sector.

## **2.2 Company's Mission and Vision**

### **A. Vision**

We would like to see Bora Kiemny as a leading company in providing a wide range of services to customers, business partners for the present and the future in the field of fuel and to promote Cambodia's agricultural field to.

### **B. Mission**

to Establish the most distribution stations, provide standard services with good quality and high benefits to users, enhance the capacity and value of staff, support the society.

## **2.4 Company structure**

### **A. General Director**

1. General Director
2. Deputy Director General
3. Assistant

### **B. Station Section**

1. Station Manager
2. Deputy Chief of Station
3. Seller

### **C. Transportation Services**

1. Driver
2. Driving Assistant
3. Workers

## **2.5 Company project**

Most of the company's projects are fuel supply projects and agricultural development projects (cashew plantations, organic rice farms, livestock, fish, poultry, pigs, buffaloes and cattle).

## **2.6 Company project implementation activities**

### **A-Fuel supply section:**

The company has established 11 distribution stations in the four Northeastern provinces (Monduliri, Ratanakkiri, Stung Treng and Preah Vihear) and a large warehouse with a capacity of 500 tons.

### **B-Agriculture**

- 125 hectares of cashew plantations

- Organic rice field cultivates rice on a rotating basis three times a year on an area of 200 hectares
- Rice production, marketing supply, built a medium-sized rice mill and drying machine
- own workshop of animal feed production
- Construction of 120m for broiler house and 50m broiler for farm
- Construction of 100m for cattle and buffalo
- Construction of 100m for pig
- 8-Establishment of 2600m<sup>2</sup> for fish pond
- Construction section The company also receives contractors for the construction of warehouses.

## **2.7 Institutions or company development partners**

- Sokimex Company
- Savimex Company
- Tela Company
- Total Company
- PTT Company

## **2.8 Management strategy for the sustainability of the company**

- Improve the quality of human resources to meet the needs of consumption
- Select standard quality goods
- Install technology to support management
- Strengthen legal principles for management

## **2.9 Company Crisis Management**

- Demonstrate clear principles for the future of the company to leaders, staff and all partners to understand.
- Demonstrate the reality of the threats that are happening to the company to the management and all partners to understand clearly.
- Demonstrate a strategy that can solve the crisis is the threat with the utmost confidence to the management to bring to all staff and partners to understand.
- Create internal unity, solidarity, love, loyalty and always responsible to the management, staff and all partners.

## **2.10 Problems, Obstacles and Solutions**

### **A. Problems**

Many debts can not be repaid on time to customers and partners.

### **B. Obstacles**

- Covid 19 in 2019 until 2021 (affects sales because some areas are closed)
- Flood 2020 (affect sales)
- Economic consequences of the war in Ukraine

## **2.11 Achievements**

The Company has established 11 distribution stations, located in the four provinces of Isan Village (Mondulkiri, Ratanakkiri, Stung Treng and Preah Vihear) and a large warehouse with a capacity of 500 tons.

## **2.12 Agriculture**

- 125 hectares of cashew plantations

-2-Organic rice field cultivates rice on a rotating basis three times a year on 200 hectares of land

-Rice production, marketing supply, built medium-sized rice mill and drying mill 1 unit for \$ 1,500,000 on 15 hectares

-Animal feed production unit for \$ 300,000

-120m broiler farm and 50m broiler farm

-100m Cattle and Buffalo Farm

-100m pig factory

-2600 m2 fish pond

#### **-Construction section**

Contractor for construction of 23 warehouses

### **2.13 The product of Bora Kiemni Import Export is the oil of PTT.**

#### **Fuel**

There are two types of gasoline that can be purchased at Bora Kiem Ni Import Exp. Telsol Premium (Unleaded 92 Octane) and Telsol Extra (Unleaded 95 Octane). Both of these quality fuel products will help keep your car running smoothly and efficiently.

#### **Diesel**

Bora Kiem Ni Impot Expot Power Diesel is a PTT Petroleum Diesel Bora Kiem Ni Import Port Expo is available at 11 petrol stations. Designed for use in all diesel engines, such as for use with means of transportation (vehicles), other engines and office equipment (generators, etc.).

### **2.14 Employee roles**

#### **Duties of the staff and training office**

- Executive functions in personnel management (staff)
- Development plan and staffing requirements
- The main duties of the staff office
- The role of the manager
- Evaluating staff performance
- Personnel file management
- Staff training and development
- Personnel file management
- Training and staff development
- Staff discipline
- Transfer
- Integration of the full framework
- Promotion
- penalty
- Dismissal or termination of employment contract

#### **Fuels stations**





The rice mill drying



The rice mill factor

Organic farming and Cashew plantation

Chicken raising

Chicken raising

Cow raising

Cow and fish raising



The key success factor to manage of **Bora Kiemni Import Export Co., Ltd.**

**1) Financial management:**

- Keep business money separate from personal money
- If there is a loan for business only, do not use it for personal use.
- Financial records (entry-exit) daily
- Calculate profit or loss every month
- Plan to buy and spend by allocating a large amount of money for large monthly bills, such as (rent, staff, building or office)
- Be aware of stock and cash so as not to lose, damage or steal
- Credit management (eg: recording products and inventory provided to others not yet paid, such as: construction site, land truck group, cable car, etc.)

**2) Use a box accounting system to manage cash:**

- Help plan, monitor and manage cash (business and personal)
- Use the system as **a box 3**
- Cash in
- Business expenses
- Personal expenses

**3) Monitoring and Management about loss- General Issues**

- Poor quality product
- Damaged product is the fault of the manufacturer or the fault of the storekeeper who does not store well.
- Loans are not just for business (personal use)
- Products and / or cash stolen must do a contract of responsibility and must also have the correct key to keep cash confidentially.
- If client owe money, make an agreement to set a repayment date and monitor it regularly.

**4. Credit monitoring and management (sales)**

This point should be considered carefully because when selling products that do not receive payment means that there is a high risk. As before the sale without payment must be carefully considered and have the correct written conditions.

- Selling on credit carries a high risk, if possible, should avoid this type of sale.
- If it is possible to avoid selling on credit, consider the individual partner and look at the circumstances as well.
- Sell on credit, must write in writing with partner the repayment date
- Ask a partner to keep valuables as collateral for products (such as watches, documents, motorcycles or cars, or anything else).

**5. Product inventory management:**

- Record every purchase to enter the date, product code and actual product number.
- Record all inventory sales to include dates for cashier customers and credit customers.

- Keep stocks in balance to know what is bought and what is sold and what is left in stock.
- Existing stock (purchased but not yet sold) is an asset of the company and it is also cash.

#### **6. Clarity, threats and internal consensus**

Demonstrate clear principles of leadership, emerging threats to the company, to management, staff and all partners to clearly understand the potential for the future and present strategies that can solve the crisis of the threat, with the utmost focus on the leadership, staff and all partners to clearly understand and create internal unity, solidarity, love, loyalty and always responsible for Leaders, staff and all partners.

## **THE KEY SUCCESS FACTORS OF TCB INVESTMENT CO.,LTD<sup>1</sup>.**

Mr. ING BUNPA

Candidate of M.Phil. in Business Administration

### **Abstract**

The Key Success Factors of TCB Real Estate Investment as 1. Make a clear plan, 2. Understand the market, 3. Be honest, 4. Create a focus for investment, 5. Have a good attitude towards target customers, 6. Continue learning to sharpen knowledge, 7. Understand the risks, 8. Invest in accounting skills, 9. Seek help and 10. Networking.

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<sup>1</sup> This article is a some part of Thesis in Khmer version.

## 1.1 Background and Its Significant

Real estate refers to land or other property adjacent to land that is stable, such as residential buildings, condominiums, commercial buildings, rooms, and any rights related to land ownership, including land titles, right in space above and below ground, respectively. The real estate sector generates sales, leasing and sales activities. In the past, the sector has played an important role in supporting the national economy to stabilize and grow through investment projects or real estate development. As the population grew, so did the expansion of urban and roads built, the real estate sector took advantage of this opportunity to create many development projects. This helped the economy to function well, creating more jobs and income for the people before the Covid 19 coming.

The real estate sector in Cambodia for 2022 is expected to grow by around 2.5 percent and in 2023, Cambodia expects this sector to grow by 5.2 percent, according to the report recently of the Ministry of Economy and Finance. its growth depends on the political, economic and social context.

TCB Investment Co., Ltd. is a company that focuses on the development of plots of land for sale in various projects in the provinces, both old and new customers are welcomed and supported by the service and responsibilities of the company and the team. Since its launch, the company has developed 11 projects with details at below.

## 1.2 Objectives of the study

This study is focused on:

1. Learn about the implementation of TCB Investment Co., Ltd.'s project and marketing strategy.
2. Learn about the factors that lead to the success of management of TCB Investment Co., Ltd.

## 1.3 Scope of study

This study focuses only on the implementation activities of the marketing strategy and the factors that lead to the success of TCB Investment Co., Ltd., not related to other real estate companies. The company's focus is only on cutting plots for sale or solid plans.

## 1.4 Interests and motivations

I have been involved in the real estate sector since 2007, working only as a regular salesperson, later as a project manager, as a trainer for real estate trainees, and as a land investor as chairman and Founder of a real estate company. Over the years, I have taken real estate knowledge from many speakers and real estate owners, combined with the courage to take risks to succeed today. So if you open yourself the opportunity to participate in any activity that you like as if we do not really know our the ability to do something well. in fact, in the real estate sector, if I do not focus, not paying attention and not taking someone as a model, I can not stand in this field until now.

## 1.5 Methods of study

This study used two methods to collect information for writing analysis:

1) Primary information is to study various sources of information such as books, research papers, articles, newsletters, websites and other social networks. Books were come from some libraries and book stalls.

2) the second information from the collection of information at TCB Investment Co., Ltd. and personal experience as the founder and business owner of TCB Investment Co., Ltd. The data obtained were synthesized, analyzed and compiled into a sample thesis of the University of Florida, USA.

## 1.6 Concept and theory

### - Definition of Real Estate.

What is real estate? , Real estate is immovable property, such as land, houses, buildings and other useful structures.

### - Understand the nature of real estate

Real estate is limited and indestructible, as the saying goes, people are born but land is not. If we compare real estate prices from the past to the present, real estate prices have risen steadily, tens of times to hundreds of times, which is due to a number of main reasons:

- **Types of real estate include:** agriculture, industry, housing and business.

**Real estate implemented by TCB is divided into 2 categories**

#### 1. Real Estate as Services:

It focuses on the sale of real estate, including land, apartments and condominiums, which TCB has partnered with owner of the property and negotiate with a specific sale price as service of TCB

#### 2. Real Estate as Developer:

The focus is on buying land somewhere, converting it into hectares or plots, and developing the land, such as splitting plots, building flats with structures, water, electricity, and entertainment venues.

There are four types of real estate for development that are quite profitable:

1. Residential Real Estate:
2. Commercial real estate:
3. Industrial real estate:
4. Real estate in land:

### - Methods of sale and purchase of real estate

The 9 key points that TCB Investment used to make sales more effective are:

- 1-Present the reason to the customer
- 2-Show benefits to customers
- 3 Know the target customers clearly
4. Sell to people who need and can afford
5. Posting pictures
6. Write a description of our property
7. To ensure the best quality of our property
8. Real estate valuation
9. responding with the most appropriate and prompt inquiries

## 2. Data Collection

### **TCB Investment Company Limited**

As a private limited liability company owned by Mr. Ing Bunpa, the company has developed seven plots of land in Kandal and Kampong Speu provinces. objective is to makde to promote the real estate sector to grow.

#### **1. History of TCB Investment Co., Ltd.**

This company was established for business and investment in the real estate sector in the region, in the country and abroad, and the liaison office, No. 3028, 2B, Street 2011, Group 1, Kork Khleang Village, Sangkat Kork Khleang, Khan Sen Sok, Phnom Penh, Kingdom of Cambodia.

– Registration of the Ministry of Commerce; 1000039043

#### **2. Vision and Mission**

**A Vision:** We want to be a leading company that provides high trust and diversity to our clients and business partners for the present and the near future in the real estate sector and promotes the Cambodian real estate sector.

**B. Mission:** Establish as many branches and business partners as possible, provide standard services with good quality and high benefits to users, enhance capacity and staff values, support society.

#### **3. Management Structure and Role**

##### **A. General Management level**

1. General Director
2. CEO
3. Assistant

**B. Branch Division level**

1. Branch Manager
2. Vice President
3. Seller

**C. Service department**

1. Driver
2. Driving Assistant
3. Security

**4. Real Estate Project**

Most of the company's projects are real estate service supply and real estate development projects in the area, based on national and international legal and financial principles.

**– Service supply:**

The company has developed 7 plots of land in Kandal province, Kampong Speu province.

**– Institutions or company TCB with as partners**

- INVA REAL ESTATE INVESTMENT AND VALUATION CO., LTD
- DBV INVESTMENT CO., LTD
- SAROEUN SIM INDUSTRIAL CO., LTD
- FIRST FINANCE PLC
- SARETH CHAKRA CORPORATE CO., LTD

**5. Marketing Strategy of TCB Investment Co., Ltd.**

1-Management strategy for the sustainability of the company:

- Improve the quality of human resources to meet customer needs
- Provide good service, reasonable price and trust to customers
- Install technology systems to assist management
- Strengthen legal principles for management

**2-Company Crisis Management:**

- Demonstrate clear principles for the future of the company
- To the management, staff and all partners to understand clearly.
- Shows the reality of the ongoing threats to the company
- Demonstrate a strategy that can solve the crisis is the threat by faith

Most obvious to management, staff and all partners to understand.

- Create internal unity, solidarity, love, loyalty, dedication and responsibility to the leadership, staff and all partners.

**3. Problems, Obstacles and Solutions****A. Problems**

Many debts can not be repaid on time to customers and partners.

**B. Obstacles**

Covid 19 from 2019 to 2021 (affecting sales and services because of the area Some need to be blocked)

- Floods of 2020 (affect sales)

Economic consequences of the wars in Ukraine and Russia



## Project 2: V.R.C.T Plot Project, St. 1440

Project Name: V.R.C.T Plot Project,

Location: Trapeang Prey village, Ksem Ksan commune, Oudong district, Kampong Speu province.

Land size: 78456 m<sup>2</sup>

Number of lots: 538 lots

Layout type: Hard plot separating plots

Period: 2019 to 2020



**ការិយាល័យអចលនទ្រព្យ ជី ស៊ី ប៊ី**  
**TCB REAL ESTATE OFFICE**

070 38 85 50  
077 888 116

**គម្រោងបង្កើនតំបន់អចលនទ្រព្យជីស៊ីប៊ី**

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**គម្រោងបង្កើនតំបន់អចលនទ្រព្យជីស៊ីប៊ី**

- ✓ បញ្ចុះតម្លៃ 1000\$
- ✓ តំបន់អចលនទ្រព្យ
- ✓ ម្តងទី
- ✓ រំលស់ ២៤ខែ

**ថ្លៃបង់ថ្លៃបង់**



ក្រុមហ៊ុនអចលនទ្រព្យ ជី ស៊ី ប៊ី

អាសយដ្ឋាន: ភូមិបឹងកក់ ឃុំបឹងកក់ សង្កាត់បឹងកក់ ខណ្ឌទួលគោក រាជធានីភ្នំពេញ



### Project 3: Sok Vichey PLOT Project, Veasna Khnom Mean Village

Project Name: Sok Vichey Veasna I Village

Location: Veng village, Makak commune, Ang Snoul district, Kandal province.

Land size: 212447 square meters

Number of lots: 1260 lots

Layout type: solid plot

Period: 2019 to 2022



### Project 4 : UNIQUE PRICE LAND

Project Name: UNIQUE PRICE LAND

Location: Ponnor village, Phnom Touch commune, Oudong district, Kampong Speu province.

Land size: 6 hectares

Number of lots: 300 lots

Type of plan: Tax plan

Period: 2019 to 2022



#### 4.3 Marketing strategy implemented by TCB Investment

The marketing strategy used by TCB is a strategy that creates four potentials to reach the identified indicators and be able to analyze the target area in detail.

##### 1. Direct sales strategy activities:

Community direct sales in markets at home, cafe-shop and other locations. This activity is for the sales team to distribute the leaflets and ask for the phone number from the customer to provide to the call center group to confirm the customer over and over again and make an appointment in the office. For direct sale strategy, sale group well prepared plan before going to target area.

- **Identify target customers and target areas**

- **Limit leaflets and other documents to be prepared**

## **2. Strategic activities "Call center"**

Communicate with clients and explain the project in detail to clients. This communication requires those who can call the customer with Soft Skill for good communication with the customer, who can make the customer spend time listening to the explanation of the project with what kind of customer can the caller understand? What kind of communication? What do they like or dislike? And what should caller attract customers to like to hear and makes them feel refreshed with a conversation that can explain the sales plan well.

## **3. Strategic sales activities through acquaintances network**

Network sales are more effective than other sales in other activities. Selling through acquaintances, customers is less complicated and the decision to buy faster because they trust a well-known customer who is the company's marketing agent. The sales team and the network leader, also known as the team leader, have a good reputation and a good background and have been able to advise customers on past profits, which gives customers confidence for the new projects that are introduced and They continue to introduce themselves to their relatives.

## **4. Client walk in**

Office sales, also known as Clients walk in, the company has set up an office in the town near the plot project. And the office has to be attractive by printing a large blueprint and putting up a big banner, In front of the office, there is a banner, live music, a press conference or a live speech by the sales team, accompanied by a group of uniformed salesmen, handing out leaflets to customers. Experience has shown that sales in the Clients walk-in office have also increased.

## **5. Achievements:**

To be able to set up TCB is to start from a regular salesperson, become a sales team leader and be able to set up own company and there are many partners which trust in the our company through our performance and achievements in the past.

## **3. Synthesis, Analysis and Conclusion**

### **3.1 The Key Success Factor of TCB Real Estate Investment**

#### **1. Honesty and Responsibility**

Honesty and high acceptance are the most important intangible assets for leading a business and starting a company. Honesty and responsibility warm the partners and team, which leads to the spread of reputation to other partners and other sales teams want to cooperate with .In addition, for customers, honesty and responsibility is the will and love for them, we do not sell for profit. Quality and value are the first factors we always consider before reaching the customer because the customer is not a lab for testing.

#### **2. Clarity**

Clarity means people dare to do and dare to take responsibility. Clarity is what every business owner needs, and clarity will lead us to maturity. A clear real estate sector is important for customer confidence.

### **3. Knowing how to work in a team that promotes successful work**

Teamwork can show our maturity in business, and teamwork is important.

5 things work as Teamwork that help in the performance of a task to achieve the set goals :

- Open mind
- Serious, not angry
- High responsibility
- Dare to admit when we are wrong
- Forgive and forget twith little things

### **4. Make a clear plan:**

The real estate sector can be complex, requiring specific planning, as having a clear and accurate plan can enable us to plan and perform our tasks well. And overall, it provides us with a solid perspective on investing. The plan includes capital estimates for investments, cash flows from rental properties, demographic factors and other factors that may be affected during the investment period.

### **5. Understand the market:**

Good real estate agents need to have in-depth knowledge of the market they choose. Choosing a specific area is to focus on investing, whether investing in real estate, residential or commercial real estate. In addition, to find out about changes in consumer spending habits, loan rates and unemployment. These factors help us as real estate sellers understand the current situation and plan for the future where we can predict volatility and create potential for investment opportunities.

### **6. Have a good attitude towards target customers:**

It is important that the seller treats others with respect, such as business partners, customers, tenants or others with whom the seller has a business relationship. A good salesperson is to pay attention to the details, listen and respond to questions as well as promote the business in a positive and professional manner.

## THE KEY SUCCESS FACTORS OF MANAGEMENT OF THE COUNCIL OF RESEARCH SCIENCES AND SOCIAL AFFAIRS<sup>1</sup>

Asikin Lim

M.Phil. in Leadership and Management.

### 1.1. Study Problem Patterns

Cambodia is a country that has swum through many fires, wars and internal conflicts. Today, Cambodia, under the wise leadership of the Royal Government of Cambodia, especially Samdech Techo Hun Sen, Prime Minister of the Kingdom of Cambodia, has transformed this country into an effective and peaceful development, remarkably prosperous. In that, Cambodian people, especially young people, live in abundance and have the right to freedom of education as well as other occupations and have the opportunity to participate in community service and contribute to nation building. With this potential for peace and development, Cambodia also has many NGOs with a wide range of activities to contribute to the development of themselves, society and family society, especially the younger generation to receive training, education and positive change to For a better future. Therefore, the Council of Research Science and Social Affairs was established on October 5, 2018 by a group of young people who have achieved many achievements for the motherland through humanitarian work.

Today, the Council of Research Science and Social Affairs is an affiliate of the Smile Youth Association of Cambodia, with Mr. Lim Askin as the President of the Council for the Study of Literature.

### 1.2 Objective

The objectives of the study were:

1. To study the activities of the Council of Research Science, and Social Affairs projects.
2. To study the key success factors of the Council Research Science and Social Affairs Council.

### 1.3. Methods of study

This study used two methods to collect information for writing analysis:

1) Primary information is to study various sources of information such as books, research papers, articles, newsletters, websites and other social networks. Books were come from some libraries and book stalls.

2) the second information from the collection of information at Council of Science Research of and Social Affairs.

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<sup>1</sup> This article is part of dissertation

All data were synthesis and analyse for thesis.

#### 1.4. Limitations and scope

In this study, I focused on the activities through the education, training, community work, humanitarian work and research project of the Council for Research Science, and Social Affairs.

#### 1.5. Work history related to the topic

I (Lim Asikin) am a graduate student of Khmer Literature from around the world.

Royal High School of Phnom Penh and a Master's Degree Student in Educational Science of Sihamoni Raja Buddhist University. 1. Leading work in the field of Khmer literature at the Cambodian Honor Program of the CPPCC. Phnom Penh 2. Education and leadership at the Royal University of Phnom Penh 3. Training and management at the Science, Research and Social Affairs Council 4. Teaching and directing programs at Pannasastra International School, Branch 8. All this is the work that I have done and all the work is always focused on the work of leadership and management is indispensable. Decided to appoint me as President of the Council for Scientific Research and Social Affairs in order to contribute to the leadership of the youth force and its members. Of all councils towards better progress through a number of activities such as literary work, training work, education work, humanitarian work ... more broadly and revitalizing

#### 1.6 Expected Results

1. All implementation processes are successful
2. Ensure sustainability, progress, excellence in leading and managing the institution
3. Get effective
4. Gain the trust of cooperation partners, organizations or institutions
- 1.10 Definition and theory of leadership and management

#### 1.7 Concept and Theory

1. Management is the process of planning, assigning, directing and overseeing the use of human and other resources to achieve organizational goals.

2. A manager is a person who performs a task in an organization or organization, organized by a system of people to achieve a specific goal.

3. Leadership refers to the person who is influential in managing and managing tasks as well as developing strategies for subordinates to follow effectively and efficiently.

4. A leader is someone who can lead a group of people to achieve a common goal.

So Leadership is the process by which an influential person in society has the ability to make others increase their efforts toward achieving any goal.

B. Leadership Perspectives

Mr. Nothhouse define that "Leadership is the process by which an individual influences a team to achieve a common goal".

C. The importance of management and leadership

1. Able to create a clear vision that companies, institutions, organizations or organizations can achieve by providing maps and organizing sufficient resources to achieve the goals that companies, institutions and institutions.

2. Connect the vision of the mission of the company, institution, organization or organization to the team by enabling the team to know the roles, responsibilities and use the most effective personal experience skills to complete their work quickly to achieve the actual goals of itself and the company.

3. Make the right decision by balancing the strengths and weaknesses of the company and understanding all the situations that arise in front of you.

4. Can motivate the team to know the purpose of the company and provide powerful reasons for the team to continue to pay attention to their duties.

5. Help the team grow and motivate subordinates by making good recommendations to correct mistakes as well as increase personal strength to make the process work and give extra rewards to any creative team that results. Good job and honest.

6. Able to work with all types of people with high efficiency.

D. Leadership skills such as:

1. Highly responsible
2. Work direction organizer
3. Flexibility
4. Can influence others
5. Have self-confidence
6. Mental and emotional strength
7. Dare to face problems
8. Leadership

Some views such as:

1. Create a specific vision
2. Provides directions and guidance
3. Problem solving skills
4. A good human manager
5. Effective decision makers
6. Good communication skills
7. Skills in collecting information or processing other information
8. Project Management Skills
9. Innovative skills in doing business
10. Build a partnership

E. Differences between leaders and managers

### **True leadership**

The power of a leader comes from his ability to make others follow his thoughts and desires. They use influence to challenge and innovate. Peter Drucker explains, "The definition of a leader is a person who has followers. To have followers is to have influence, but that influence must also be righteous."

### **Management**

Managers are responsible for ensuring that employees work in accordance with company policies and procedures. He monitors the details and ensures that all employees achieve the goals set by the leader. Managers are capable and responsible people, but the contribution of managers in the company is to follow. Leadership and management are different and have different focus, such as:

#### 1. Focus on goals and vision and focus on the tasks ahead

Leaders are people who focus on the vision and goals of the company, looking at the big picture and thinking of new ways to achieve their vision. Managers are great at work. Although some managers care about the company's vision, their core job is to follow the principles. Managers are people who implement ideas for leaders.

#### 2. Push and agree

When trying new tasks, the risk of failure will increase. Leaders must be motivated by themselves and others. They tie everything to the company's vision. When companies have a strong vision, leaders will use that vision as a concentrating force. When managing people, the main goal of the manager is to decide whether subordinate tasks are accomplished as intended and whether or not to allow activities outside the scope of work.

#### 3. Nurture ideas and assign tasks

Leaders grow by developing new ideas. They expand the boundaries of thinking, and they know that if they encourage more people to think beyond the norm, the team's collective inspiration will drive more innovation. Managers can not allow free thinking because if they do, they will not be able to meet the expectations of the company. Telling people to follow principles is the only way to ensure good staff management.

#### 4. Encourage and guide

Then the boundaries between management and leadership become less clear, and at this point it depends on how managers use their roles. Finally, leaders encourage and motivate employees to think and see beyond what is in front of them. Managers can also be people who encourage individuals, but their core job is to tell them how to work. To be right.

#### 5. Sell ideas and share ideas

Because leaders are always thinking of innovations, they have to convince others that their ideas are valuable. Remember that they gain power by making people believe in their thinking. Instead, managers do not have to sell ideas because their role is to implement principles. If someone does not follow the rules, the manager will guide and tell you how to do the right thing.

#### 6. Dare to take risks and reduce risks

Every time you try a new task, you dare to take a risk. Leaders dare to take risks by making mistakes to push for change of managers as people who want to minimize implementation errors. Employees need to do their job according to their roles and instructions properly to avoid mistakes. All in all, being a great manager does not make one a great leader. Managers and leaders are two very different positions. Knowing the differences between leadership and management can help you better understand your role in the organization. By recognizing differences, you can sharpen your ability to reach your full potential. Knowing the divisions between managers and leaders also helps you to find a balance between leadership and management.

#### F. Code of Ethics in Management and Leadership



Ethics is one of the most important factors for making people more valuable and truly respected, that is, ethics as a meter for determining the competence, authority, execution of the operators operating in the work. Their profession. In addition, managers and leaders are people who need to be moral, balanced, energetic, strong and disciplined in the work. All managers and leaders must respect and adhere to professional ethics in order to maintain their values.

## **2. Data collection**

### **2.1. Council of Research Science and Social Affairs**

#### **1. Background**

Seeing the progress of the society from day to day, there is constant development, including the contribution of the Royal Government, the community and self-development, only Professor Chhin Seiha, a Cambodian intellectual who has the will and conscience. The nation has mobilized human, financial and material resources to form an association called the Research Science and Social Affairs Association. The first three co-founders were Prof. Chhin Seiha, Mr. Suon Wutty and Mr. Sun Phuong Dara, who appeared on October 5, 2008.

Initially, the association did not have a clear structure and did not request the right law from the Ministry of Interior, that is, the association works for the common good, social work, promotion, writing, research and human work only. Moreover, in order to divide the work hierarchy into a structure, the co-founders unanimously decided to send Prof. Chhin Seiha as the Chairman of the Board, Mr. Suon Wutty as the President of the Association and Mr. Sun Phuong Dara as the Vice President of the Association. Sot Say is a member. Subsequently, the association has progressed from one level to another, with Mr. Lim Asiakin, Mr. Ly Leang Hat, Ms. Lon Srey Pich, Ms. Sam Srey Nuch and many other members living together. Seeing the amount of work and attention paid to the work, the management of the association decided to appoint Mr. Lim Asiakin as the Secretary General of the Association, Ms. Lon Srey Pich as the Deputy Secretary General in charge of Administration and Finance, and Mr. Cheav Lina as the Deputy Secretary General in charge of Social and Humanitarian Affairs and Mr. Ly Leang Hat, Deputy Secretary General in charge of Education and Training. In 2020, the leaders of the association decided to appoint Mr. Lim Asiakin as the Vice President of the Association in charge of General Affairs of the Association and Mr. Soeung Ratana as the Secretary General of the Association. At the beginning of 2021, with a lot of work to do, Mr. Suon Wutty decided to resign from the "President of the Association" to be the advisor of the Association instead. The Board of Directors, chaired by Professor Chhin Seiha, convened an emergency meeting of the Board of Directors and unanimously approved the promotion of Mr. Lim Asiakin as the Acting Chairman of the Association, with joint responsibility for administration, finance and general affairs.

On October 3, 2021, the leaders of the Association met to discuss the sustainability and daily activities of the Association, including seeing the vision, goals and mission of Professor Chhin Seiha. And Mr. Lim Asiakin decided at the end of the year meeting with the whole voice of the association to change the name from "Scientific Research and Social Affairs Association" to "Scientific Research and Social Affairs Council" According to Resolution No. 074/21 Dated 19 November 2021 as an affiliate with the Youth Association of Smiles of Cambodia and officially appointed Mr. Lim Asiakin as the Chairman of the

Council Edited some leadership, structure and work conditions. The Council for Scientific Research and Social Affairs has the following leaders: Prof. Hiri Thammarak, Dr. Chhin Seiha, General Secretary of the Council Mr. Lim Asiakin, Chairman of the Council and 3. Mr. Sok Yim Doeun, First Vice Chairman of the Council. In addition, the PAC Council Also established a secretariat for daily leadership, which is 1. Miss Pum Puthea, Chairman of the Secretariat of the Council 2. Mr. Doung Nheb, Deputy Chairman of the Secretariat and 3. Mr. Ly Leang Hat, Deputy Director of the Secretariat. The Secretariat of the Council also has six subordinates for professional work for the Council to progress as it is now.

Prof.Dr. Chhin Seyha

Mr. Suang Vuthy

Mr. Sun PhuangDara

## 2. Address

Previously, the council office was located at No. 59A, Street 70, Group 302, Village 24, Sangkat Srah Chak, Khan Daun Penh, Phnom Penh. Later with the care and support of Samdech Preah Abhisiri Sokunthea. Supreme Patriarch, Honorary Doctor Dr. Bour Kri, Samdech Preah Moha Sangkha Reach of the Judiciary Committee of the Kingdom of Cambodia and the Rector of Sihamoni Buddhist University. His majesty present an office space located in the 3<sup>rd</sup> floor of the Samdech Hun Sen Building near Wat Svay Pophe, Sangkat Tonle Bassac, Khan Chamkarmon, Phnom Penh.

## 3. logo

Round logo with the words "Council of Research Sciences and Social Affairs" on the top and "Council of Research Sciences and Social Affairs" on the bottom.

The image of the temple represents the soul of our Khmer nation.

The light on the temple represents prosperity, peace, abundance in God Kingdom of Cambodia where people live happily.

The book represents education, which is the foundation of youth knowledge.

The pen represents research and composition.

The two hands clasped together represent national and international cooperation by fraternity, solidarity and unity as a whole for the society. Khmer martial arts represent the prosperity of Cambodia from ancient times to the present.

#### **4. Perspectives**

Our vision is to promote and enhance youth participation in

Research, Community Work (Shared Culture), Education and Training for Youth in Cambodia. The Council for Scientific Research and Social Affairs strives to promote the basic framework of ethics, society, culture, sharing, contributing to the activities of the Royal Government and the empowerment of young people by associations and other stakeholders. On the principles of motivation as well as recognition of the knowledge, wisdom and work of the youth.

#### **5. Purpose**

Our vision is to see young Cambodians with potential, and we work together to contribute to the Royal Government's national development and to support and encourage young people to bring about positive change in society. Research work, community work, education, humanitarian work and training for youth to take turns.

#### **6. Goals**

The Council for Scientific Research and Social Affairs has the following objectives: To encourage and promote Cambodian youth to participate in national development, maintenance, protection, sustainability, peace, natural environment, society, literature, education and culture, as well as technical and vocational education and training. And widely disseminate social work and strengthen communication, especially cooperation with relevant units, institutions and institutions to improve the situation of youth in accordance with the policy of the Royal Government of Cambodia.

#### **7. Members**

Members of the PAC Council Includes:

The founding member is the member who initiated the formation of the council.

Honorary members are those who have contributed ideas to help this council to be established and run without regard to personal interests.

Active members are participants in the activities of the council, including discussions, providing experience, all work and other suggestions of the council.

– Support members are those who provide resources such as material, budget and spirit of support for the council to function in accordance with its mission and vision.

In addition, the Council for Scientific Research and Social Affairs has the right to propose principles to those who have the ability, professional ethics, experience, wisdom and virtue to assist as advisors on council work as necessary.

Advisors are divided into 3 advisors, senior advisors and senior advisors as follows:

The advisor shall be appointed by a decision of the President of the PAC Council.

– Senior and Senior Advisors shall be appointed by decision by

Governor and Chairman of the Council for Scientific Research and Social Affairs.

### **Structure**

The Council for Scientific Research and Social Affairs is headed by: 1. The Government and 2. Chairman of the Council The Executive Committee is chaired by: 1. Chairman of the Council 2. 2 Vice-Chairmen 3. Chief of Secretariat. In addition, the PAC Council There are 6 specialized areas such as 1. Research and writing 2. Administration and Finance 3. Protocol and Communication 4. Humanitarian and Social Work 5. Design and Dissemination 6. Training and Khmer Literature.

### **Finance**

The Council for Science, Research and Social Affairs is an institution that does not discriminate on the basis of race, religion, color, political affiliation, or political affiliation or affiliation with any political party. The council also does not provide financial materials, human resources to support any political party or political support.

No. The sources of funding come from: 1. The support and support of the council leadership. Opening of the training course 3. Support from the advisor of CESAC And 4. Local and foreign philanthropists. The collection of revenue, expenditure and finance is determined by the director of the secretariat and the deputy director in charge.

## **2.2. Project activities**

### **1. Humanitarian work and charity**

The Council for Science, Research and Social Affairs has a clear plan to hold charity programs at least twice a year, and in the past the Council for Science, Research and Social Affairs has achieved a humanitarian action plan through donations, including donations. Food, utensils, study materials and work materials to prevent Kovid-19 disease by assisting in some provinces and capitals, such as: 1. Kampong Chhnang Province 2. Prey Veng Province 3. Kampong Speu Province 4. Kandal Province 5. Kampot Province 6. Takeo Province 7. Kampong Cham Province and 8. Phnom Penh Capital with a total budget of over 4,500 USD from the support of philanthropists, leaders of various institutions and Internal resilience of leaders, council members.

## **2. training and short course**

Training work is one of the core plans of the Council for Science, Research and Social Affairs, that is, we contribute to the development of the education sector to be more comprehensive and diverse through the opening of short training courses, long training courses and seminar. In which, the Council for Scientific Research and Social Affairs has opened a series of training courses, such as: 1. Pedagogical administration, education and teaching methods 2. Pedagogy, professional ethics and educational leadership 3. Composition and literature 4. Workshops School – Lecture on education and 5. Pedagogical courses and teaching methods of higher education.

It should also be noted that in each training session, the trainer always strives to teach and integrate knowledge, skills and management techniques in almost all courses so that the trainees gain knowledge, skills, experience and good attitude as intellectuals. The turn, in particular, is a clear ownership in the day-to-day work of both public and private institutions. In that, quality is an important factor that can not be overlooked, that is, in order to obtain a certificate of training, all participants must strive to study and meet all the conditions set by the course, such as: 1. Weekly presence 2. Have Good morals 3. Study at all hours. 4. Participate in various workshops during the study. 5. Do research work and 6. Interact with the study. In addition, the council's courses are always based on clear professional principles, competence, quality, efficiency, knowledge, ethics and innovation

### 3. Outreach and sharing work

Dissemination and sharing of knowledge, skills, leadership and experience is an important factor and a good doctrine to contribute to our society full of potential human resources. In that, I, as well as the leaders of the Council for Science, Research and Social Affairs, participated as guest speakers to give interviews, share knowledge, work experience and skills to the public in a number of programs such as 1. Global awareness program 2. Culture and religion program 3.Character education program 4. Vaisakhi festival concept program 5. Radio program etc.

### 4. Training work in general education school

General Education School is a school that teaches and trains students from kindergarten to high school (Khmer and foreign languages). I have participated in teaching and managing khmer Literature and morality at PSIS(RSK) and SIS and I also participated in directing some programs for students, such as reading competitions in Khmer, public speaking programs, etc. to increase the knowledge and skills of more students.

### 5. Higher education

Education is a necessary foundation and a priority in the development of human resources to have knowledge, skills, fitness and behavior, that is, to be a good citizen in society. Higher education generally refers to education beyond the secondary level. Higher education in Cambodia includes: 1. Bachelor's degree, Associate's degree 2. Bachelor's degree 3. Bachelor's degree – Master's degree and 4. Doctoral degree. I taught at the Sihamoni Raja Buddhist University, Department of Khmer Literature on a number of subjects, such as: 1. Writing and writing art 2. Folk literature 3. Virtue education and so on. Prof. Hiri Thammarak, Dr. Chhin Seiha, is the Founder and President of the Department of Khmer Literature of the Sihamoni Raja Buddhist University (PSBU), with two additional co-founders, Prof. Nguon Sdech Pheakdey and Professor Phlong Ton. Yes (Lim Asikin) As the Vice President of the Department of Khmer Literature of Sihamoni Raja Buddhist University, I have participated in training students from all over the world to have real skills, especially morals, virtues and attitudes. Good track in using their skills to be worthy of the outstanding resources of the society. I (Lim Asikin) As the Vice President of the Department of Khmer Literature of Sihamoni Raja Buddhist University, I have participated in training students from all over the world to have real skills, especially morals, virtues and attitudes. Good track in using their skills to be worthy of the outstanding resources of the society.

### 6. Leading work in the field of Khmer literature at the Cambodian Honor Program Phnom Penh

As a Bachelor of Arts in Khmer Literature, I participated in the "Khmer Literature" section of the Cambodian Honors Program of the Union of Youth Federations of Cambodia, Phnom Penh, with the coordination, guidance and consultation of Professor Hiri Thammarak Dr. Chhin Seiha, Founder of Khmer Literature and Deputy Director of the Cambodian Honor Program in charge of Khmer Literature. With the guidance, support and encouragement of His Excellency the Program Director, this section was formally established through Resolution No. 188/20 of the CPPCC. Wednesday, September 9, 2020 on the appointment and revision of the composition of the Cambodian Honor Program of the Union of Youth Federations of Cambodia. As the Head of the Khmer Literature Department of the Cambodian Honor Program since 2020, I and a total of 65 members of the Khmer Literature Department have worked hard

to participate in all activities recommended by the management, including: 1. Writing a book 2. Attending workshops 3. Monthly meetings about work progress 4. Making technical terms to spread on social media 5. Writing poems on national holidays

### 2.3 Achievements

Under the guidance and consultation of the leadership work by Prof. Hiri Thammarak, Dr. Chhin Seiha, Director General of the PAC Council. In that, continuing from the mandate of the President of the Association of the first mandate (2018–2021) from October 4, 2021. I (Chairman of the Council) have extended my mandate to manage the work (in the context of covid-19 disease). We have worked hard to overcome all obstacles, work together, unite, cooperate and be committed to achieve some of the following achievements:

1. Organize appointments and leadership structure
2. Establish the headquarters of the CJCC Council For comfort and aesthetics
3. Establish a formal uniform for leaders, members of the council
4. Equipped with air conditioner, fan and set up cabinets for various tasks
5. Arrange bookshelves and documents for reading and research.
6. Set up the lighting system in the office and install additional lamps
7. Organize a successful charity event as planned (twice a year)
8. Prepare to open short training courses on time and correctly as planned ....

### 2.4 Problems and Solutions

In addition to the achievements of the Science, Research and Social Affairs Council, there are also some challenges, obstacles and obstacles, such as:

#### A. Problem

1. Lack of computers to perform daily administrative tasks
2. Lack of WiFi
3. Lack of budget to use in other work
4. Council Room on the 3rd Floor (High)

#### B. Solution

1. Should have 1 or 2 computers to use
2. There should be internet distribution from the administration building



3. Should advertise to seek help from philanthropists ....

### **3. Synthesis, analysis, conclusion and suggestions**

3.1. The key Success Factors of the Council for Scientific Research and Social Affairs

1. Clear Strategic Leadership and Strategic Plan: The Council for Science, Research and Social Affairs has identified a short-term and long-term strategic and strategic plan for the implementation of the work, focusing on study, research, outreach and social participation. .

2. Strengthen management capacity and leadership: in the organization is structured and assigned responsibilities clearly.

3. The support of the Board of Trustees of the Council for Science, Research and Social Affairs attaches great importance to providing support and encouragement to the team in carrying out activities on the council's projects. The team was visited by the leaders, given the opportunity to continue their studies, given various awards and honors in various programs.

4. High Commitment: The team and leadership of the Council for Science, Research and Social Affairs are highly committed and willing to carry out their work successfully according to the project.

5. Social Media Dissemination The activities and achievements of the Council for Science, Research and Social Affairs are published through the publication of books, magazines, bulletins, social media, television, radio and social media, such as Facebook, Tik Tok, Telegram, and online.

6. The energetic colleagues, the team and the leadership, as well as the masses in the network, have been very cooperative in carrying out the work to make it happen.

7. Changing our life style to the situation: The social context of covid 19 has taught us many lessons in organizing our lives in a new way and using social media to facilitate more productive and productive work. Therefore, for more than two years, the Council for Science, Research and Social Affairs has been actively involved in implementing the Royal Government's principles of prevention, prevention and treatment. Our team continued to disseminate those policies through various channels and modified those programs using Zoom meeting, Google meeting, Telegram Group, Messengers, Line, other medias.

#### **3.2. Suggestions for further study in the future**

This study is just a small part of the Council for Science, Research and Social Affairs based on project implementation activities, if there is an opportunity to study further will focus on:

1. Factors leading to the success of the Human Resource Development Council of the Science, Research and Social Affairs Council.

2. Factors leading to the success of the use of communication networks to promote the work of the Council for Science, Research and Social Affairs to run smoothly and efficiently.

3. Factors leading to the success of the training program "Pedagogy, ethics, professionalism and educational leadership" of the Council for Science, Research and Social Affairs.

#### **3.3. Application of religious principles in employment**

As a Muslim, I always have a testimony (trust) with God and do salad (prayer) every day, and we apply the principle of "giving" to our Muslims and the general public without racism. And color. Therefore, in our work activities, we always give love, affection, sharing, and pray that God will bless us all.

