

Technology and merit to play key role in public service reform

Synopsis: Cambodia is advancing digital transformation to build a responsive public administration aligned with regional goals, Civil Service Minister says.

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Cambodia is accelerating efforts to transform its public administration system through digital innovation, merit-based recruitment, and stronger institutional capacity, Civil Service Minister Hun Many said as he called for regional cooperation to deliver citizen-centred public services.

Speaking yesterday at the opening of the Forum on Good Governance under the theme “Innovation for Better Public



Civil Service Minister Hun Many speaking at the opening of the Good Governance Forum in Siem Reap yesterday. Ministry of Civil Service

Service Delivery” in Siem Reap, Many said public administration reforms must move beyond paper policies to practical solutions that improve the daily lives of citizens.

The forum was held as part of the 23rd ASEAN Cooperation on Civil Service Matters and 8th ACCSM Plus Three meetings, bringing together officials and experts from ASEAN and ASEAN Plus Three countries to discuss innovation, digital transformation, and future approaches to public service delivery.

“Today’s forum reflects our shared vision, strategic thinking and commitment to advancing reforms and modernising public services to become resilient, adaptable, innovative, and people-centred,” Many said.

He added that governments across the region face challenges, including rapid technological development, rising expectations from citizens, and changing global conditions, requiring public institutions to continuously improve.

“The rapid advancement of

artificial intelligence, digital transformation, and new technologies – as well as increasing expectations from citizens for public services – are placing pressure on us to continue developing without interruption,” he said.

Many highlighted Cambodia’s public administration reform, which has been ongoing for more than three decades and remains a pillar of the government’s development agenda.

He outlined three major reform measures implemented by the Ministry of Civil Service.

The first focuses on creating a transparent and competitive recruitment system for civil servants.

Cambodia has conducted 58 recruitment examinations based on common standards and procedures, responding to the demand for nearly 9,000 officials, the minister said.

Many added that the IT platform expands access and ensures fairer nationwide opportunities.

“This innovation ensures equal opportunities for all candidates,

whether they are from urban or rural areas,” he said.

The second reform area involves strengthening institutional capacity by reviewing government structures, improving efficiency, and reducing overlapping functions.

Many said Cambodia is reviewing the functions and structures of ministries and state institutions to simplify procedures and accelerate digital transformation.

The third focuses on establishing an incentive system to encourage performance, retain capable officials, and promote fairness within the public sector.

“When public officials receive fair rewards and recognition based on their abilities, citizens receive faster and more reliable public services,” he said.

While highlighting technology as a key driver of reform, Many said transformation depends on human resources.

Many said regional cooperation and knowledge sharing are key to achieving ASEAN Vision 2045. ■

Applications open for ADB master’s scholarships

Synopsis: Successful candidates will pursue postgraduate studies in Japan, South Korea, India, Indonesia or Malaysia under an Asian Development Bank-supported project to enhance special education and human capital growth.

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THE Ministry of Education, Youth and Sport (MoEYS) is seeking candidates for two master’s degree scholarships under a project backed by the Asian Development Bank (ADB) to strengthen special education capacity and human capital development.

The scholarships are part of the Secondary Education for Human Capital Competitiveness project.

Selected education officials may pursue postgraduate studies at universities in Japan, South Korea, India, Indonesia or Malaysia for the 2027 academic year.

According to the ministry’s announcement issued last Friday, applications are open to lecturers, education personnel and management staff of the National Institute of Special Education (NISE) who meet the criteria

Applicants must be Cambodian citizens under age



File photo of Cambodians studying in South Korea. Cambodian Students Association in Korea

45 as of January 1, 2027, hold a bachelor’s degree, preferably in education or special education, have good health, and be able to complete their studies full-time.

Candidates are required to have at least five years of professional experience in special education or inclusive education at the NISE. Women are encouraged to apply.

Priority will be given to applicants with expertise related to science,

technology, engineering, mathematics or special education, and strong English proficiency.

Applicants must submit a curriculum vitae, a post-graduation service commitment contract, an administrative certificate issued by their institution, and a bachelor’s degree certificate or proof of completion.

For information, contact the committee via phone or Telegram at 088 772 2975. ■



KINGDOM OF CAMBODIA
MINISTRY OF RURAL DEVELOPMENT



Korea Eximbank
THE EXPORT-IMPORT BANK OF KOREA

Invitation for Bids (IFB)

Issuing date: 05 August 2026
Phnom Penh, Kingdom of CAMBODIA
Invitation No.: CW-KHM-34-2026

Northeastern Rural Connectivity Improvement Project (NRCIP)
Description of Work: CW-NRCIP-MRD-KHM-34-2026
(Improvement of 17 Roads, 274.6 km in Four Provinces)
EDCF Loan No. KHM-34

1. The Royal Government of the Kingdom of Cambodia has received for a loan from the Export-Import Bank of Korea from the resources of the Economic Development Cooperation Fund (EDCF) of the Republic of Korea in the amount of US\$ 78,000,000 (Seventy Eight Million US Dollars) toward the cost of the Northeastern Rural Connectivity Improvement Project (called as the “Project”), and intends to apply a portion of the proceeds of this loan to payments under the civil works contract, CW-NRCIP-MRD-KHM-34-2026 package, for the captioned Project.

2. The Project Executing Agency (PEA), Ministry of Rural Development (MRD), now invites sealed bids from eligible bidders for the Civil Works of the Project. The construction period of the Contract CW-NRCIP-MRD-KHM-34-2026 is 32 months from the commencement date of Contract. The civil works improve 17 roads with a total length of 274.6 km located in four (4) provinces including Preah Vihear, Stung Treng, Ratanak Kiri and Mondul Kiri.

3. Bidding will be conducted through Competitive Bidding (CB) Procedures specified in the Guidelines for Procurement under the EDCF Loans and is open to all the eligible bidders that also meet the following minimum qualification criteria:

1) Minimum average annual construction turnover of US\$50 million for the last three (3) years (2023, 2024 and 2025).

2) Completion of at least two (2) similar contracts with each value of not less than US\$40 million within the last seven (7) years, from January 01, 2019 to the bid submission deadline, that have been successfully or substantially completed.

3) Completion of at least two (2) similar contracts, each with a value of minimum construction experience of the following key activities within the last seven (7) years, from January 01, 2019 to the bid submission deadline, have been successfully or substantially completed.

• Embankment: 100,000 cu.m. and

• Pavement works (Reinforced Concrete Pavement, Concrete Pavement, Asphalt Pavement, DBST or TBST): 100,000 sq.m.

The combined volume in a single contract is acceptable.

The Bidders and all parties constituting the Bidder shall have the nationality of the Republic of Korea and shall have experiences in road and bridge construction similar to or larger than the proposed Project.

4. Interested eligible Bidders may obtain further information from Ministry of Rural Development and inspect the bidding documents at the address stated in Item 9 from the next day after this issuance to 5:00 p.m., 31 August 2026 (21 days before bid submission), Cambodia local time.

5. A complete set of bidding documents may be purchased by any interested eligible Bidders or by an agent residing in Cambodia (with a letter of authorization, i.e., POA) on the submission of a written application to the address given in Item 9 and upon payment of a nonrefundable fee of US\$500. The method of payment shall be in cash. The documents will be available to pick up only at the office stipulated in the Contact Information section below during the working hours (8:00-12:00 & 14:00-17:00) from Monday to Friday except public holidays.

Alternatively, any interested eligible firm with written application can purchase a complete set of bidding documents in electronic files (e.g. PDF format documents), by submitting the bank transfer receipt of US\$500 (to the following PEA’s bank account) to the email addresses stipulated in Item 9:

• Bank Name : National Bank of Cambodia

• Account Address : No. 771-773, Preah Monivong Blvd, Sangkat Boeung Trabek, Khan Chamkar Morn, Phnom Penh, Cambodia

• Account Name : MRD:RGC Fund on N.E RCIP-EDCF KHM34

• Account No : 000000018881

6. Bids must be delivered to the address stated in the Contact Information section below on or before 21 September 2026 at 10:00 a.m., Cambodia local time. All bids must be accompanied by a bid security of US Dollars One Million and Two Hundred Thousand only (US\$1,200,000) as specified in the Bid Data Sheet in the Bidding Documents. Late bids shall be rejected. Bids will be opened in the presence of the Bidder’s representatives who choose to attend at the address below at 10:15 a.m.

7. The Ministry of Rural Development will not be responsible for any costs or expenses incurred by Bidders in connection with the preparation or delivery of Bids.

8. Bidders (including each partners and representative in the case of a joint venture or association) shall submit the original signed form of the “Declaration of Participation in Economic Development Cooperation Fund (EDCF) Financed Projects”, together with the certificate of corporate seal registration in Korean and the certificate of business registration in English, to the Bank (at the address specified in the Bid Data Sheet) by mail or in person, at or before the deadline for submission of bids. In addition, Bidders shall include a copy of the signed form in the Bid according to the ITB 11. Failure either to submit the original signed form to the Bank or to include a copy of the signed form in the Bid shall result in the Bid being declared non-responsive.

9. **The Contact Information :**

Attention : **H.E. KONG Virak**
Ministry of Rural Development (MRD)
Undersecretary of State, Project Director
Project Management Unit (PMU)
Northeastern Rural Connectivity Improvement Project (NRCIP)

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