



Harvest Report of  
**Leadership for Good Summit Cambodia**  
*Imagine Cambodia - Co-creating a Shared Vision for 2050*

7-8 November 2023  
Himawari Hotel

Conceptualized and Co-organised by:



Partners:



SG REDWOOD  
A member of Sequoia Group

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## Introduction

Cambodia is transitioning into a new era with the renewal of leadership and commitment to resilient, sustainable, equitable growth and shared prosperity for all. There are many promising trends that reinforce the need to reimagine our approach to leading positive transformational systems change. In partnership with the Asian Vision Institute, the Sequoia Group has conceptualised and organised a two-day Leadership for Good Summit for the purpose of bringing together relevant stakeholders in the Public, Private and People sectors to co-articulate our collective aspirations for our country and home. This summit builds the shared commitment towards working together to achieve lasting positive impact. This summit took place over two days on 7 and 8 November in Phnom Penh, the Kingdom of Cambodia.

### Objective of the Summit

- Commune - To convene and build a community of leaders from the three sectors who are committed to co-creating the Cambodia of their dreams
- Co-discover - To co-discover our collective aspirations, strengths and challenges
- Collective Action - To explore and identify opportunities for working with like-minded others on projects for collective impact

This report documents a harvest and analysis of the key themes emerging from engagement leading up to and during the summit. It captures the process flow and content surfaced, focusing on the collective memory and meaning of the engagement. We hope that the harvest will support Cambodia in co-creating and realising her vision 2050.

## Profile of Stakeholders

This summit convenes diverse groups of representatives from the private, public and social sectors with the intention of bringing the whole system into the room. A genuine process of co-creation for the future of a nation requires the inclusive engagement and collaboration of people from all walks of life.

Specifically, a total of 232 participants registered for the summit. Men and women were equally represented. 20% were students, 16% represented the public sector, 29% represented the social sector, NPOs and NGOs, and the remaining 35% were business representatives.

More than 50% were under 30 years old and 20% were above 40 years old. This mirrors the youthful demographics of Cambodia. The youth are more educated, learned, travelled, and exposed to new possibilities. They are eager to bring to bear their gifts and assets to contribute towards the growth and development of their country and home. The presence of youth alongside senior leaders in the summit enables us to collectively ask: ***How might we harness the energy, enthusiasm, and capabilities of these youth as we forge ahead into this new era towards achieving vision 2050?***

Prior to the summit, a total of 168 youth indicated strong interest in exploring the following areas in depth:

- Activating youth entrepreneurship and social innovation (n=108, 64%)
- Creating sustainable living (n=92, 55%)
- Enabling healthy flourishing of mind, body and spirit of youth (n=84, 50%)
- Accelerating digital and financial literacy (n=63, 38%)
- Nurturing thought leadership and influence (n=61, 36%)

## Summit Proceedings

### Opening Address by Guest of Honour H.E. Teo Lay Cheng

The following is an excerpt from the keynote address:

*Today, representatives from the “3P” sectors are here to engage in a collective discourse aimed at shaping a shared vision for Cambodia’s future, against the backdrop of the Pentagonal Strategy. In an increasingly complicated world, the importance of ethical, compassionate, and purpose-driven leadership cannot be overstated.*

*In my mind, Leadership for Good stands for four key principles:*

- **Social Responsibility** is about contributing positively to communities, giving back, or in some cases, paying it forward.
- **Sustainable Development** calls for making informed decisions which can have long-term consequences for future generations.
- **Employee Engagement** is about promoting a win-win, collaborative work culture.

- **Legal and Ethical Compliance** is about operating within the boundaries of the law wherever your organisation's jurisdictions may be, and about adhering to ethical, moral guidelines.

*I look forward to hearing the outcomes of what I'm sure, will be very robust deliberations, and hope that through this path-finder event, you will also be able to forge lasting connections to continue these important conversations.*

## Keynote Address on "Vision 2050 & The Pentagonal Strategy" by H.E. Sok Sabayna

The following is an excerpt from the keynote address:

*Cambodia needs to double her efforts to advance the country toward further progress especially in the new context of a complex and competitive world of the 21<sup>st</sup> century. **Samdech Akka Moha Sena Padei Techo Hun Sen, Prime Minister of the Kingdom of Cambodia**, has reiterated his aspiration to “**transform Cambodia into an upper-middle-income country by 2030 and a high-income country by 2050, by gradually building a society of peace, stability and order; abiding democratic principles, rule of law, human rights and human dignity; developing equitable, sustainable and interconnected social fabrics; and promoting highly educated and civilized people, with decent standard of living and harmony in society and respected families.**”*

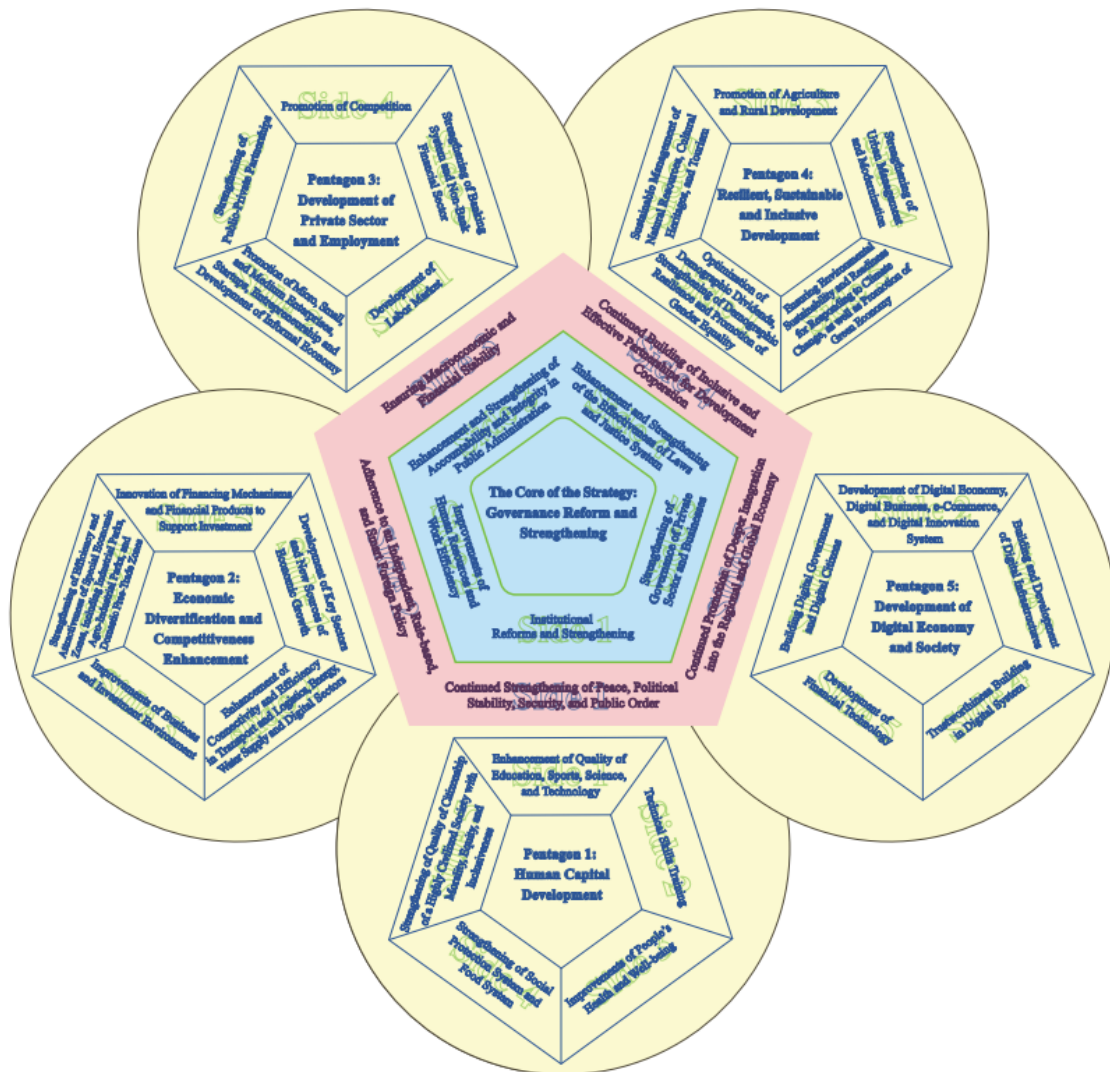
*The Vision 2050 sets out “**four pathways**” for developing a modern and resilient nation: **(1) Enhancing People Democracy** with respect to the rights of a sovereign state and developing strong national institutions under the rule of law, effectiveness and accountability; **(2) Building people-centered and open market economy** with focus on nurtured entrepreneurship, fair competition and equity distribution; **(3) Building social and environment inclusion** that enhances national identity, provides equal opportunity for citizen and environmental protection; and **(4) Developing human resource and skills** equipped with knowledge, stamina and ethnics.*

## The Framework of Cambodia Vision 2050



*In this aspiration, the Royal Government of Cambodia adopts the “**Pentagonal Strategy**” as a catalyst to economic growth, job creation, equitable development, enhanced efficiency, and sustainability.*

**Diagram of “The Pentagonal Strategy – Phase I”  
for  
Growth, Employment, Equity, Efficiency, and Sustainability**



*I would like to take this opportunity to share with you of #BeyondTheGames campaign and its pivotal contribution to strengthening the spirit of Cambodia and empowering our youth. In the year 2023, Cambodia stands at a historic crossroads. We are honored and privileged to host two grand sporting events, the SEA Games and the ASEAN-Para Games, for the very first time in our nation's history.*

*Guided by the inspiring theme "Hearts Beat in Sync," #BeyondTheGames has crafted four strategic objectives designed to fulfill the campaign's vision.*

- 1. Elevating Cambodia on the International Stage:** *At its core, #BeyondTheGames seeks to shine a spotlight on the 32nd SEA Games and the 12th ASEAN Para Games, catapulting Cambodia into the international limelight. It's not just about sports; it's about showcasing our nation's boundless potential.*

2. **A Showcase of Cambodian Pride:** *Through this campaign, we aim to unveil Cambodia's rich tapestry of national pride, cultural heritage, solidarity, harmony, peace, and prosperity to the world.*
3. **Inclusivity and Unity:** *It's a call to action for people of all ages, ethnicities, and backgrounds to come together, celebrating these monumental events and our historic first-time hosting.*
4. **Creating Unforgettable Experiences and Embracing the “Khmer Can” Spirit:** *Last but certainly not least, we strive to create unforgettable experiences for everyone involved. Whether you're an athlete, a volunteer, a supporter, or a participant, we want you to feel the spirit of 'Khmer Can'. A powerful affirmation of our collective capabilities, resilience, and determination. In doing so, we not only honor our rich cultural heritage but also inspire a new generation to embody the relentless, can-do attitude of Khmer.*

*At its core, it seeks to empower every young person to realize their potential, instilling a sense of agency adhering to the Pentagonal Strategy Phase I: Human Capacity Development. In doing so, #BeyondTheGames has shown a powerful example of social change, weaving these principles into the journey toward a more cohesive, resilient, and vibrant future for Cambodia.*

*From my perspective, therefore, leadership is the ability to guide, inspire, and influence individuals or a group of people towards a common goal or vision. It involves taking charge, making decisions, and providing direction to achieve desired outcomes. Leadership is not limited to a specific position or title; it can be demonstrated by individuals at all levels of an organization or community. Leadership is a continuous journey of personal growth and development. It requires self-awareness, a commitment to learning, and the ability to inspire and bring out the best in others. Effective leadership can have a profound impact on individuals, organizations, and communities, driving positive change and achieving collective goals.*

*It is important for young leaders to be proactive, resilient, and persistent in pursuing their vision for Cambodia in 2050. By utilizing their unique talents, networks, and ideas, young leaders can contribute significantly to the country's development and shape a brighter future for Cambodia.*



## Special Dialogue on “Leadership for Good – Lessons of Experience” Neak Oknha Sear Rithy

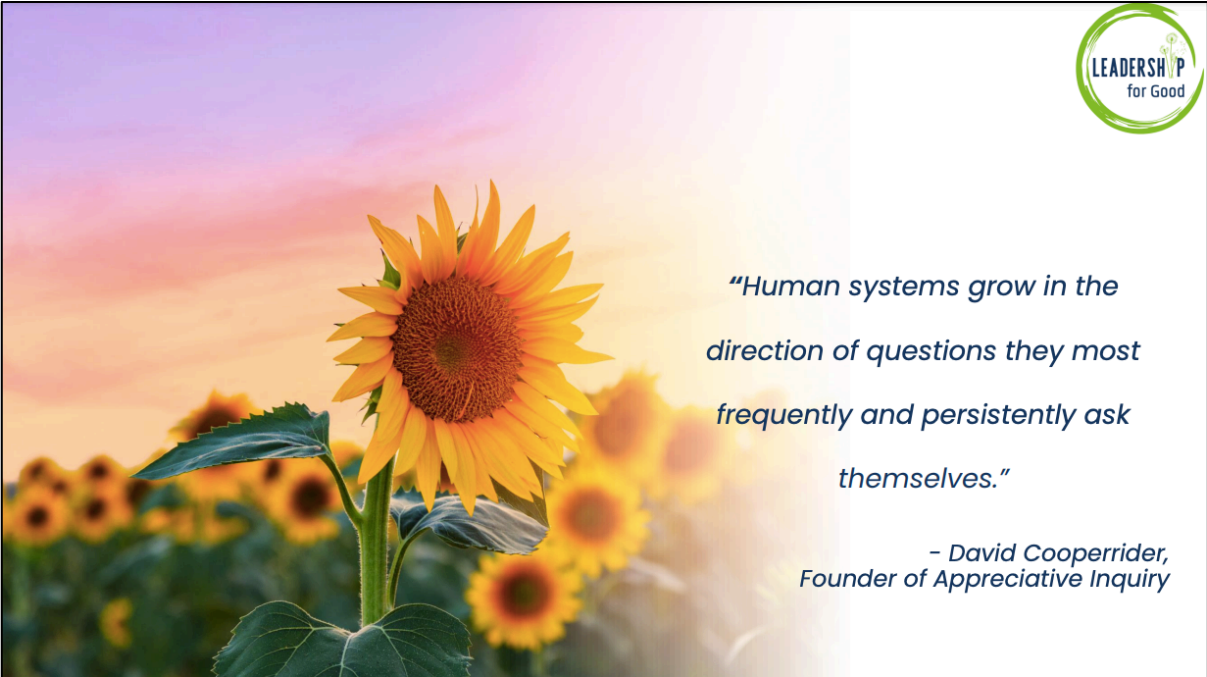
Drawing from the life experiences and personal reflection of Neak Oknha Sear Rithy, the following were highlights from the dialogue:

- Good things do not come in one day. We need to invest in time, research, and people. Work as a team and grow your team. Human capacity is the most important to ensure everyone is taken care of.
- Good business is not about following people. A lot of people open a café because they see others opening a café, without knowing how to. If you see other people do well over there, it doesn't mean you can do the same thing well in here.
- Leadership must look into the culture and environment. It is a matter of where you are and who you are talking to.
- Everywhere - in family, friends, society - trust is the most important. If you don't like someone cheating you, don't cheat them. When there are two people, they may have different ideas. When you do business, the way to build trust is accountability and transparency.
- We have shared and differentiated responsibilities. The government has a policy, but how to move it depends on the private sector. Make sure you understand the policy from the government well, you have to speak out.

### Appreciative Inquiry

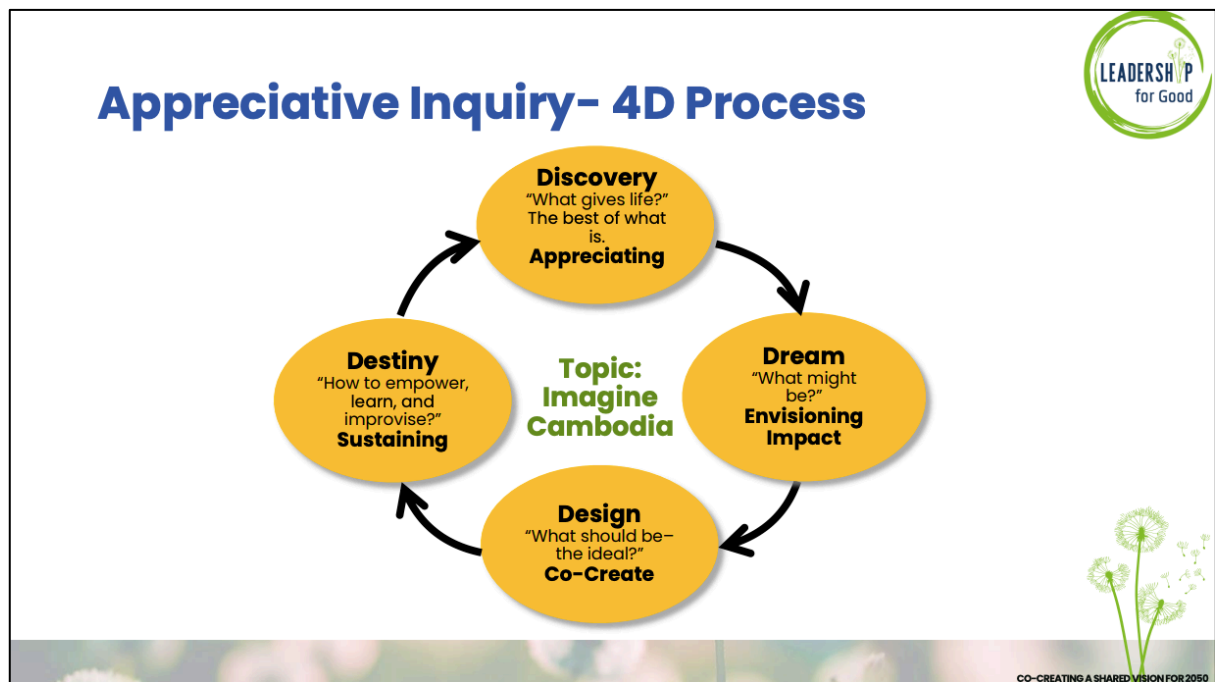
Appreciative Inquiry (AI) is an action-research methodology deployed to understand and codify what makes a system work when it is at its very best or when it is fulfilling its highest potential. This participatory methodology provides the backbone of the summit engagement.

The assumption is that every community has strengths and assets that form a basis of future growth. A deliberate discovery of what gives 'life' to a system when it is most alive and effective generates the energy and momentum for positive change. Through a process of co-discovery, the dream is articulated in clear and concrete terms. This in turn, forms the basis for community to follow-through with design and delivery.



Through the frame of an “unconditional positive question”, AI interventions focus on the speed of imagination and innovation instead of the negative, problem-framed diagnoses commonly used. Appreciative questions are the tools for mining elements of the ‘positive core’ (i.e. assets, strengths, innovative ideas, networks, aspirations, etc). When the community discovers what they collectively care about and are capable of, a positive disequilibrium is set up and there is newfound energy to pursue what is possible in that direction.

Anchored on an appreciative topic, appreciative questions guide participants to articulate the best of the past, present and future of the system under inquiry.



## "Discovery": Understand the Best of What Is - Articulating our Collective Aspiration for Cambodia



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**"Discovery": Understand the Best of What Is  
Articulating our Aspiration for Cambodia**

Appreciative inquiry is honouring and harvesting the best of the past and present in order to co-create the best of the future. **What is important to us? What uniquely represents us?** We have heard the vision from the government, but as a young person, **what is the vision you are holding?** Think about what you can do to make this happen.

- Ms Druga Rajendran  
Partner & Principal Consultant, Sequoia Group

We brought participants through a small group conversation using the following guide:

Best of the Past – A High Point Story of what makes you proud to be a Cambodian

In your journey as a young Cambodian, I trust there must have been “high points” and “low points”. Please share with me a story of an exceptional high-point moment you have experienced or witnessed something that left a deep and positive impact on you. A moment in time where you saw the best of your people, country, and community, where you felt truly proud and a strong sense of belonging as a Khmer/Cambodian.

- What was the story or moment? Who was there? What emotions did you experience?
- What made it a “high point” or memorable moment for you?
- What impact did it leave on you and others in the story?
- What were the people and conditions that made this possible?

### Best of the Present – Gifts, Strengths, Values and Practices to preserve

- a. Without being humble, what do you value the most about yourself – as a human being, a friend, a parent, a citizen, a son/daughter, a neighbour? Can you please share three key strengths or qualities you have that you feel most grateful for, or that you are most proud of.
- b. Just as the world keeps changing, so must we as a country. However, if you could be given a magic spell to preserve three core strengths or treasures of our people and our country forever, what would these treasures be? (e.g., values, strengths, assets, culture, networks, resources, practices, beliefs etc.)

### Best of the Future – Vision 2050

Imagine you have been transported in a time capsule into the year 2050. You come to find that Cambodia has become a place of your dreams - strong, vital, glorious, and prosperous. All around you, you see a vibrant society, people living with dignity and happiness and in harmony with others and the natural environment. We are recognised in the world to be a high-income and resilient economy teeming with innovation and knowledge. We are proud of who we are and what we have created together as a nation. Describe what you see in your vision of the future:

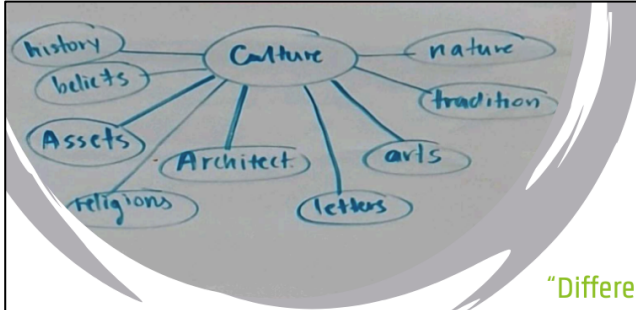
- a. What does this future look like, sound like, feel like?
- b. What will you hear our fellow Cambodians say about our country in 2050? What will you here visitors say about Cambodia when they visit?
- c. What achievements are showing that make you feel most proud?
- d. What challenges did we overcome to make this possible?
- e. What has enabled us to achieve this vision?
- f. How did you contribute to making this vision happen?

Through plenary sharing and individual written reflection on a harvest survey, we found the following key themes emerging in response to the discovery conversation:



### YOUTH VOICE: HIGH POINT MOMENTS MAKING ME PROUD TO BE CAMBODIAN

- Glory of Angkor era, legacy of the Khmer script
- When everything was gone and we had to build from nothing, in 30 years our country has developed
- During the covid-19 pandemic, the love, generosity, and caring that people share to each other
- The team spirit of the government
- SEA game 2023 showing the Khmer spirit
- We love to help other people even if we don't know them



“Different stories, but the common element is culture”

- Even if we have a small amount of something, but we still share with each other
- Cambodians sharing without expecting anything back
- We broke the world record of folding the most hearts
- It doesn't matter how many times that the country fails we still manage to be back and more developed than before

### YOUTH VOICE: HIGH POINT MOMENTS MAKING ME PROUD TO BE CAMBODIAN





**YOUTH VOICE:  
CORE TREASURES & ASSETS OF CAMBODIA**

The down-to-Earth people must be preserved. Cambodia is known for its friendly and kind people, so even if we were to become more developed, we must remain humble and kind. The culture should be preserved. They are what unites people and provides an identity to people.



Our natural resource is something we should preserve. Cambodia, the kingdom of wonder! Full of fresh water, agricultural land, rain forests, beautiful mountains and the sea.



**YOUTH VOICE: VISION OF 2050**

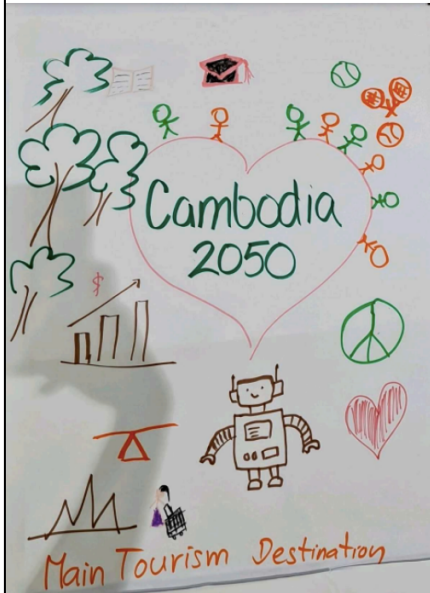
A world where good quality education isn't just a privilege, but a right for all, and a world where mental Wellbeing is treated in an equal manner as physical wellbeing.

I hope to see Cambodia to be one of the most valued country in Asia. A country where peace is the core of the nation, built by culture and tradition and designed by its people.





## YOUTH VOICE: VISION OF 2050



I envision a society that is genuinely accepting of each other's differences, where people see eye-to-eye. We will move on from tolerance to open-mindedness.

To transform Cambodia to be a knowledge-society where everyone stepping in Cambodia will say: WOW, Cambodia is different and it's where I want to live and be prosperous.

## Futures Thinking Session by Ms Cheryl Chung

To deepen the conversation about co-creation of Cambodia's future, we offer the tool of futures thinking and scenario planning.



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FUTURES THINKING SESSION

By asking questions, these tools surface and challenge some of our assumptions about the future so that we can think about projected futures in a way that is **systematic and proactive**. Futures Thinking is about taking a step back and asking "What are some issues that might happen in the future?" The goal is not prediction but to be curious.

- Ms Cheryl Chung  
Consulting Partner (Futures Thinking & Public Sector)  
Sequoia Group



Participants were invited to look at 8 major global trends and to write down any additional trends they consider will have a significant impact on Cambodia in the near future. As a group, participants then ranked the trends in order of what will impact Cambodia the most.

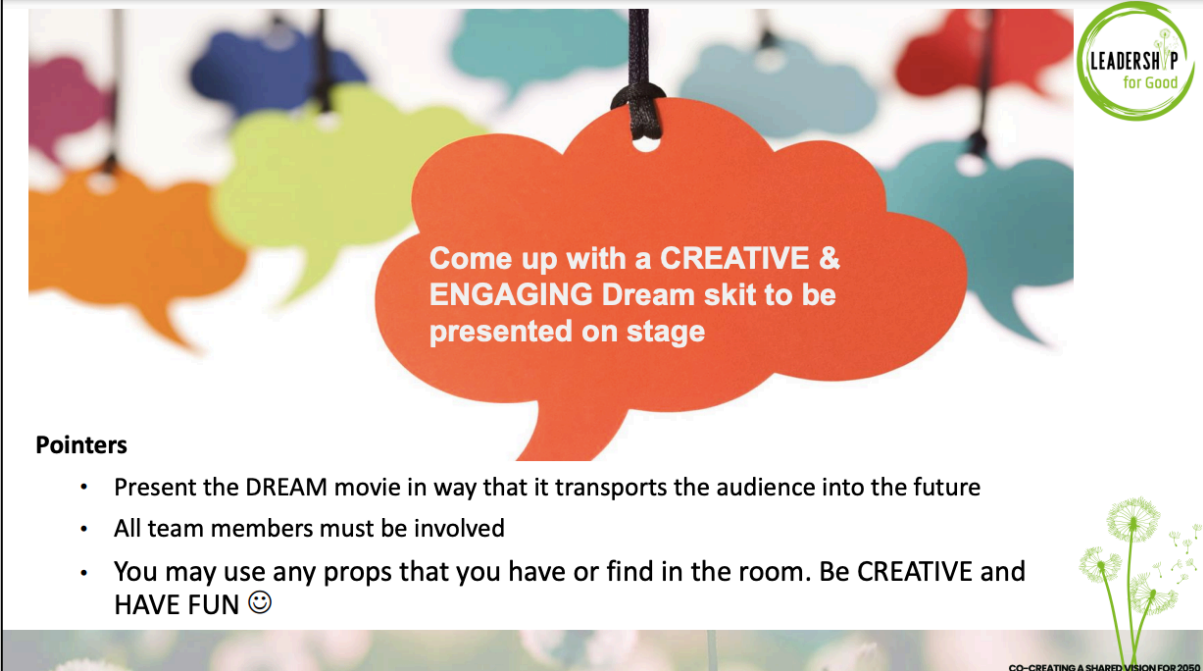
Priority trends that are top of mind for youth and other participants are:

- The need to improve educational excellence
- Digitalisation and the use of technology to learn and grow
- International opportunities
- Increased youth empowerment
- Climate change and its long term effects



## "Dream": Envision What Can Be – Bringing our Vision for Cambodia to Life

Shifting gear from the rich learning and discovery process, we invited participants to bring their vision to life and dream boldly. Integrating your mindsets, treasures and vision ideas into a story spine, groups built their 'dream movie' for Cambodia 2050.



**Pointers**

- Present the DREAM movie in way that it transports the audience into the future
- All team members must be involved
- You may use any props that you have or find in the room. Be CREATIVE and HAVE FUN 😊

Key vision themes embedded in dream theatre to display youth vision of 2050

### Theme 1: Inclusiveness and Equity

- Contribution of all to our shared future
- Support for people with disability and single parents
- Access to technology for youth in rural areas
- Women empowerment

### Theme 2: Sustainability and Regeneration

- Resilience in the face of failures, space to nurture dreams and boldness in pursuit of them
- Transferring knowledge to the next generation
- Raise awareness of environmental care in home, pagoda, community
- Affordable education

### Theme 3: Wellbeing

- Affordable healthcare
- Care for people with disabilities

### Theme 4: Innovation

- Improved efficiency of systems in service of people
- Entrepreneurial solutions

## Keynote Address by H.E. Pan Sorasak

The following is an excerpt from the keynote address:

*I would like to remind, especially for our younger participants, that we all started off with nothing after the liberation day on January 7, 1979. We did not have a society, schools, hospitals, infrastructure or even currency; all were wiped out by the genocidal regime of the Khmer Rouge. But we struggled, we overcame and we have turned our country around from a country with poverty level of 100%, no economy, to a country with one of the fastest growing economies in the world averaging 7% for the past 20 years. This remarkable economic growth was built on the solid foundation of peace and political stability, which are the prerequisites for any sustained economic development especially for a young and growing democracy such as Cambodia.*

*For Cambodia to be ready to achieve her long-term goal; full structural transformation with trade at the center would need to:*

- *Prepare Cambodia's work force to be equipped with education and skills for tomorrow's labor market by analyzing skill mismatch for upskilling and reskilling, promote Technical and Vocational Education and Training (TVET), and Science, Technology, Engineering, and Mathematics (STEM) education.*
- *Incorporating microenterprises and small and medium-sized enterprises, including women- and youth-owned and -run MSMEs; and build enabling business environment, including support for access to finance, entrepreneurial skills, information, and markets, as well as inclusion in regional and global value chains.*
- *Pay special attention to the emerging trade and environmental issues such as reducing carbon emission, building enabling infrastructure, human capital skills and adopting environment-friendly technologies that enhance efficiency of current sources of energy and promote a sustainable energy transition.*

- *Promote digitalization to build an inclusive, digitally driven economy that provide benefits across all demography through building of digital literacy, capacity building for entrepreneurship, innovation, training, education and skills development, support enterprises and institutions to effectively leverage the opportunities created by the digital economy and e-commerce.*

*We all have a role in our national development journey, be it as: officials of State entities, private sector, development partners or simple private citizens: “We need to think globally but act locally.” Another word “There is no ‘one size to fit all’ for any country’s development or challenges.” We all can contribute and whatever level of contribution we can provide, we should place the common good for all the people at the center and work toward that, with passion and commitment.*

## Setting the Context for the Theme of the Summit by Ms Jacqueline Wong

Having oriented ourselves with the journey to vision 2050, where we are and where we hope to go, we returned to the theme of the summit with greater clarity on the need for good leaders at a time like this.








# LEADERSHIP for Good

CONSCIOUS LEADERSHIP HIGHLIGHTS

Listen to the sound of the singing bowl. Until you pay attention to the sound, the sound does not exist. Leadership requires laser-sharp attention and attunement to others. Resonant leadership is about awareness-based transformation: how we pay attention and what we are aware of, enable transformation.

- Ms Jacqueline Wong  
Summit Co-Chair  
Founder & Managing Director,  
Sequoia Group


CONSCIOUS LEADERSHIP HIGHLIGHTS

**ENGAGING LEADERSHIP**  
 In this VUCAH world, we are facing new complexities and experiencing greater interconnectedness. Research found that leadership effectiveness hinges on engaging skills more than technical skills.

**SYSTEMS LEADERSHIP**  
 Leaders need to grow in both deepening the domain of self and broadening the domain of systems in order to facilitate transformation. If you don't want to go deep, you cannot go far. Sometimes leaders must let go of control so the system can succeed.

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CO-CREATING A SHARED  
 VISION FOR 2050



## Leadership for Good Panel Dialogue

Anchored on the topic of “Harnessing the power of good leadership to transform and sustain our society for the benefit of current and future generations”, Ms Druga Rajendran delved deeper in conversation with our panelists:

- Mr Yim Prosithrith, CEO, Cambodia-Japan Digitalized Manufacturing Centre
- Ms Chheng Sokun, EVP & Chief Risk Management Officer, Hatta Bank
- Ms Chem Srey Oeun, Head of Corporate Affairs, Smart Axiata
- Ms Melissa Kwee, Chairman of Resilient Cities Network (Singapore)
- Dr Loke Wai Chiong, M.D., Senior Consultant, MOH Office for Healthcare Transformation, Consulting Partner (Healthcare), Sequoia Group



# LEADERSHIP for Good

PANEL DISCUSSION HIGHLIGHTS

In the middle of COVID, my friend called me who owned a factory in Cambodia. His machinery broke down, and he has to wait for 6 months to get it fixed. I realized Cambodia is not built on a sustainable system. We need to build the supply chain to self-sustain... We have the opportunity to leapfrog from industry 2.0 to 4.0. **We are no longer limited by the tools but only by our imagination.**

- Mr Richard Yim  
CEO, Cambodia-Japan Digitalized Manufacturing Centre



# LEADERSHIP for Good

PANEL DISCUSSION HIGHLIGHTS

**Remember all leaders experience failure but they learn from it.** If you experience failure, don't be disappointed. Additionally, you need to have good health especially in your youth. When your health is not so good, it is harder to handle failure. **Health creates the resiliency to bounce back.**

- Ms Chheng Sokun  
EVP & Chief Risk Management Officer, Hattat Bank





# LEADERSHIP for Good

PANEL DISCUSSION HIGHLIGHTS

There is a big school out there outside the university. You can learn so much from the life of people that you don't know. Through the inspiring stories in people and our creativity, we can find so many possibilities out there... Along the journey, I realise **no matter where you are and what you do, it's the quality you uphold that matters.** Seek the truth, suspend judgement, understand people's struggles and things you can do with compassion.

- Ms Chem Srey Deun  
Head of Corporate Affairs, Smart Axiata



# LEADERSHIP for Good

PANEL DISCUSSION HIGHLIGHTS

I decided that I am not going to determine where I am from by where people accept me but by where I choose to serve... Think of how we can build our future stronger together. **World peace begins with just building relationship one at a time.** In the end, we are all just one people.

- Ms Melissa Kwee  
Chairperson, Resilient Cities Network, Singapore





# LEADERSHIP for Good

PANEL DISCUSSION HIGHLIGHTS

Only 10% of health is a result of good healthcare, 60% is based on the environment around you – social and physical environment. So we can't just focus on individual behaviour. How do we help people live healthily? **The power is in community.**

- Dr Loke Wai Chiong  
Senior Consultant, Ministry Of Health, Singapore



PANEL DISCUSSION HIGHLIGHTS

**“AS BUSINESS LEADERS, DO YOU HAVE ANY RECOMMENDATIONS TO BUILD RESILIENCE?”**

- We have to **be agile and be ready to pivot.** You have to make sure your company is resilient by building a survival plan.
- Create a future-proof strategy by **seeing systems.** We can use scenario planning and see risks as opportunities.
- The plan is as good as how people are aware and aligned to the plan. If people don't connect with the plan, it doesn't work. We need to have a sense of **shared purpose and vision** of what we are trying to create.

CO-CREATING A SHARED  
VISION FOR 2050



## "Design" - Create What Will Be - Identifying Collective Actions Inspired by The Pentagonal Strategy

Bringing forward the dreams shared on the previous day and the takeaways on the power of good leadership, we invited participants to concretise their ideas and hopes into specific collective actions that can bring us closer to vision 2050. In small groups, participants engaged in intergenerational exchange between young leaders and senior leaders and across sectoral boundaries. This process is facilitated through design thinking – a human-centered approach to purposeful design.

This was done in a two-step process:

1. Groups picked a theme that they wanted to focus on and created their design statement: How might we (challenge) for (design users) by (timeline)?
2. They collaboratively built a 3D prototype of their solution ideas to facilitate sharing and feedback

The following 3 themes were surfaced in the 8 group design statements and prototyping:

- Physical & Mental Wellbeing
- Food Sustainability & Enterprise
- Inclusive Digitalisation & Education







### 3D PROTOTYPING AND SHARING PHYSICAL & MENTAL WELLBEING

Seamless healthcare system for elderly in rural areas providing registration and information services



Community mental health support at all stages of mental health needs creating a closed-loop culture of giving back

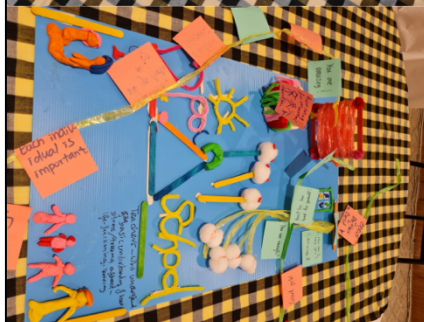


### 3D PROTOTYPING AND SHARING PHYSICAL & MENTAL WELLBEING

App for mental health self-assessment and management that makes therapy more accessible



Media campaign for mental wellness reversing the script that causes low self-esteem along with professional psychological support system in schools







# LEADERSHIP for Good

**Design: Create what will be - Identifying Collective Actions**

- How might we improve our agricultural production to self-sustain and increase export?
- How might we manage food waste to minimize carbon emission for better living to achieve sustainability by 2030?

FOOD SUSTAINABILITY & ENTERPRISE








## 3D PROTOTYPING AND SHARING FOOD SUSTAINABILITY & ENTERPRISE



Sustainable agriculture training as investment in human resource and development of access infrastructure to build market network in rural areas



Circular system of food recycling using bio-digester converts food waste to fuel in collaboration with restaurants, manufacturers, and schools

# LEADERSHIP for Good

## Design: Create what will be - Identifying Collective Actions

- How might we improve public service using inclusive digital transformation?
- How might we promote the culture of reading for university students and youth to make informed decisions by 2028?

INCLUSIVE DIGITALISATION & EDUCATION



## 3D PROTOTYPING AND SHARING INCLUSIVE DIGITALISATION & EDUCATION



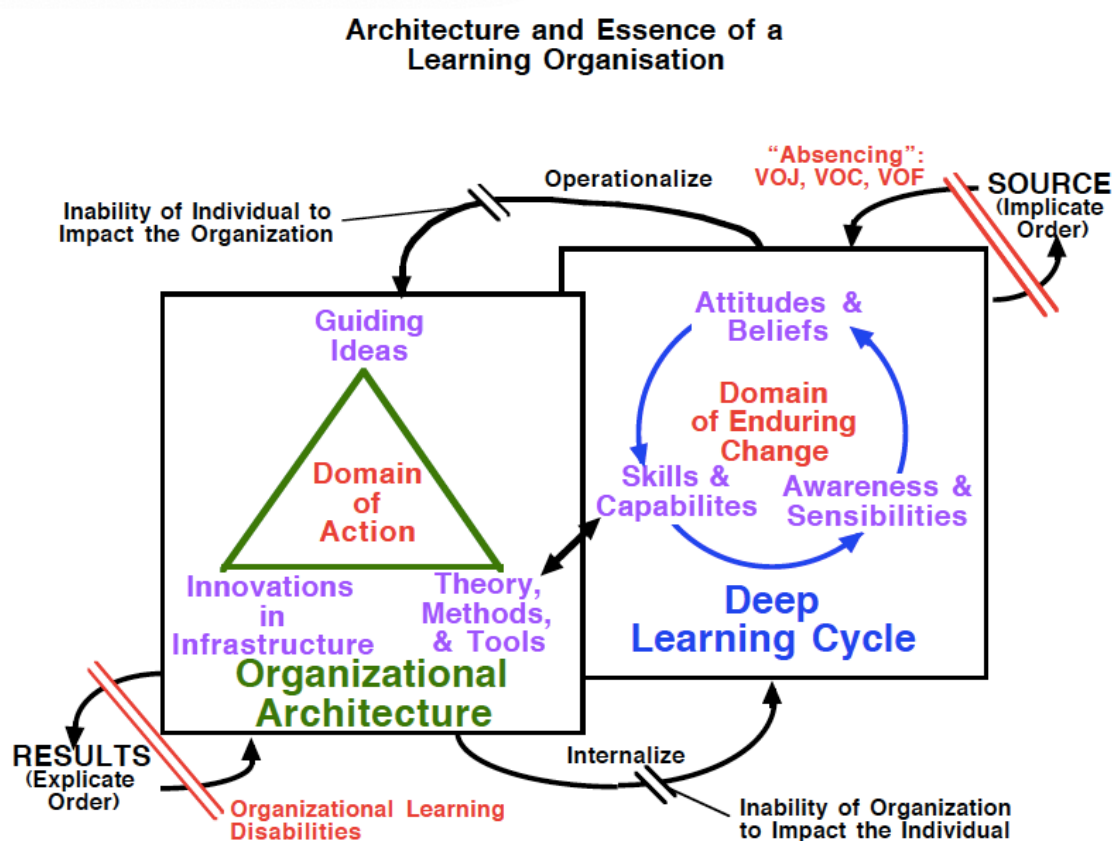
Digitalised administrative system for efficient paper-less business registration process especially for people in rural areas



Accessible library bringing education and the habit of reading to youth to encourage independent learning

## “Destiny” – Empowering, Learning and Improvising towards Vision 2050

As we close the summit and reflect on the insights learnt, the last stage of the Appreciative Inquiry 4D cycle invites us to step forward to co-create our destiny by asking “How might we empower, learn and improvise towards the best of the future we have discovered, dreamt of and designed together?” In this segment of the report, we use the Architecture and Essence of a Learning Organisation (AELO) as a frame for synthesising and distilling the insights gained through entire summit journey into co-creative areas to attend to.



source: Daniel H. Kim based on Peter Senge, et al, *The Fifth Discipline Fieldbook*

In the words of H.E. Sok Sabayna in his opening keynote address, “Cambodia needs to double her efforts to advance the country toward further progress especially in the new context of a complex and competitive world of the 21<sup>st</sup> century.” This advancement requires transformation in both the domain of action and the domain of enduring change.

### Domain of Action

Vision 2050 provides a solid foundation for guiding ideas and the Pentagonal Strategy suggests the theory, methods and tools to help us get to the vision. Each stakeholder – whether they are youth or senior leaders; from the private, public or social sector; from the city or rural areas of Cambodia – has a part to play in translating a shared living vision into

innovations in infrastructure to take us to the 2050 that Cambodia desires. As H.E. Sok Sabayna explained, #BeyondtheGames sought to instill “a sense of agency adhering to the Pentagonal Strategy Phase I: Human Capacity Development... toward a more cohesive, resilient, and vibrant future for Cambodia.” To this end, #BeyondtheGames offers important examples of innovations aligned with the guiding ideas, theory, methods and tools for Cambodia’s desired future. H.E. Pan Sorasak highlighted another example of innovation in infrastructure aligned with Human Capacity Development in his keynote address. Focusing on the role of trade as an engine of Cambodia’s transformation, a key innovation would include “analyzing skill mismatch for upskilling and reskilling, promote Technical and Vocational Education and Training (TVET), and Science, Technology, Engineering, and Mathematics (STEM) education.” These priorities and policy will play a critical role in shaping Cambodia as an organisational system.

The voices of participants also suggest that innovations should be prioritised in the following areas:

1. Physical & Mental Wellbeing

“Wellbeing is a core value of everything. When we have wellbeing, everything else becomes possible.” This conviction was articulated by one of the youth participants as she introduced her design statement “How might we create a supportive community for youth to achieve freedom of choice in mental health support by 2030?” This view is resonant with many in the summit where today’s physical and mental health challenges became a launchpad for their highest aspiration for Cambodia 2050 in the dream theater, and 4 out of 8 design statements that emerged articulated ambitious goals for good health for Cambodians. It is worth highlighting that a systemic approach to health was repeatedly called for: valuing mental health as much as physical health, tapping on the power of community to support healthcare beyond medicine, investing on health of leaders for resilience in the face of failures, ensuring healthcare is accessible and affordable for all.

2. Environmental Sustainability

Alongside human resource, natural resources emerged as a core treasure and asset of Cambodia that must be preserved to bring her to vision 2050. In the words of one of the participants “fresh water, agricultural land, rain forests, beautiful mountains and the sea” make Cambodia the kingdom of wonder it is known for – as much as its rich cultural heritage. Not only is the well-being of Cambodians dependent on its agricultural economy and the long-term availability of food, the possibility of strengthening exports and supply chain in other industries also require responsible management of natural resources at all levels. This mentality is strong

among the youth, with more than 50% of youth participants indicating strong interest in diving deeper into how we might create sustainable living. They consider climate change a key global trend to watch for since it affects every aspect of day-to-day living and will compound in the long-term if not mitigated quickly and consistently. Hence, rising awareness of environmental care in homes, pagodas and community is embedded in their dream theatre for vision 2050. Through the lens of resilience, Cambodia has had to build its self-sufficiency to get back on its feet after the war and again with the COVID-19 pandemic. In the same way and even more so, looking to the next 30 years, sustainability of the physical environment will determine the possibility of Cambodia's long-term prosperity.

### 3. Promoting Enterprise for Social Innovation & Youth Empowerment

More than 100 youth (64% of summit participants) indicated activation of youth entrepreneurship and social innovation as a priority intention and action when deciding to join the summit. This was reiterated during the Futures Thinking Session exercise, when youth articulated "increased youth empowerment" as one of the priority trends that will impact the trajectory of Cambodia in the near future. Entrepreneurism is a lever that can shift many other challenge areas including digitalisation, healthcare, education and sustainability. For example, one of the 3D prototypes designed a digitalised administrative system for efficient paper-less business registration for people in the rural areas. When creative ideas like this are activated and actualised through entrepreneurship, the impact could be exponential in the business ecosystem. As an engine for innovation repeatedly displayed in the dream theatre that tells the story of youth vision of 2050, enterprises may prove to be an important stepping stone towards making Cambodia a knowledge society, drawing and retaining talents in a self-sustaining manner.

### 4. Inclusive Digitalisation

Digitalisation has the potential to transform public service administration, manufacturing, agriculture, education, healthcare and many more important areas. This versatility is spurring youth to consider digitalisation a priority trend to intentionally learn and grow in literacy. Students articulated that some of their high-point moments making them proud to be Cambodian include the opportunity to gain digital literacy and co-create possibilities with the tools of digitalisation. They recognise that digitalisation offers more equitable access to important goods and services especially for people in rural areas of Cambodia whose voice may not be as well-represented in the summit and in Cambodia's journey of development more broadly so far.

## 5. Education

When articulating vision 2050, youth sees “A world where good quality education isn’t just a privilege but a right for all” and the need to improve educational excellence is top of mind when considering priority trends affecting Cambodia’s future. There is an eagerness for highly educated Cambodians to contribute locally even as they think globally, to create a closed-loop culture of giving-back. For example, one of the 3D prototypes in the design segment highlights the possibility of community mental health support to cover all stages of mental health needs by raising the capacity of all citizens to care for one another’s wellbeing and creating a cycle of care-receiving and care-giving. Education is a doorway to more openness-mindedness, responsible participation, independent and long-term thinking. Hence, it should be kept affordable and accessible for all including youth of single parents, people with disabilities, and those with little financial means.

### **Domain of Enduring Change**

At the heart of the actions to be taken in all of the above action areas, the domain of action is operationalised by people – individuals in whose choices impact Cambodia as a nation. The domain of enduring change is about the deep learning that needs to happen within individuals. This learning is not just about technical expertise (e.g. digital literacy, vocational skills, medicine, etc.). Though these knowledge and skills are important, they are insufficient if we want to empower transformative change and nurture effective leadership in every area of Cambodia’s development. There are also attitudes and beliefs that need to shift, skills and capabilities to engage and lead that need to be enhanced, as well as awareness and sensibilities that need deepening.

More than one third of youth participants indicated that – apart from topical areas of concerns in healthcare, sustainability, digitalisation and entrepreneurship – they are also interested in “nurturing thought leadership and influence”. Given that most of them do not have formal positions of authority, this area of interest suggests that a deep learning cycle in nurturing their influence could go a long way in empowering their positive contribution towards vision 2050. For example, the keynote addresses by H.E. Sok Sabayna and H.E. Pan Sorasak invite youth to challenge the belief that their role in realising vision 2050 is limited by their age or position. Instead, they are encouraged to adopt the attitude of proactiveness and persistence to develop their own skills and capabilities to build networks and share ideas in an engaging manner. Such effective leadership where individuals can influence without authority requires the sensibility and awareness of one’s strengths, personal vision, heritage, place, and purpose.

To create the enduring change that Cambodia envisions, other areas of deep learning surfaced during the summit include:

- Genuine acceptance of differences and courage to hold generative conversations for lasting peace and reconciliation
- Growing positive core through focus on strength and vision
- Building shared ownership and commitment to vision

We ended the summit with an invitation to movement that is only beginning: where we journey together to truly co-create a Cambodia that is resilient, sustainable, equitable and prosperous for all.