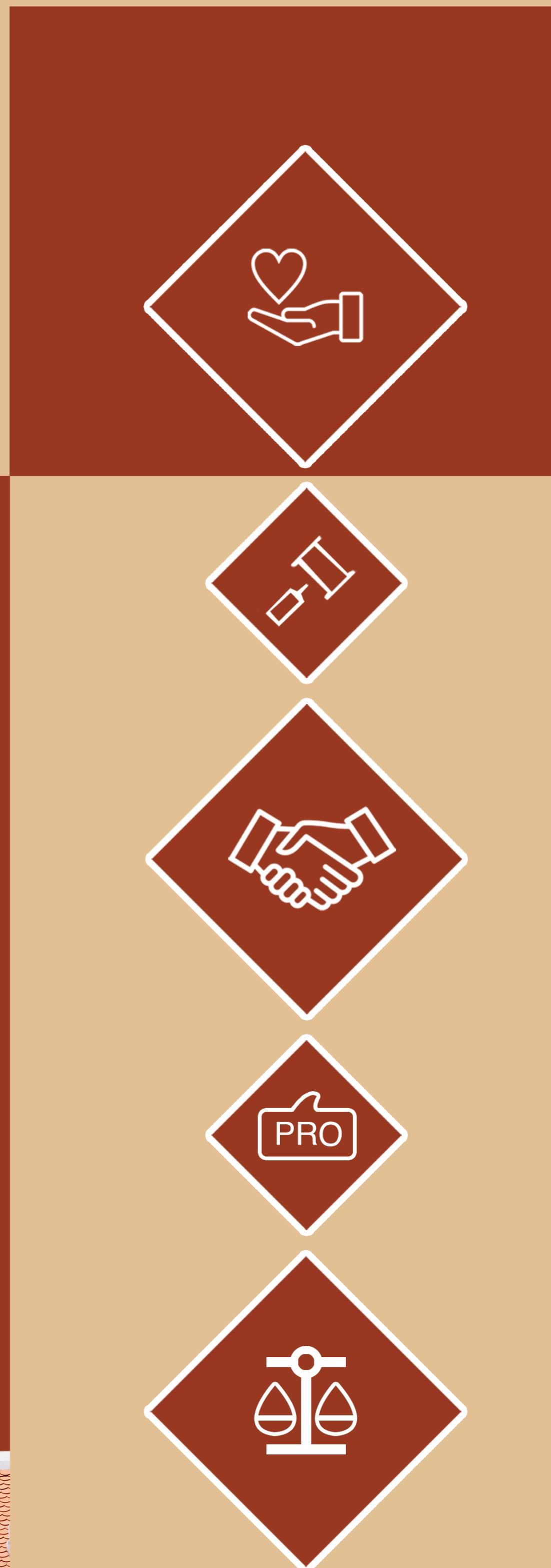




ក្រសួងអនុវត្តន៍  
Ministry of Inspection

# S4P4 Strategy





## Foreword

Through the profound sacrifice and visionary leadership of **Samdech Akka Moha Sena Padei Techo HUN Sen**, architect and executor of the Win-Win Policy, **former Prime Minister and current President of the Senate of the Kingdom of Cambodia**, and through the Royal Government's effective implementation of the Triangular Strategy and all four phases of the Rectangular Strategy, Cambodia has achieved enduring peace, national unity, political stability, and comprehensive development across all sectors. Building upon this strong foundation, the Royal Government of the 7<sup>th</sup> Legislature of the National Assembly under the resolute leadership and forward-looking vision of **Samdech Moha Borvor Thipadei HUN Manet, Prime Minister of the Kingdom of Cambodia**, has launched the Pentagonal Strategy - Phase 1, which aims to **enhance employment, equity, efficiency, and sustainability**, with a continued emphasis on "performance efficiency" guided by clearly defined indicators and frameworks, as well as the implementation of **five practical approaches—mirroring, bathing, cleaning, treating, and operating**—and the "**dynamics of stakeholders system**" **approach**. Furthermore, the Strategy outlines **five key priorities: People, Roads, Electricity, Water, and Technology**, and defines a governance objective of modernizing public institutions to be capable, intelligent, transparent, and accountable. This governance transformation is rooted in a deep commitment to public welfare, nation-building, the rule of law, and inclusive and sustainable socio-economic development. In line with the long-term vision of the Pentagonal Strategy - Phase 1, particularly in relation to **governance reform and transparency promotion within the public administration, the Ministry of National Assembly- Senate Relations and Inspection has been restructured into the Ministry of Inspection**, enabling us to lead and oversee the inspection sector of the Kingdom of Cambodia, with the goal of proactively and effectively preventing, rectifying, and deterring power abuses, maladministration and inactions.

The Cambodian inspection sector has evolved significantly from the era of the People's Republic to the present. Today, the Ministry of Inspection serves as the principal inspectorate of the Royal Government, empowered to conduct oversight across all sectors as stipulated in Sub-Decree No. 06 ANK.BK, dated 13 January 2025, on the Organization and Functioning of the Ministry of Inspection. The Ministry now operates under four core mandates: **1) Inspection, 2) Dispute Resolution (Ombudsman), 3) Regulatory Compliance, and 4) Public Awareness**. To realize its mission of leading and managing the national inspection

sector effectively and efficiently, and to meaningfully contribute to the strengthening of governance and the enhancement of efficiency and transparency within the public administration, the Ministry of Inspection has developed the “S4P4” Strategy, designed to bolster resilience and competitiveness of Cambodian society by strengthening public institutions through enhanced efficiency, accountability, inclusivity, justice, transparency, and good governance, thereby reinforcing public trust in public administration. The “S4” pillar focuses on the consolidation of the Ministry’s four core mandates, namely: **(1) Strengthen Inspection, (2) Strengthen Dispute Resolution (Ombudsman), (3) Strengthen Regulatory Compliance, and (4) Strengthen Public Awareness**. Meanwhile, the “P4” component is designed to promote four key areas of support, which include: **(1) Promote Regulatory Environment, (2) Promote Institutional Capacity, (3) Promote Partnership, and (4) Promote Digital Capacity**.

The “S4P4” Strategy has been developed through comprehensive research, analysis, and consultation, grounded in the principles set forth in the Pentagonal Strategy – Phase 1 and the broader policy agenda of the Royal Government. It has also been formulated in accordance with the high-level strategic recommendations of **Samdech Thipadei Prime Minister** and is intended for implementation during the 2025–2028 period.

I strongly encourage that all relevant ministries, institutions, and partners to continue their cooperation and support to ensure the successful and effective implementation of the “S4P4” Strategy, thereby contributing to enhanced management and oversight across Cambodia’s inspection sector.

I would also like to extend my sincere appreciation to all leaders and officials of the Ministry of Inspection for their tireless dedication and invaluable contributions in shaping this “S4P4” Strategy Document. Through their solidarity and profound sense of responsibility, they have significantly advanced efforts to strengthen governance and public trust, contributing to a broader goal of building a resilient society, improving the quality of institutions at both the national and sub-national levels, and ensuring justice, transparency, and good governance for the benefit of the people.

Phnom Penh, 16 April 2025

**Minister of Inspection**

*(Sign and Stamp)*

**SOK Soken**

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## CHAPTER 1

### INTRODUCTION

Under the wise leadership of **Samdech Akka Moha Sena Padei Techo HUN Sen, former Prime Minister and current President of the Senate of the Kingdom of Cambodia**, and through the Royal Government's successful implementation of the Triangular Strategy, all four phases of Rectangular Strategy, and most notably the Win-Win Policy, Cambodia has achieved enduring peace, national unity, political stability, and development across all sectors.

The Royal Government of the 7<sup>th</sup> Legislature of the National Assembly, under pragmatic leadership and forward-looking vision of **Samdech Moha Borvor Thipadei HUN Manet, Prime Minister of the Kingdom of Cambodia**, has launched the Pentagonal Strategy – Phase 1, a comprehensive political framework aimed at advancing employment, equity, efficiency, and sustainability. This Strategy serves as the overarching foundation for the national development plan, sectoral development plans, and related strategic programs. It establishes clear indicators and frameworks, with a particular focus on strengthening governance, modernizing and transforming public administrations into a capable, intelligent, transparent and accountable public administration, while ensuring the stability and effectiveness of institutional roles and operational mechanisms of public administration. At its core, the Strategy prioritizes the interests of the people, strengthens the rule of law, fosters inclusive and sustainable development, and supports long-term nation-building.

Anchored in this strong foundation of leadership and the clear policy directions set by the Royal Government under the 7<sup>th</sup> Legislature of the National Assembly, and building on more than 26 years of achievements since its establishment as the Ministry of National Assembly–Senate Relations and Inspection – now restructured as the Ministry of Inspection – the Ministry has fulfilled its mandates as entrusted by the Royal Government, which encompass four core mandates: Inspection, Dispute Resolution, Regulatory Compliance, and Public Awareness. The Ministry has achieved notable outcomes in enhancing legal compliance and enforcement, preventing abuse of power, promoting transparency in public administration, advancing social justice, cultivating a culture of peace and non-violence, and reinforcing the rule of law, all of which contribute to the strengthening of public trust in the Royal Government.

Despite these achievements, the Ministry continues to face critical gaps and persistent challenges, including the need to strengthen institutional mechanisms, improve the capacity of officials, and develop necessary legal frameworks and documents. In addition, limited support and cooperation from relevant ministries and institutions, limited collaboration with national and international partners, and insufficient resources, material, and operational means hinder

the full implementation of the Ministry’s four mandates. Internal challenges, such as a lack of motivation and cohesion within the inspection sector, further compound these issues.

In response, and in alignment with the political program of the Royal Government and the Pentagonal Strategy – Phase 1, the Ministry of Inspection, under the leadership of **H.E. SOK Soken, Minister of Inspection**, has formulated the “**S4P4**” Strategy to address existing challenges and guide the Ministry’s actions for the 2025–2028 period. The “**S4**” pillars focus on strengthening the Ministry’s four core mandates, namely: **(1) Strengthen Inspection, (2) Strengthen Dispute Resolution (Ombudsman), (3) Strengthen Regulatory Compliance, and (4) Strengthen Public Awareness**. Meanwhile, the “**P4**” component aims to promote four key areas of strategic support, including: **(1) Promote Regulatory Environment, (2) Promote Institutional Capacity, (3) Promote Partnership, and (4) Promote Digital Capacity**.

The Ministry of Inspection is firmly committed to implementing the “**S4P4**” Strategy in close cooperation with all relevant stakeholders to advance transparency, justice and inclusive, sustainable governance in Cambodia, thereby contributing to the realization of **Cambodia’s Vision 2050**.

The formulation of the “**S4P4**” Strategy is grounded in comprehensive research, critical analysis, and in-depth consultations with the Ministry’s leaders and officials across all levels. It draws upon the guiding principles set forth in the Pentagonal Strategy – Phase 1, the broader policy agenda of the Royal Government, and the strategic recommendations of **Samdech Thipadei Prime Minister**, and insights from relevant legal documents, policy studies, and past experiences. In essence, the “**S4P4**” Strategy serves as a strategic action framework to enhance the efficiency, effectiveness and oversight in the inspection sector of the Kingdom of Cambodia.

## CHAPTER 2

### VISION, PURPOSE, GOALS AND SCOPE

#### 1. Vision

The Ministry of Inspection serves as one of the key institutions of the Royal Government, actively contributing to Cambodia’s transformative journey, particularly in strengthening governance and public trust, with the aim of building a resilient, competitive, and sustainable society. This is achieved through continuous improvement in the quality of institutions at both the national and sub-national levels, guided by the core principles of efficiency, accountability, and inclusivity, and directed toward ensuring justice, transparency, and good governance for the benefit of the people.

## **2. Purpose**

The “S4P4” Strategy has been developed to support the advancement of transparency and governance within public institutions. It seeks to ensure the efficiency of public service delivery, promote justice in dispute resolution, protect citizens’ rights, and enhance public legal awareness, while ensuring strict, fair and equitable compliance with the law. The strategy is grounded in the principles of transparency, accountability, integrity, professionalism, clarity, and responsibility, with the overarching goal of building and sustaining public trust. Furthermore, it seeks to strengthen governance through effective cooperation and foster a conducive environment for business, investment, trade, and citizen engagement.

## **3. Goals**

To realize the above vision and purpose, the Ministry of Inspection has defined the following strategic goals:

1. Strengthen and enhance the quality of public institutions by consolidating management mechanisms and improving public service delivery. This includes taking appropriate legal and disciplinary measures against public officials who breach professional ethics, abuse power, or fail to fulfill their duties and responsibilities.
2. Strengthen transparency, accountability, integrity, and ethical conduct within public institutions, and advance social justice through effective and fair resolution of complaints.
3. Strengthen good governance by ensuring the effective implementation of legal documents, instruments, regulations, directives, recommendations, and decisions issued by the Head of the Royal Government.
4. Strengthen and enhance public legal and governance awareness through the dissemination of law and public forums, thereby empowering citizens to participate in the rule of law, support sustainable national development, and safeguard public interests.
5. Promote the development of legal frameworks, documents, procedures, rules, and other standards by promoting research and studies, and by improving the formulation of legal documents, procedures, and institutional rules that uphold the Ministry’s mission and reinforce employment systems across all levels based on principles of activity, proactivity, and interactivity.
6. Promote professional capacity of officials at all levels through effective training programs, promoting and upholding ethical behavior, a strong sense of responsibility, integrity, and national duty.
7. Promote and strengthen cooperation with national and international institutions through partnerships, mobilizations of financial and material resources, knowledge sharing, and study visits.

8. Promote and accelerate digital transformation in the inspection sector by promoting institutional modernization and the adoption of digital tools and systems that enhance operational efficiency and service delivery

#### **4. Scope**

The “**S4P4**” Strategy applies within the institutional and operational framework of the Ministry of Inspection and is intended for implementation across the broader inspection sector of the Kingdom of Cambodia.

### **CHAPTER 3**

### **BACKGROUND, PROGRESS, AND CHALLENGES**

The inspection sector has undergone several phases of transformation across different political eras in Cambodia, fulfilling its roles and responsibilities in accordance with the applicable laws and legal instruments during each phase. It has played a significant role in supporting the Royal Government’s key reforms and upholding integrity and promoting good governance within public administration. While notable progress has been achieved, the inspection sector continues to face challenges that require strategic interventions to meet current institutional needs and public expectations.

#### **Section 1: Background**

Cambodia’s inspection institution was established on 6 August 1969 under the name of “National Committee for General Clearance”, whose mission was to investigate misconduct involving public officials, including civil servants, military personnel, representatives of state and semi-public enterprises, and to enforce disciplinary and punitive measures against those found guilty of violations. During the Khmer Republic regime (1970–1975), oversight responsibilities expanded under the authority of the state governor, who was empowered to monitor officials and employees in both the public and private sectors that were implicated in bribery, corruption, abuse of power, smuggling, illegal storage of goods, price manipulations, unfair competition, and unethical lending practices. During the People’s Republic of Kampuchea regime in 1981, the government established the Ministry of State Affairs Supervision to conduct inspections across all administrative levels, from the state to the commune levels, and to deploy supervisory agents across ministries, provinces and cities to strengthen state discipline and accountability. On 15 January 1987, the Ministry of State Affairs Supervision was reorganized into the Ministry of Supervision, which expanded its inspection structures by establishing supervisory committees across multiple administrative levels, including the Office of the Council of Ministers, the Ministry of National Defense, the Ministry of Interior, and other equivalent institutions. The committees were also formed at the local level

in communes, sangkats, districts, provincial and municipal administrations, as well as state-owned enterprises, businesses, hospitals, and schools. These structures were designed to oversee the implementation of state policies and plans, improving institutional performance, reinforcing discipline and promoting a sense of responsibility within public institutions at all levels. The Minister of Supervision was responsible for regulating the operational procedures, staff deployment and communication practices of departments and professional supervisory schools.

A major institutional shift occurred on 1 July 1994, when the Royal Government issued Sub-Decree No. 30 ANK.BK on the Determination of Roles and Duties of the Senior Minister in Charge of Inspection, followed by Sub-Decree No. 45 ANK.BK dated 30 May 1995 on the Establishment of the Royal Government's General Secretariat of Inspection to support the Senior Minister. Subsequently, the Ministry of National Assembly–Senate Relations and Inspection was established under Royal Kram No. NS/RKM/0699/05 dated 17 June 1999 and operationalized under Sub-Decree No. 67 ANK.BK dated 03 August 1999 on the Organization and Functioning of the Ministry of National Assembly–Senate Relations and Inspection. This Sub-Decree was then superseded by the Sub-Decree No. 03 ANK.BK dated 12 January 2015, which established the National Institute for Inspection that mandated to provide inspection-related training and capacity-building at various levels for civil servants, members of the armed forces, and students.

Under the 7<sup>th</sup> Legislature of the National Assembly, the Ministry of National Assembly–Senate Relations and Inspection was restructured as the Ministry of Inspection under Royal Kram No. NS/RKM/1023/019 dated 5 October 2023, promulgating the Law on the Establishment of the Ministry of Inspection. Aligning with broader public administration reform, the Ministry of Inspection then conducted a comprehensive functional analysis and reviewed its Phase 1 organizational structure, culminating in the adoption of Sub-Decree No. 06 ANK.BK dated 13 January 2025 on the Organization and Functioning of the Ministry of Inspection, which redefined its roles and responsibilities, and operational framework in line with the Royal Government's reform agenda.

## **Section 2: Progress**

### **I. Inspection**

Inspection is one of the four core mandates of the Ministry of Inspection and serves as a vital mechanism for promoting good governance, enhancing the quality of public administration and strengthening national development by improving efficiency, integrity, and ethical standards. The Ministry of Inspection has conducted numerous inspections across ministries, institutions and sub-national entities, identifying shortcomings and recommending

appropriate corrective actions, including: (1) disciplinary measures against civil servants at all levels for administrative and professional misconduct, and in cases involving serious offenses—such as forest crimes, fishery violations, and destruction of mineral resources—these were referred to judicial authorities for prosecution; (2) recovery and reimbursement of state resources in cases involving exploitation of public property, misappropriation of state revenue, and expenditure outside legally approved frameworks; (3) enforcement of contractual obligations for economic land concession companies, including financial dues owed to the state; (4) recommendations to ministries and institutions to perform their responsibilities within the limits of their legal mandates, manage state budgets in compliance with national financial policies, and optimize the collection of both financial and non-financial revenues; (5) implementing strict measures to recover longstanding debts owed to the state by various individuals and entities; (6) attention to improving the quality, accessibility and responsiveness of public services delivered to citizens; and (7) oversight of the management and maintenance of state properties, in alignment with the Royal Government’s directives, and issuance of formal notices to institutional leaders, suggesting them to take corrective actions based on inspection findings. As a result of these inspections, most ministries and institutions demonstrated willingness to fulfilling their duties and responsibilities in accordance with relevant laws and regulations, and took actions within their respective jurisdictions to improve legal compliance, enhance public service delivery processes, and reinforce their operational systems. In addition to promoting good governance and upholding ethical standards in public administration, the inspection sector has also contributed to improving the effectiveness of national budget utilization and increasing state revenue.

## **II. Dispute Resolution (Ombudsman)**

The Ministry of Inspection is mandated to receive, review and resolve appeals and complaints lodged against legal entities and individuals under the jurisdiction of the Royal Government. These complaints may arise from unresolved issues or from the failure of competent authorities to take timely action. Complaints are received through various channels, including in-person submissions, media coverage, digital platforms, anonymous reports, and other accessible means. Upon receipt, the Ministry conducts thorough investigative research, seeks resolutions, or refers the matters to the relevant ministries or competent institutions for appropriate action. This function enables the Ministry of Inspection to serve as a key mechanism in addressing grievances raised by citizens, legal entities, and individuals, thereby contributing to the reduction of disputes being escalated to the court system. To date, the Ministry of Inspection has received a total of 1,011 complaints (excluding those submitted to municipal and provincial Departments of Inspection). Of these, 130 complaints were archived,

412 were referred to other competent institutions, 2 are currently pending decisions from the ministerial leadership, and the remaining 467 complaints fell under the direct jurisdiction of the Ministry of Inspection. Among the 467 directly handled cases, the Ministry has successfully resolved 181 complaints, including those that were complex and longstanding, or identified as being politically motivated or inciteful in nature, with some posing harm to society. These efforts have played a significant role in preventing and addressing abuse of power and institutional inaction, with the overarching aim of strengthening ethical standards in public administration, promoting transparency and accountability, and advancing good governance and social justice. This has been achieved through the application of effective dispute resolution mechanisms, particularly reconciliation and peaceful settlement, in line with the Royal Government's win-win policy and strategic visions. In essence, the Ministry has successfully resolved numerous complex and longstanding complaints, including cases that had persisted for years and those that had previously undergone through both the judicial system and alternative non-judicial resolution mechanisms.

### **III. Regulatory Compliance**

The Ministry of Inspection is mandated to monitor the enforcement of laws, legal instruments, directives, recommendations, and other decisions issued by the Head of the Royal Government. This oversight function applies to ministries, institutions, equivalent public bodies, public administrative establishments, public enterprises, and sub-national administrations.

In executing this mandate, the Ministry has carried out several legal compliances monitoring activities, including: (1) reviewing the management of checkpoint offices at international border gates, bilateral and border zone areas, and maritime harbor gates in six provinces. As a result, some checkpoint offices have been newly constructed, while others were suspended following the issuance of Sub-Decree No. 64 ANK.BK dated 09 July 2001. The review also identified legal documents that either contradicted Sub-Decree No. 64 or were unsuited to the current context, warranting further study and revision; (2) monitoring the implementation of economic land concessions and relevant legal instruments across 138 locations in five provinces. The review found a mix of compliance and non-compliance. Some companies did not (2.1) complete the conversion of public state land to private state land; (2.2) register state private land; (2.3) revise their investment contracts to reflect the 50-year term; (2.4) submit their updated master plans; (2.5) conduct comprehensive environmental and social impact assessment; (2.6) pay annual concession or land fees; (2.7) install informational billboards at concession entrances or along national roads; (2.8) sign contracts with the Ministry of Agriculture, Forestry and Fisheries; nor (2.9) submit annual action plans to the

Ministry of Agriculture, Forestry and Fisheries. On the other hand, some projects were delayed or inactive; (3) following up on Samdech Moha Borvor Thipadei Prime Minister’s high-level directives as of 14 February 2024, which instructed all capital and provincial governors to immediately inspect and shut down illegal gambling sites, with further directive to take swift action and report directly to him in cases of continued operations, the Ministry monitored 29 locations in three provinces and identified several issues, including redundancy among officials at checkpoint offices and a lack of coordination between the National Police and Customs in inspecting goods and passengers. In addition, certain economic land concession companies continued to exhibit legal and operational deficiencies. Following these monitoring activities, the Ministry of Inspection issued official notifications and recommendations to relevant ministries and institutions to address the identified shortcomings. These efforts aim to strengthen the enforcement of laws and legal instruments and enhance compliance across public and private sectors.

#### **IV. Public Legal Awareness**

Public legal awareness is a key component of the Ministry of Inspection’s contribution to human resource development and the strengthening of legal compliance across the Kingdom of Cambodia. In collaboration with relevant ministries, institutions, entities, and local authorities, the Ministry seeks to promote legal literacy and good governance among the general public, civil servants, local authorities, and other relevant stakeholders. From 2019 to 2024, the Ministry conducted a total of 738 legal awareness sessions, reaching 234,544 participants. In addition, it received and responded to 23,760 legal inquiries. To further enhance outreach, the Ministry produced short informational videos covering 23 legal topics in a question-and-answer format, which were disseminated via television and social media platforms, garnering a total viewership of 43,169. In parallel, the Ministry organized 251 public forums across the capital, provinces, towns, districts, khans, communes, and sangkats, engaging 57,486 participants. These forums served as interactive platforms for raising awareness, listening to public concerns, and gathering feedback, which were linked to the Ministry’s complaint resolution function, helping to address grievances involving public and private legal entities in line with the Royal Government’s policies.

To ensure effectiveness, the Ministry of Inspection also conducted surveys, situational analyses, and assessments to evaluate the legal knowledge levels before and after each awareness session. In 2024 alone, **15 legal awareness sessions** reached **5,603 participants**, while **12 public forums** were conducted across six provinces, involving **2,384 participants**. Overall, the legal awareness sessions and public forums conducted by the Ministry have significantly improved public understanding, particularly in vulnerable or high-risk areas, of

governance-related laws, programs and policies that affect their daily lives. Moreover, they have contributed to reducing violence, preventing human rights violations, and promoting active citizen participation in addressing legal and administrative challenges.

## **V. Regulatory Environment**

Since 1994, the legal and regulatory framework governing Cambodia's inspection sector has evolved significantly, shaped by the adoption of key legal instruments and reforms, including (1) Sub-Decree No. 30 ANK.BK dated 01 July 1994 on the Determination of Roles and Duties of the Senior Minister in Charge of Inspection; (2) Sub-Decree No. 45 ANK.BK dated 30 May 1995 on the Establishment of the Royal Government's General Secretariat of Inspection; and later, the Prakas No. 132 Pr.K.A.Th.K dated 12 October 1995 on the Determination of Roles, Duties, and Authorities of the Royal Government's Inspection Entity and Its Assisted Inspection Group; (3) Sub-Decree No. 80 ANK.BK dated 30 December 1998 on the Transfer of the Royal Government's State Secretariat of National Assembly Relations and the General Secretariat of Inspection to the Supervision of the Ministry of National Assembly Relations and Inspection; (4) Royal Kram No. NS/RKM/0699/05 dated 17 June 1999 promulgating the Law on the Establishment of the Ministry of National Assembly–Senate Relations and Inspection; (5) Sub-Decree No. 67 ANK.BK, dated 03 August 1999 on the Organization and Functioning of the Ministry of National Assembly–Senate Relations and Inspection. As a result, the Ministry issued Prakas No. 024/01 T.R.P.A.Pr.K, dated 06 December 2001 on the Determination of Roles and Responsibilities of Bureaus of the Ministry of National Assembly–Senate Relations and Inspection; Prakas No. 044/05 T.R.P.A.Pr.K, dated 25 August 2005 on the Determination of Roles and Responsibilities of Municipal–Provincial Departments of National Assembly–Senate Relations and Inspection; Prakas No. 081/07 T.R.P.A.Pr.K dated 13 June 2007 on the Organization and Functioning of the Internal Audit Department; Prakas No. 078/08 T.R.P.A.Pr.K, dated 20 June 2008 on the Code of Conduct for Inspection Civil Servants of the Ministry of National Assembly–Senate Relations and Inspection; Decision to establish a Working Team responsible for preparing a draft Law of Inspection; (6) Sub-Decree No. 03 ANK.BK dated 12 January 2015 on the Organization and Functioning of the Ministry of National Assembly–Senate Relations and Inspection, which replaced Sub-Decree No. 67 ANK.BK dated 03 August 1999. Under the new Sub-Decree, the Ministry issued a Decision on the Establishment of a Legislative and Legal Document Drafting Team, which have completed the Internal Rules for the Delegation of Inspection and Monitoring of Legal Compliance No. 596/15 T.R.P.A.RK dated 02 September 2015 Prakas No. 069/15 T.R.P.A.Pr.K dated 30 September 2015 on the Adjustment of Department Names under the Inspection General Department and the Allocation of Inspection Sectors at the

National and Sub-National Levels, Prakas No. 073/15 T.R.P.A.Pr.K dated 18 November 2015 on the Organization and Functioning of Offices under the Department of National Assembly–Senate Relations and Inspection; Prakas No. 074/15 T.R.P.A.Pr.K dated 18 November 2015 on the Organization and Functioning of Municipal–Provincial Departments of National Assembly–Senate Relations and Inspection; Prakas No. 083/17 T.R.P.A.Pr.K dated 25 December 2017 on the Organization and Functioning of the National Institute of Inspection, and Prakas No. 070/18 T.R.P.A.Pr.K dated 27 August 2018 on the Use of the Stamp and Logo of the National Institute of Inspection of the Ministry. (7) In order to address role duplication and clarify the functional scope of inspection and internal audit institutions, the Royal Government issued Sub-Decree No. 168 ANK.BK dated 8 October 2020 on the Functions and Tasks of Internal Audit and Inspection. This sub-decree authorized the Ministry to conduct inspections across all sectors based on a seven-point approach and expanded responsibilities beyond those outlined in Sub-Decree No. 03 ANK.BK dated 12 January 2015. (8) The Royal Kram No. NS/RKM/1023/019 dated 5 October 2023 promulgating the Law on the Establishment of the Ministry of Inspection restructured the Ministry of National Assembly–Senate Relations and Inspection into the Ministry of Inspection; (9) Sub-Decree No. 319 ANK.BK dated 26 October 2023 on the Logo and Stamp of the Ministry of Inspection; (10) Sub-Decree No. 06 ANK.BK dated 13 January 2025 on the Organization and Functioning of the Ministry of Inspection.

The Ministry of Inspection has been actively developing and revising legal documents and related instruments to modernize and strengthen the inspection system, including (1) Draft Sub-Decree on the Establishment of Municipal–Provincial Departments of Inspection; (2) Draft Sub-Decree on the Organization and Functioning of the Municipal–Provincial Departments of Inspection; (3) Draft Prakas on the Organization and Functioning of Subordinated Offices of the Ministry of Inspection; (4) Draft Prakas on the Division of Sectoral Ministries and Institutions for Inspection, and the Determination of Competence of the Department of Law Enforcement Monitoring under the Supervision of the General Department of Inspection; (5) Draft Prakas on the Logo and Stamp of the National Institute of Inspection; (6) Draft Instructions on the Use of the Stamp and Logo of the Municipal–Provincial Departments of Inspection; (7) Draft Concept Paper on Inspection; (8) Draft Internal Regulations for the Delegation of Inspection and Monitoring of Law Enforcement; (9) Draft Prakas on the Professional Code of Conduct for Inspection Officials; (10) Draft Prakas on Inspection Procedures and Monitoring of Law Enforcement; and (11) Draft Law on Inspection.

At the Ministry of Inspection’s 2023 Annual Work Assembly held on 13 February 2024, **Samdech Moha Borvor Thipadei HUN Manet, Prime Minister of the Kingdom of**

**Cambodia**, issued key strategic recommendations, including that (1) the Ministry of Inspection must finalize the full set of legal documents to support the inspection sector, prioritizing the Sub-Decree on the Organization and Functioning of the Ministry of Inspection and the Draft Law on Inspection within 2024; (2) the Ministry of Inspection should assess the need to amend or replace the Law on Appeals and the Law on Defamation; (3) the Ministry of Justice, the Board of Lawyers of the Office of the Council of Ministers, and other relevant institutions are to actively collaborate in accelerating the Ministry of Inspection’s legal drafting process, aligning with national priorities and societal needs.

## **VI. Institutional Capacity**

During the Closing Ceremony of the 2023 Annual Work Assembly, **Samdech Moha Borvor Thipadei HUN Manet, Prime Minister of the Kingdom of Cambodia**, also provided key strategic recommendations focused on institutional strengthening and human capital development. In particular, he underscored the critical importance of enhancing officials’ capacity, fostering ethical awareness, and upholding a professional code of conduct across the Ministry.

In alignment with these directives, the Ministry of Inspection has undergone structural reforms, resulting in a more streamlined and functional organization comprising 3 General-Departments, 15 departments, National Institute of Inspection, and 25 Municipal and Provincial Departments of Inspection.

As of June 2024, the Ministry employs 810 officials, an increase from **765 officials in 2015**, representing a **5.88% growth** over the past decade. The current distribution includes 464 officials at the national level, and 346 officials at the municipal and provincial levels. Despite this growth, the Ministry has not recruited new officials over the past five years, and the existing workforce—while predominantly composed of leaders and officials aged between 31 and 50 holding bachelor’s or master’s degrees—still faces gaps in technical competencies and specialized skills necessary to fully meet operational demands. To address these gaps, the Ministry has placed significant emphasis on capacity-building and professional development, both domestically and internationally. As of early 2025, 347 leaders, officials, and staff members have participated in domestic training programs, and 410 have engaged in international study tours and training programs, particularly in the People’s Republic of China, the Republic of India, and the Socialist Republic of Viet Nam, as part of ongoing international cooperation and knowledge-sharing initiatives. The National Institute of Inspection has played a central role in building institutional capacity. Between 2018 and 2024, the Institute organized 31 training courses, benefiting a total of 906 participants from ministries, institutions, and entities operating at both national and sub-national levels.

## VII. Partnerships

The Ministry of Inspection has actively promoted and strengthened both national and international cooperation with ministries, institutions, development partners, and foreign counterparts to enhance human capital, facilitate meaningful exchanges of best practices, and promote mutual learning and practical excellence in inspection sector. In 2024 alone, the Ministry's leaders held 38 official meetings with ambassadors and international guests at the Ministry, underscoring its commitment to deepening international engagement.

The Ministry maintains cooperative relations with several countries and organizations. (1) With the Socialist Republic of Viet Nam, through its partnership with the Government Inspectorate, the Ministry has conducted 14 official visits to Viet Nam and hosted 11 reciprocal visits in Cambodia. A total of 263 Cambodian officials have participated in training programs and study tours in Viet Nam, including 17 Training-of-Trainers (ToT) courses. Cambodia has also taken part in three Viet Nam–Cambodia Joint Commission meetings focused on inspection-related matters. (2) With the National Supervisory Commission of the People's Republic of China and the Central Commission for Discipline Inspection of the Chinese Communist Party, under which 15 Cambodian officials participated in training programs in China, focusing on inspection and supervision. High-level delegation exchanges have taken place, including a significant visit in 2017 led by **Samdech Kittisangahapundit MEN Sam An, Deputy Prime Minister**, to meet with the Central Commission for Discipline Inspection to promote and strengthen bilateral cooperation between the inspection institutions of both countries. This cooperation has also included financial and material support from China, as well as Cambodia's participation in international conferences hosted by Chinese institutions. The Ministry is currently working on drafting the content of a new Memorandum of Understanding to be signed with the National Supervisory Commission at an appropriate time. (3) With the Republic of India, the Ministry has sent 40 inspection officials to attend training courses on Public Policy and Governance for Civil Servants and Audit Performance, thereby broadening the professional exposure of its personnel.

In addition to bilateral partnerships, the Ministry of Inspection has strengthened its collaboration with national institutions and international organizations. Leaders and officials have participated in various training programs and workshops organized by the Royal School of Administration and the National Institute of Diplomacy and International Relations under the Ministry of Foreign Affairs and International Cooperation. The Ministry has also signed Memoranda of Understanding with several institutions, including Preah Keto Mealea Hospital, the Ministry of Post and Telecommunications, the Ministry of Information, the National Institute of Diplomacy and International Relations, the Royal School of Administration under

the Ministry of Civil Service, and the Bar Association of the Kingdom of Cambodia. To support language and communication skills, 69 civil servants have been sent to study English at the Mekong Dialogue Institute and Chinese at the Confucius Institute of the Royal Academy of Cambodia. The Ministry's officials have also participated in two training courses organized by The Asia Foundation, attended two consultative meetings with the United Nations Development Programme (UNDP), and taken part in two discussion sessions with Oxfam.

### **VIII. Digital Capacity**

Although a fully structured digital framework has yet to be finalized, the Ministry of Inspection has taken significant steps toward digital transformation by establishing a dedicated digital working group that has spearheaded various notable achievements, including (1) the development of the Ministry's official website ([www.inspection.gov.kh](http://www.inspection.gov.kh)), which incorporates an ombudsman function; (2) the creation of the Ministry of Inspection's mobile application for smartphones and smart devices; (3) the implementation of key digital infrastructure standards, such as the installation of internet lines and network connections at the Ministry; (4) the installation of digital equipment including LED display screens, surveillance cameras, and LCD televisions to share meeting schedules and work updates. A Hotline (1268) has also been set up to facilitate public inquiries and complaint submissions, while servers have been installed to support data storage and distribution, and systems for virtual meetings have been established to modernize internal and external communications.

In collaboration with the Ministry of Post and Telecommunications, and through the implementation of the Memorandum of Understanding, the Ministry of Inspection has further advanced its digital infrastructure, including (1) the launch of the document verification platform ([VERIFY.GOV.KH](http://VERIFY.GOV.KH)), which features standardized QR codes for document verification; (2) the establishment of digital infrastructure and distribution of internet connectivity at the Ministry; (3) the establishment of a data center room to serve as a central hub for managing information technology, internet services, and database systems; (4) the installation of additional internet equipment, including a main server and a sub-server; (5) the deployment of 74 Wi-Fi routers and 119 internet access points throughout all buildings and rooms. In addition, the Ministry of Inspection has received one server and 187 computers (comprising 100 laptops and 87 desktops) from the Ministry of Post and Telecommunications. Secure user accounts have also been configured for leadership and civil servants to safeguard digital operations and ensure the efficient functioning of these systems.

### **Section 3: Challenges**

Despite notable progress and accomplishments in recent years, the inspection sector continues to face a series of persistent challenges and institutional shortcomings that hinder its

effectiveness. Among these are (1) a limited understanding among certain ministries and institutions regarding the roles, responsibilities, and hierarchical structure of the inspection teams; (2) the continued issuance of legal documents by some ministries and institutions that conflict with or encroach upon the jurisdiction of the Ministry of Inspection; (3) inadequate cooperation from inspected ministries, institutions, and entities, particularly in enforcing inspection findings and ensuring legal compliance; (4) lack of systematic monitoring and review mechanisms for inspection reports and follow-up on compliance outcomes; (5) absence of systematic monitoring mechanisms for inspection reports and follow-up on compliance outcomes, along with the absence of oversight of inspection functions carried out within individual ministries and institutions; (6) lack of a unified inspection plan aligned with the “7-Point Approach” to facilitate coordination across the national inspection framework; (7) the current complaint resolution mechanism does not adequately reflect the realities and complexities of the case received; (8) insufficient cooperation from relevant stakeholders in resolving complaints; (9) limited efforts in legal awareness assessment and weak public engagement; (10) unclear guidelines for determining legal documents, themes, and objectives in public legal education; (11) low levels of public participation and understanding; (12) a shortage of skilled personnel, gaps in professional ethics and disciplinary standards; (13) lack of legal and regulatory documents needed to support effective operations; (14) weak monitoring and evaluation (M&E) system for measuring work performance and results; (15) limited resources to motivate and incentivize officials; (16) budgetary constraints that do not match the Ministry’s operational scope and responsibilities; (17) inadequate digital infrastructure; (18) limited national and international cooperation and support; (19) training programs that fail to meet practical needs and field realities; (20) the complex and time-consuming nature of inspection missions, which often extend beyond the nine nights and ten days prescribed by existing regulations, further straining capacity.

Among these, certain challenges critically affect leadership and management and therefore require urgent, systematic solutions. Since the Ministry of National Assembly–Senate Relations and Inspection’s establishment in 1999, the execution of inspection duties has primarily relied on the Sub-Decree on the Organization and Functioning of the Ministry without a comprehensive legal framework. This absence has severely impeded the Ministry’s ability to implement core responsibilities effectively—particularly in inspection, complaint resolution, compliance monitoring, and legal awareness. Although the drafting of the Law on Inspection began in 2009 with inputs from relevant ministries and institutions, it has yet to materialize into a finalized legal instrument. Meanwhile, various ministries and institutions have continued to issue legal documents independently, granting themselves inspection

authority under their own sectoral laws, leading to overlapping mandates and undermining the Ministry's legally established role as outlined in the Sub-Decree on the Organization and Functioning of the Ministry. There is currently no effective mechanism to reconcile these overlapping jurisdictions or prevent potential abuse of inspection powers.

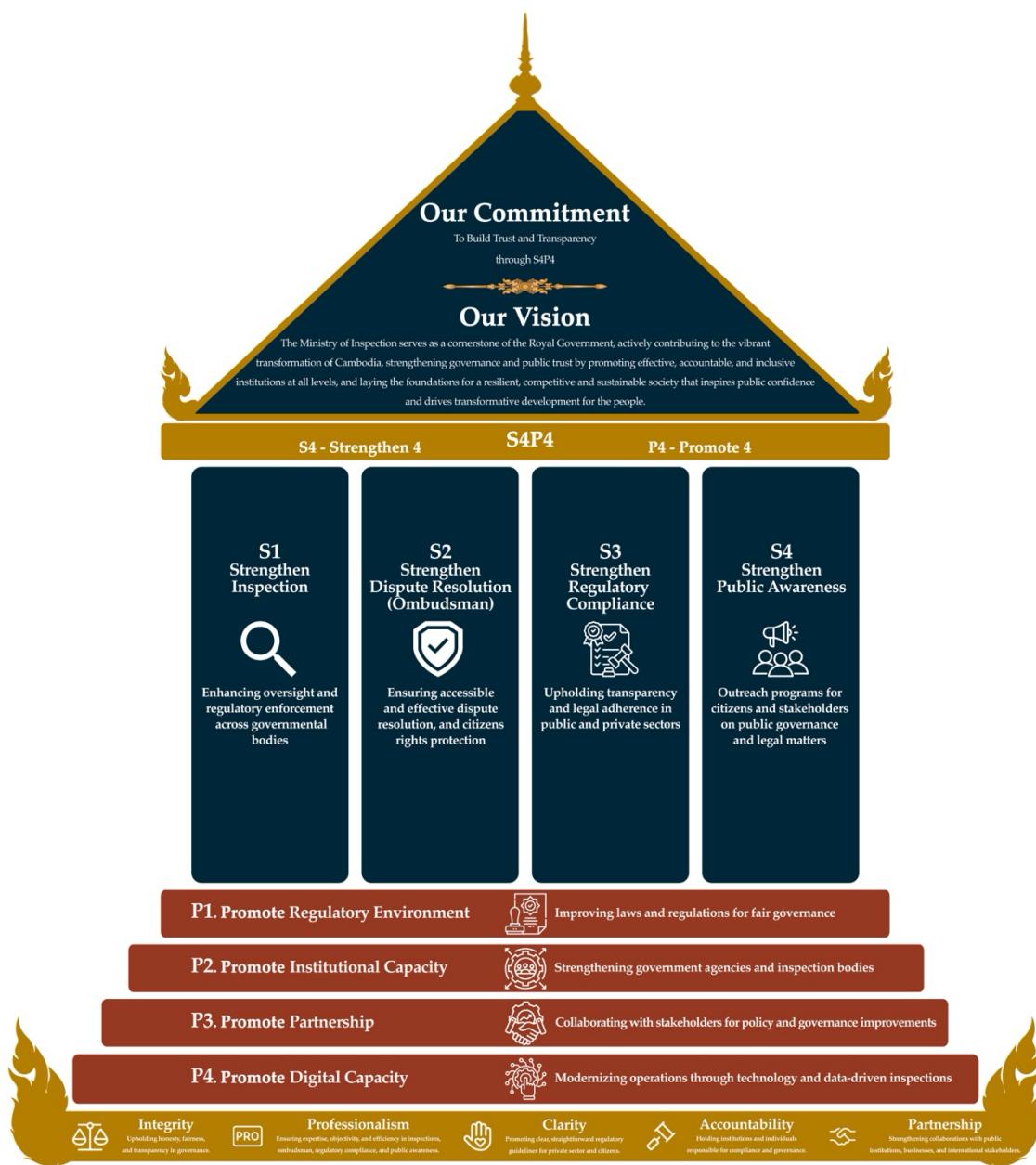
In practice, some ministries and institutions have demonstrated reluctance to the Ministry's inspection delegations by delaying engagement, withholding or providing incomplete documentation, or erecting procedural barriers that obstruct inspection. There have also been cases where the heads of inspected entities refused to acknowledge reports, particularly those identifying serious irregularities, or delayed their responses to inspection and compliance monitoring reports. Communication and coordination among inspection authorities at the government, ministerial, institutional, and sub-national levels remain limited, which further undermines the effectiveness of inspection work.

Complaints submitted by the public are often complex, protracted, and difficult to resolve, especially in (a) complaints involving officials who produced irregular or fraudulent documents; (b) individuals who have repeatedly exploited the prevailing mindset of “winners gain land, losers gain money”; and (c) involved parties who have avoided providing clarifications, failed to respond to official invitations, or deliberately evaded appearances before the Ministry's inspection delegations. The complaint resolution process is further hampered by the inability to reach key witnesses or gather reliable evidence, particularly when complainants or witnesses have relocated, migrated abroad, become untraceable, or are incapacitated due to age or illness. Some institutions and local authorities have also demonstrated inadequate cooperation, such as delays in replying to complaints forwarded by the Ministry or failure to provide documentation and meet with inspection delegations.

Finally, the Ministry currently lacks a mechanism to reward and motivate inspection officials who have successfully recovered state assets or rectified public financial losses caused by dishonest officials. These gaps in incentive structures not only affect morale but also weaken the overall enforcement and impact of the inspection system.

## CHAPTER 4

### MECHANISM AND STRATEGIC SOLUTION MEASURES



To achieve the Ministry of Inspection's long-term vision of leading and managing the inspection sector of the Kingdom of Cambodia, and to respond effectively to the challenges previously identified, the Ministry of Inspection has launched the “**S4P4**” Strategy, which is aligned with the broader goals of the Royal Government’s Pentagonal Strategy – Phase 1 under the 7th Legislature of the National Assembly. The “**S4P4**” Strategy underscores the Ministry’s commitment to delivering targeted, practical, and results-oriented reforms in the areas of inspection and governance.

Designed as a long-term roadmap, the “**S4P4**” Strategy aims to bolster Cambodia’s institutional resilience and societal competitiveness while strengthening the effectiveness, accountability, and inclusivity of public institutions and ensuring justice, transparency, and good governance throughout all levels of administration. At its core, the strategy seeks to build and reinforce public trust in public institutions through four overarching strategic objectives: (1) Deter non-compliance behaviors by fostering a culture of law enforcement and good governance, thereby reducing governance abuses, (2) Identify institutional deficiencies, irregularities, and inaction that hinder compliance and enforcement, (3) Delay enforcement actions judiciously, granting institutions adequate time and guidance to address and rectify identified shortcomings, irregularities and inaction in law implementation and governance practices, and (4) Respond with solutions that are fair, transparent, effective, and timely in addressing governance-related challenges. In addition, the “**S4P4**” Strategy is anchored in five core values, which serve as guiding principles for its implementation: (1) Integrity – Upholding honesty, fairness, and transparency in all aspects of governance, (2) Professionalism - Ensuring high standards of conduct and efficiency in inspections, dispute receptions and handling, regulatory compliance enforcement, and public outreach, (3) Clarity - Promoting regulatory guidelines to improve understanding among citizens and the private sector, (4) Accountability - Holding institutions and individuals responsible for compliance and fostering a culture of responsibility in governance, and (5) Partnership – Strengthening collaboration with public institutions, private sector, and international stakeholders.

The “**S4P4**” Strategy sets out clear strategic goals, key measures, and priority actions as follows:

## **I. Strengthening Inspection**

Inspection is a complex and demanding task that necessitates a high level of competence, integrity, relevant experience, and technical expertise to objectively from officials. To carry out inspection work effectively, inspectors must be not only well-versed in legal principles and facts-based analysis, but also demonstrate thoughtfulness, diligence, intelligence, and a commitment to public service. Their work must be grounded in structured programs and action plans, and it depends heavily on the cooperation of ministries, institutions, and sub-national administrative bodies. For inspection to be conducted sustainably, efficiently, and with a high degree of public trust and accountability, a clear, comprehensive, and context-specific legal framework is essential. Equally important is the continuous development of civil servants through holistic training that equips them with the necessary skills, ethical grounding, and confidence to execute their duties based on rule-based reasoning and analytical clarity.

In response to these demands, the Ministry of Inspection has introduced a comprehensive strategy to enhance the inspection system with the aim of promoting integrity within public administration. The strategy emphasizes the importance of consolidating management mechanisms, improving public service delivery, providing merit-based incentives, and enforcing strict disciplinary and legal measures against public officials who violate professional ethics or abuse their authority. Within this strategy, the Ministry has outlined six strategic goals: (1) to enhance the effectiveness of inspection by deepening the understanding of on-the-ground situations, strengthening collaboration with relevant stakeholders, upholding and reinforcing the professional ethics of inspection officials, and streamlining inspection procedures; (2) to improve the effectiveness in issuing and monitoring the execution of corrective notices, including supervising and reminding relevant parties about the Royal Government's decisions on inspection outcomes, as well as directives issued by the Ministry of Inspection to inspected ministries and institutions; (3) to promote stronger cooperation and active engagement with inspection units across ministries and institutions, including developing related policies and procedures, establishing shared standards and technical guidelines, offering training and experience-sharing, and organizing quarterly and annual meetings and joint inspections; (4) to clearly define mandates, responsibilities, and hierarchical structures of inspection bodies to avoid overlaps and promote greater coherence and coordination within the inspection sector; (5) to advocate for robust systems to monitor and review inspection findings, as well as establishing mechanisms to oversee and supervise the inspection functions of ministries and institutions using specific indicators and assessment frameworks to uphold accountability, integrity, and good governance; and (6) to develop joint annual inspection plans with relevant ministries and institutions, to be submitted for approval by the Head of the Royal Government, aiming to eliminate duplication of efforts and ensure alignment with the 7-point approach guiding the inspection sector.

## **II. Strengthening Dispute Resolution (Ombudsman)**

The Ministry has introduced a strategy to strengthen dispute resolution mechanisms, with the overarching goal of promoting good governance, transparency, accountability, integrity, and cleanliness within public institutions, while also advancing social justice. This strategy is designed to address appeals and complaints lodged against public officials and legal entities falling under the jurisdiction of the Royal Government, including cases of administrative inaction. In doing so, it contributes to reinforcing the rule of law, supporting sustainable development, and safeguarding the rights and interests of citizens and the public at large. The strategy identifies two core strategic goals: (1) to enhance mechanisms for receiving appeals and complaints from all sources, particularly through both online platforms and in-

person channels. This includes increasing public awareness about the Ministry's complaint handling and resolution mechanism, strengthening the capacity of officials responsible for handling complaints, and ensuring a welcoming and comfortable environment for complainants to voice their concerns; (2) to streamline procedures for resolving complaints by reinforcing mechanisms that monitors the implementation of decisions resulting from complaint resolutions, and ensuring the active cooperation of all relevant stakeholders throughout the resolution process.

### **III. Strengthening Regulatory Compliance**

The Ministry has launched a regulatory compliance monitoring initiative with the objective of strengthening the enforcement of laws, legal instruments, directives, recommendations, and decisions issued by the Head of the Royal Government. This initiative plays a key role in promoting governance, transparency, and accountability within public institutions and enhancing the overall performance of the civil service. Under this initiative, the Ministry has outlined three strategic goals: (1) to strengthen regulatory compliance by developing operational procedures for systematic monitoring, conducting structural follow-ups on legal compliance, and formulating action plans to enhance the enforcement of legal obligations, enhancing the effectiveness of compliance oversight and reinforcing the professional ethics of compliance monitoring officials; (2) to improve the issuance and enforcement of corrective notices by strengthening the implementation of decisions through active supervision, timely reminders, and follow-ups to ensure that directives from the Royal Government and the Ministry are fully respected by ministries, institutions, and entities at both national and sub-national levels; and (3) to develop mechanisms for monitoring and reviewing reports related to regulatory compliance, thereby ensuring that institutions are held accountable and that principles of integrity and good governance are upheld.

### **IV. Strengthening Public Awareness**

The Ministry of Inspection has launched a strategy to strengthen public awareness with the objective of enhancing the effectiveness and efficiency of legal outreach through targeted campaigns and public forums, while also fostering citizen engagement and gathering feedback. To implement this strategy, the Ministry has outlined five strategic goals: (1) to strengthen collaboration with relevant ministries, institutions, and stakeholders to promote broader public awareness campaigns that reach diverse segments of the population; (2) to enhance communication and cooperation with ministries and institutions to ensure public forums are not only well-organized but also responsive to the actual concerns and needs of citizens; (3) to improve the analytical, monitoring, and evaluation processes associated with public legal awareness activities, including conducting surveys to assess impact and effectiveness; (4) to

carefully select legal topics, instruments, and priority areas to ensure that dissemination activities are meaningful, raise legal literacy, and allow space for communities to express their views and recommendations; and (5) to expand the scope and reach of legal awareness efforts by employing tailored and accessible communication methods that effectively convey the importance of legal norms, particularly to specific and underserved audiences.

## **V. Promoting Regulatory Environment**

In line with the high-level directive of **Samdech Moha Borvor Thipadei HUN Manet, Prime Minister of the Kingdom of Cambodia**, to improve leadership and management within the inspection sector, the Ministry has adopted a strategic approach to strengthening the legal and regulatory foundation of inspection. This strategy reflects the Ministry's commitment to developing an effective, high-quality, and harmonized inspection mechanism across the public administration, with the overarching aim of ensuring good governance, transparency, and accountability. It focuses on reinforcing research, legal drafting, and the establishment of procedures, rules, and standards that comprehensively support the Ministry's mandate across all levels, while fostering a culture of active engagement, proactiveness, and interactivity. To implement this strategy, the Ministry of Inspection has identified two strategic goals: (1) strengthening the legal drafting mechanism by organizing regular meetings to evaluate research, assess data collection processes, and review drafting documents, while mobilizing both financial and technical assistance and encouraging close cooperation with ministries, institutions, and relevant stakeholders to address challenges and accelerate the legal drafting process; and (2) finalizing draft laws and legal documents to ensure that the regulatory framework governing the inspection sector is consistent, effective, and harmonized. In support of these goals, the Ministry of Inspection has introduced several key measures, including the establishment of a solid and integrated organizational structure, supported by human resources, budget allocations, and appropriate material incentives. The Ministry also aims to advance research efforts, promote cooperation with relevant stakeholders, and strengthen dissemination mechanisms and support systems. A central part of this effort involves developing an inclusive inspection policy that is widely accepted by stakeholders and grounded in realistic reforms based on research, institutional experience, and the broader policy context of the Royal Government. Additionally, the Ministry is committed to prioritizing the development of legal instruments that support its core functions—including inspection activities, complaint resolution, compliance monitoring, and public legal awareness—thereby laying the foundation for a more coherent, efficient, and accountable inspection system.

## **VI. Promoting Institutional Capacity**

As part of the “S4P4” Strategy, the Ministry of Inspection has outlined four strategic goals aimed at transforming the Ministry into a solid, modern, and high-performing public institution that is capable, efficient, and responsive, including (1) strengthening job and functional analysis and restructure units under the Ministry’s supervision. It involves the promotion of institutional modernization, including equipping offices and conference halls with modern technology, establishing digital systems for document flow, improving workplace conditions, and encouraging official engagement in maintaining environmental cleanliness and hygiene. Additional reforms include revising internal regulations, enhancing security and order, establishing day-nursing facilities, and reinforcing follow-up, monitoring, and evaluation systems to ensure responsive and accountable administration; (2) optimizing the management and utilization of human resources, including the development and implementation of systems for maintaining accurate and updated databases for officials (covering attendance, salary, ID cards, etc.), managing administrative adjustments, improving the delegation of roles and responsibilities and conducting comprehensive human resource planning to ensure optimal workforce allocation aligned with the Ministry’s evolving strategic needs; and (3) developing a skilled and ethical workforce by strengthening training programs tailored to real-world needs, with a focus on legal compliance, adherence to the civil service code of conduct, and ethical behavior. Mechanisms to address misconduct and disciplinary issues will also be improved to uphold accountability and reinforce integrity across the Ministry; (4) strengthening mechanisms for evaluating job performance and promoting merit-based incentives. Performance evaluation-based system serves as a foundation for both rewards and disciplinary action, ensuring transparency and fairness. The Ministry also aims to create an improved incentive system that recognizes and motivates outstanding officials, which may include promotions, certificates of recognition, overseas training opportunities, salary grade adjustments, marriage and sick-leave allowances, and a reformed, transparent rewards structure that spans all levels and entities within the Ministry.

## **VII. Promoting Partnerships**

The success of the Ministry’s cooperation and partnership efforts largely depends on the active, proactive, and interactive strategies designed to foster trust and promote effective engagement with relevant stakeholders. Under its partnership promotion strategy, the Ministry of Inspection has identified three strategic goals: (1) to promote and strengthen collaboration with ministries and institutions, particularly with which it has formalized cooperation through Memoranda of Understanding (MoUs), such as the Ministry of Post and Telecommunications; the National Institute of Diplomacy and International Relations of the Ministry of Foreign

Affairs and International Cooperation; the Ministry of Information; the Royal School of Administration under the Ministry of Civil Service; the Bar Association of the Kingdom of Cambodia; and Preah Keto Mealea Hospital; (2) to enhance regional and global cooperation through the continued implementation of the MoU with the Socialist Republic of Viet Nam, preparation to sign an MoU with the People's Republic of China, and ongoing efforts to foster cooperation with the Republic of India, the Kingdom of Thailand, the Republic of Indonesia, the Republic of the Philippines, the Republic of Hungary, the Republic of Türkiye, Japan, the Republic of Korea, and the Republic of Singapore; and (3) to promote collaboration with key partners such as the ASEAN Parties Against Corruption (ASEAN-PAC), the Southeast Asian Ombudsman Forum (SEAOF), and international organizations such as UNDP, The Asia Foundation, and other development partners.

### **VIII. Promoting Digital Capacity**

In alignment with the Royal Government's vision of building a modern, efficient, and smart public administration, the Ministry of Inspection has launched a comprehensive **Digital Transformation Strategy** to improve the effectiveness and efficiency of inspection operations, strengthen institutional performance, and ensure the Ministry's responsiveness to rapid advancements in digital technologies.

As part of this strategy, the Ministry of Inspection has identified three strategic goals: (1) developing and strengthening digital infrastructure, including the establishment of both hard and soft systems, such as the operationalization of the Department of Digital Transformation; installation of internet connections and network systems; distribution of information technology equipment; deployment of cybersecurity tools; and training programs and awareness campaigns for officials on the effective use of mobile applications and digital tools; development of standardized methods, procedures, and software application to support inspection work; and promotion of digital readiness across departments in alignment with the national digital government's policy; (2) enhancing the development of computer programs and smart technologies, including the expansion of digital infrastructure; establishment integrated systems for official data management, including personnel records, attendance, and administrative workflows; establishment of a digital document verification platform, such as verify.gov.kh; production of public awareness content on digital platforms; installation and maintenance of main data servers, internet distribution tools, and network infrastructure. This also includes the development of platforms for data management and conversion, as well as the implementation of four Royal Government platforms to be used within the Ministry of Inspection: the Public Data Platform: GO.GOV.KH, the Form Creation Platform: FORM.GOV.KH, the Multi-Submission Platform: NOMSA.GOV.KH, and the AI-based

Article-to-Audio Transformation Tool, to enhance operational efficiency. The Strategy also includes cybersecurity protection from potential cyberattacks by strengthening digital security infrastructure, building capacity among digital and IT personnel, reinforcing systems aligned with **national digital security standards** and deploying **technical equipment, monitoring tools, and security protocols** to prevent and respond to cyber threats; and (3) fostering digital innovation in the inspection sector, including partnering with national and international technology companies for research and development of digital technologies to support inspection work; supporting the establishment of research and development systems and innovation units within the Ministry; strengthening partnerships between research institutions, higher education institutions, and digital technology companies to advance innovation; and promoting a culture of creativity and innovation to develop digital solutions tailored to the needs of the inspection sector.

## CHAPTER 5

### ACTION PLAN 2025–2028

To ensure the successful and effective implementation of the “S4P4” Strategy, the Ministry of Inspection has developed a comprehensive and resulted-oriented action plan for 2025–2028, outlining strategic goals, key measures, specific measurable indicators, and priority activities, as described in the detailed “S4P4” strategy document.

## CHAPTER 6

### CONCLUSION

The inspection sector has undergone multiple phases of transformation, achieving major milestones that reflect the Royal Government’s commitment to governance reform. These achievements are the result of the unwavering dedication and tireless efforts of leaders and officials across generations. Yet, the sector continues to face complex challenges that require strategic and pragmatic responses, with the involvement of all relevant stakeholders. In response to these challenges, and in line with its mandate to lead and manage the inspection sector in the Kingdom of Cambodia, the Ministry of Inspection, under the visionary leadership of **H.E. SOK Soken, Minister of Inspection**, has developed and launched the comprehensive “S4P4” Strategy. Developed through a participatory process involving leaders and officials at all levels, this strategy presents a unified, interconnected action plan designed to address institutional and operational challenges in a systematic and results-driven manner. The successful implementation of this strategy demands the commitment, professionalism, and responsibility of officials, leaders, and technical staff across the Ministry and related entities. At the same time, the Ministry calls for continued support from the Royal Government and

strengthened cooperation with all relevant ministries, institutions, and development partners. This aligns with the directive of **Samdech Moha Borvor Thipadei HUN Manet, Prime Minister of the Kingdom of Cambodia**, who, during the Closing Ceremony of the Ministry of Inspection's 2023 Annual Work Assembly on 13 February 2024, emphasized that **“Inspection work is a critical task that reinforces four of the five reform approaches introduced by Samdech Techo: *mirroring, bathing, cleaning, and treating*. I urge all ministries and institutions to regard inspection not as a process of fault-finding, but rather as a constructive tool for monitoring and enhancing institutional performance. Accordingly, ministers, institutional leaders, and governors at both the provincial and municipal levels must fully cooperate with inspection officers and utilize inspection reports as key references for identifying areas of improvement and recognizing notable achievements.”**

In conclusion, the Ministry of Inspection plays a vital role in contributing to the Royal Government's Pentagonal Strategy – Phase 1, particularly in reinforcing good governance across national and sub-national institutions. As the lead government body in the inspection sector, the Ministry remains fully committed to actively, proactively and interactively implementing the “**S4P4**” Strategy to enhance efficiency, transparency, and accountability in public administration, while ensuring justice through effective dispute resolution and promoting legal awareness. Together, these efforts will contribute meaningfully to Cambodia's pursuit of inclusive, effective, and sustainable socio-economic development.

# Our Commitment

To Build Trust and Transparency

through S4P4

## Our Vision

The Ministry of Inspection serves as a cornerstone of the Royal Government, actively contributing to the vibrant transformation of Cambodia, strengthening governance and public trust by promoting effective, accountable, and inclusive institutions at all levels, and laying the foundations for a resilient, competitive and sustainable society that inspires public confidence and drives transformative development for the people.

S4 - Strengthen 4

S4P4

P4 - Promote 4

### S1 Strengthen Inspection



Enhancing oversight and regulatory enforcement across governmental bodies

### S2 Strengthen Dispute Resolution (Ombudsman)



Ensuring accessible and effective dispute resolution, and citizens rights protection

### S3 Strengthen Regulatory Compliance



Upholding transparency and legal adherence in public and private sectors

### S4 Strengthen Public Awareness



Outreach programs for citizens and stakeholders on public governance and legal matters

### P1. Promote Regulatory Environment



Improving laws and regulations for fair governance

### P2. Promote Institutional Capacity



Strengthening government agencies and inspection bodies

### P3. Promote Partnership



Collaborating with stakeholders for policy and governance improvements

### P4. Promote Digital Capacity



Modernizing operations through technology and data-driven inspections



Integrity  
Upholding honesty, fairness, and transparency in governance.



Professionalism  
Ensuring expertise, objectivity, and efficiency in inspections, ombudsman, regulatory compliance, and public awareness.



Clarity  
Promoting clear, straightforward regulatory guidelines for private sector and citizens.



Accountability  
Holding institutions and individuals responsible for compliance and governance.



Partnership  
Strengthening collaborations with public institutions, businesses, and international stakeholders.

ក្រសួងអធិការកិច្ច  
Ministry of Inspection

អភិវឌ្ឍន៍ ១២៦ ផ្លូវ ៣ សង្កាត់ទន្លេបាសាក់  
ខណ្ឌចំការមេន រាជធានីភ្នំពេញ

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សម្រាប់ទាញយកឯកសារ  
Access Documents



បណ្តាញគេលេក្រាមបេស់ក្រសួងអធិការកិច្ច  
Ministry of Inspection's Telegram



បណ្តាញសង្គមនកខេត្តមជ្ឈមន្ត្រី  
H.E. Minister Sok Soken