ក្រសួងអធិការកិច្ច
Ministry of Inspection

S4P4
Strategy



Kingdom of Cambodia
Nation Religion King



ក្រសួងអធិការកិច្ច

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PREFACE

His Excellency SOK Soken
Minister of Inspection

Through the profound sacrifice and visionary leadership of **Samdech Akka Moha Sena Padei Techo HUN Sen**, the architect and sole 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 and Rectangular Strategies over all four phases, Cambodia has achieved enduring peace, national unity, political stability, and comprehensive development in all sectors. Under the resolute leadership and long-term, pragmatic vision of **Samdech Moha Borvor Thipadei HUN Manet**, Prime Minister of the Kingdom of Cambodia, the Royal Government of the 7th legislature of the National Assembly has launched the Pentagonal Strategy - Phase 1, which aims to enhance employment, equity, efficiency, and sustainability, with a continued focus on "performance efficiency" through clearly defined indicators and frameworks, continuing to emphasize the development of five practical approaches—self-reflection, showering, scrubbing, treatment, and surgery—as well as advancing the "dynamics of stakeholders system" approach. Moreover, the strategy outlines five key priorities: people, road, electricity, water, and technology. It sets forth a strategic governance objective of modernizing state institutions into a capable, intelligent, transparent, and accountable public administration.

This governance reform is rooted in a strong commitment to public welfare, nation-building, rule of law, and the promotion of inclusive and sustainable socio-economic development. In line with the firm and unwavering commitments, as well as the long-term vision for implementing the Pentagonal Strategy-Phase 1, particularly in relation to reforming and strengthening governance and promoting the consolidation of transparency within the public administration, the Ministry of National Assembly–Senate Relations and Inspection has been restructured into the Ministry of Inspection. This change aims to lead and manage the inspection sector of the Kingdom of Cambodia, focusing on the prevention, rectification, and deterrence of power abuses, maladministration and inactions.

The Cambodian inspection sector has undergone multiple phases of evolution, from the era of the People's Socialist Community regime (Sangkum Reastr Niyum) to the present day. Today, the Ministry of Inspection serves as the government's principal body for inspection, empowered to conduct oversight across all sectors as defined in Sub-Decree No. 06ANKr.BK, dated 13 January 2025, on the organization and functioning of the Ministry of Inspection.

The Ministry operates under four core mandates: 1) Inspection, 2) Dispute Resolution (Ombudsman), 3) Regulatory Compliance, and 4) Public Awareness. To fulfill its mission of leading and managing the inspection sector effectively and efficiently, and to contribute meaningfully 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. This long-term, forward-looking strategy is designed to promote resilience and competitiveness within Cambodian society. It aims to strengthen public institutions by fostering efficiency, accountability, inclusiveness, justice, transparency, and good governance. Through a clear and focused mission, the strategy seeks to build and reinforce public trust in public administration. The "S4" component of the strategy 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 studies, research, and analysis, grounded in the foundational 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 by the Ministry of Inspection during the 2025–2028 period.

I strongly hope that all relevant ministries, institutions, and partners will continue to extend their cooperation and support for the successful and efficient implementation of the **"S4P4"** Strategy, thereby contributing to the strengthening and advancement of leadership and management in the inspection sector of the Kingdom of Cambodia.

I would like to extend my sincere thanks and appreciation to the leaders and civil servants of the Ministry of Inspection for their dedication, unity, and strong sense of responsibility in contributing to the development of this **"S4P4"** Strategy. Their commitment- demonstrated through the sacrifice of their time, energy, and expertise—has been instrumental in supporting efforts to strengthen governance and public trust. This collective endeavor aims to build a resilient society by enhancing institutional quality at both national and sub-national levels, thereby ensuring justice, transparency, and good governance for the benefit of the people.

Phnom Penh, 16 April 2025

Minister of Inspection



SOK Soken

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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.

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 and Rectangular Strategies over all four phases, in particular, the Win-Win Policy, Cambodia has achieved enduring peace, national unity, political stability, and development in all sectors.

The Royal Government of the 7th legislature of the National Assembly, under the 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 I for Growth, Employment, Equity, Efficiency, and Sustainability. This comprehensive political framework serves as the foundation for preparing the national development plan, sectoral development plans, and other related strategies. It establishes clear indicators and frameworks, with a particular focus on strengthening governance aimed at modernizing state institutions into a capable, strong, intelligent, and transparent public administration, while ensuring the stability of roles and processes within the public administration. The strategy priorities the core interests of the people, strengthens the rule of law, fosters inclusive and sustainable socio-economic development, and supports long-term national-building.

Anchored in the strong foundation of leadership and the clear policy direction set by the Royal Government, and building on the achievements of the past 26 years since the establishment of the Ministry of National Assembly–Senate Relations and Inspection—restructured as the Ministry of Inspection, the Ministry has fulfilled its mission as entrusted by the Royal Government through its core mandates, which encompass Inspection, Dispute Resolution (Ombudsman), Regulatory Compliance, and Public Awareness. It has achieved notable outcomes that contribute to enhancing law compliance and enforcement, preventing abuse of power, promoting transparency in public administration, advancing social justice, fostering a non-violent and peaceful culture, and strengthening the rule of law, thereby increasing public trust in the leadership of the Royal Government.

Despite many successful outcomes, there remain several gaps and challenges that need to be addressed. These include the need to strengthen institutional mechanisms, build the capacity of officials, and prepare necessary legal documents. Additionally, challenges persist due to limited support and cooperation from relevant ministries and institutions, limited collaboration with national and international partners, and insufficient resources, materials, and operational means to effectively carry out the four core mandates, and a lack of encouragement and harmonization within the inspection sector.

In alignment with the Royal Government's political programs and the Pentagonal Strategy– Phase 1, and with the aim of addressing the aforementioned challenges, the Ministry of Inspection, under the leadership of **H.E. SOK Soken**, Minister of Inspection, has launched the **"S4P4"** Strategy, where the "S4" component focuses 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; while the "P4" component aims to promote four key areas of support, including: (1) Promote a Regulatory Environment, (2) Promote Institutional Capacity, (3) Promote Partnerships, and (4) Promote Digital Capacity.

The Ministry of Inspection is committed to implementing the **"S4P4"** Strategy in close cooperation with all relevant stakeholders, in order to contribute to strengthening transparency within public administration, enhancing justice, and ensuring inclusive and sustainable governance, thereby supporting the achievement of Cambodia's Vision 2050.

The **"S4P4"** Strategy has been participatively developed by the Ministry's leadership and civil servants at all levels, with thorough consideration and analysis grounded in the political programs and the Pentagonal Strategy – Phase 1, the high-level strategic recommendations of **Samdech Thipadei Prime Minister**, relevant legal documents, research papers, and lessons learned from past experiences. This strategy is established as the Ministry's action framework for the 2025–2028 period. In conclusion, the **"S4P4"** Strategy has been developed to enhance the efficiency of leadership and management in the inspection sector of the Kingdom of Cambodia.

CHAPTER 2

VISION, PURPOSE, GOAL, AND SCOPE

1. Vision



The Ministry of Inspection serves as a Royal Government agency, actively contributing to Cambodia's transformative journey. It plays a key role in strengthening governance and public trust, with the aim of building a resilient, competitive, and sustainable society. This is achieved by enhancing the quality of national and sub-national institutions, guided by the principles of efficiency, accountability, and inclusivity, and directed toward ensuring justice, transparency, and good governance for the people.

2. Purpose



The **"S4P4"** Strategy is designed to contribute to the strengthening of transparency and governance within public institutions. Its purpose is to ensure the efficiency of public service delivery, promote justice in dispute resolution, and protect citizens' rights, and enhance public legal awareness, while ensuring strict, fair and equitable compliance with the law. The strategy aims to advance justice and equality through principles of transparency, accountability, integrity, professionalism, clarity, and responsibility, thereby fostering public trust. Furthermore, it seeks to strengthen governance through effective cooperation and promote a conducive environment for business, investment, trade, and the general public.

3. Goal



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

1. To strengthen and enhance the quality of public institutions by prioritizing the consolidation of management mechanisms and the improvement of public service delivery. This includes taking appropriate legal measures against public officials who violate the professional code of ethics, abuse power, or fail to actively fulfill their duties and responsibilities.

2. To strengthen and promote transparency, accountability, integrity, and ethical conduct within public institutions, and to foster social justice through the effective resolution of complaints.

3. To strengthen and promote good governance by consolidating legal compliance, legal instruments, directives, recommendations, and decisions issued by the Head of the Royal Government.

4. To strengthen and enhance public legal and governance awareness through law dissemination and public forums, enabling citizens to participate in strengthening the rule of law, support sustainable national development, and safeguard public interests.

5. To promote and strengthen mechanisms for studies, research, and the development of legal documents, procedures, rules, and other standards in order to provide comprehensive support to the mission of the Ministry of Inspection and to reinforce employment systems at all levels and across all departments, grounded in the principles of engagement, proactivity, and interactivity.

6. To improve the professional capacity of officials at all levels and across all departments through effective training, while upholding professional codes of conduct, responsibility, integrity, and a strong sense of national duty for the country and people.

7. To promote and strengthen cooperation with national and international institutions through financial and material support, knowledge sharing, and study visits.

8. To promote and strengthen the efficiency of institutional modernization and support for the inspection sector through digital transformation and the adoption of digital tools.

4. Scope



The **"S4P4"** Strategy applies within the operational framework of the Ministry of Inspection and across the inspection sector of the Kingdom of Cambodia.

CHAPTER 3

BACKGROUND, PROGRESS, AND CHALLENGES

The inspection sector has undergone several phases of development since the era of the People's Socialist Community regime (Sangkum Reastr Niyum), fulfilling its roles and responsibilities in accordance with the applicable laws and regulations during each phase. It has played a significant role in supporting the Royal Government's key reforms aimed at promoting good governance and strengthening integrity within public administration. Despite notable progress, the inspection sector continues to face a number of significant challenges that require strategic solutions to effectively respond to the current needs of the sector.

Section 1: Background

During the era of the People's Socialist Community regime (Sangkum Reastr Niyum), an inspection institution was established under the name of the National Committee for General Rectification by Royal Decree No. 417/69-B.R., dated 6 August 1969. The committee was chaired by Samdech Chaufea Veang PENN Nouth, who was then Prime Minister, with its members comprising officials from the Council of Ministers and under secretaries of state. Its mandate was to investigate cases involving officials—whether civil servants, military personnel, representatives of public organizations, or individuals working in public or semi-public enterprises—who were subject to disciplinary actions and sanctions for misconduct.

During the Khmer Republic regime (1970–1975), led by Marshal LON Nol, inspection work was stipulated in the constitution as follows: "The state governor is tasked with overseeing and investigating employees of both public and private organizations involved in bribery, corruption, abuse of power, smuggling, illegal storage of goods, unlawful price increases, unfair competition, and usury." During the Democratic Kampuchea regime (1975–1979), led by POL Pot, there was neither an inspection institution nor any legal documents defining inspection duties. However, the regime's Angkar (organization), its cadres, and the Santebal (secret police or keepers of peace) acted as watchdogs, trackers, and informants. They were responsible for identifying faults, punishing individuals, and carrying out executions without judicial proceedings. In effect, every official under the Democratic Kampuchea regime functioned as both an inspector and a judicial officer. Under the People's Republic of Kampuchea – State of Cambodia regime, on 27 June 1981, the Kampuchean People's Revolutionary Council adopted a new constitution and restructured itself as the "Council of Ministers," becoming the highest executive body. Under this new structure, the Ministry of State Affairs Supervision was established as a government institution operating under the supervision of the Council of Ministers. For the Ministry of State Affairs Supervision to carry out its inspection duties

efficiently from the central to the local levels, the Council of Ministers continually issued a series of legal instruments, including Decision No. 15, dated 07 October 1981, issued by the State Council, on the designation of functional authority and responsibilities of the Ministry of State Affairs Supervision ; Decree No. 03 Kr. Ch., dated 10 February 1982, issued by the Council of Ministers, promulgating the Law on the Organization and Functioning of the Council of Ministers of the People's Republic of Kampuchea, with Article 42 clearly stipulating the roles, responsibilities, and authority of the Minister of State Affairs Supervision; Sub-Decree No. 02 ANKr., dated 19 March 1982, issued by the Council of Ministers, promulgating the Statute on the Organization and Activities of the Ministry of State Affairs Supervision; Sub-Decree No. 73 ANKr., dated 13 September 1983, issued by the Council of Ministers, concerning the establishment of inspection networks within ministries, provinces, and municipalities across the country.

During the 3rd session of the 1st legislative term on 20 August 1982, the National Assembly adopted the Law on the Protection of State Property and the Law on the Examination and Resolution of Citizen's Complaints and Denunciations, which were subsequently promulgated by the Council of Ministers through Decree Nos. 10 Kr. and 11 Kr., dated 28 August 1982; Additional Directive No. 03 S.R.N, dated 31 January 1984, on strengthening and improving the enforcement of the Law on the Supervision and Resolution of Complaints and Denunciations by the People.

Furthermore, a series of legal documents were issued, including Decree-Law No. 31 Kr. Ch., dated 15 January 1987, on the establishment of the Office of the Ministry of Supervision (renamed from the Ministry of State Affairs Supervision to the Ministry of Supervision); Sub-Decree No. 15 ANKr., dated 30 May 1987, on the establishment of the All-Level Supervision Committee (at ministers' offices, as well as at the offices of the Minister of National Defence and the Ministry of Interior, equivalent-level institutions, ministers' offices, provinces and municipalities under central supervision, provincial towns, khans, districts, and sub-urban districts); Sub-Decree No. 16 ANKr., dated 30 May 1987, on the assignation of People's Supervision Committees at the local level, including communes, sangkats, product enterprises, businesses, hospitals, schools, etc., where necessary and possible, referred to as the "People's Supervision Committee"; Sub-Decree No. 17 ANKr., dated 30 May 1987, on the organization and activities of the Office of the Minister of Supervision.

The Ministry of Supervision was responsible for overseeing the implementation of state policies and plans, aiming to strengthen discipline and promote a sense of responsibility. This, in turn, contributed to improving the organization and operational procedures of institutions and state organizations from the central to local levels. The specific duties, operational procedures, communication practices, and personnel management of services, departments, professional supervisory schools, and cadre assignment offices were determined and regulated by the Minister of Supervision.

On 01 July 1994, the Royal Government issued Sub-Decree No. 30 ANKr.BK on the Determination of Roles and Duties of the Senior Minister in Charge of Inspection, followed by Sub-Decree No. 45 ANKr.BK, dated 30 May 1995, on the Establishment of the General Secretariat of Inspection of the Royal Government, situated at the Office of the Council of Ministers, to serve as the secretariat to the Senior Minister in Charge of Inspection. With reference to the above sub-decree, the Royal Government's inspection entity issued Prakas No. 132 Pr.K.A.Th.K, dated 12 October 1995, on the Determination of Duties, Tasks, and Authority of the Royal Government's inspection entity and assistant inspection team.

At the beginning of the 2nd Legislature of the National Assembly in 1998, the Royal Government issued Sub-Decree No. 80 ANKr., dated 30 December 1998, on the transfer of the State Secretariat of National Assembly Relations and the General Secretariat of Inspection of the Royal Government to be placed under the organizational structure of the Ministry of National Assembly Relations and Inspection. During the 2nd Session of the 2nd Legislature on 14 May 1999, the National Assembly adopted the Law on the Establishment of the Ministry of National Assembly – Senate Relations and Inspection, and His Majesty the King issued Royal Kram No. NS/RKM/0699/05, dated 17 June 1999, promulgating that law. The Royal Government subsequently released Sub-Decree No. 67 ANKr.BK, dated 03 August 1999, on the Organization and Functioning of the Ministry of National Assembly – Senate Relations and Inspection. During the 4th National Assembly Mandate, the Royal Government issued Sub-Decree No. 03 ANKr.BK, dated 12 January 2015, on the Organization and Functioning of the Ministry of National Assembly – Senate Relations and Inspection, replacing Sub-Decree No. 67 ANKr.BK, dated 03 August 1999. The new sub-decree adjusted the ministry's duties, tasks, and structure, including the establishment of the National Institute of Inspection, mandated to provide training and capacity-building at the primary, secondary, and higher education levels for civil servants, armed forces personnel, and students in inspection and related fields.

During the 7th Legislature of the National Assembly, the Ministry of National Assembly–Senate Relations and Inspection was restructured into the Ministry of Inspection under Royal Kram No. NS/RKM/1023/019, promulgating the Law on the Establishment of the Ministry of Inspection, dated 05 October 2023, and legal documents related to the field of inspection have been continuously revised and newly developed. In the context of public administration reform, the Ministry of Inspection has completed a functional analysis and reviewed its Phase 1 organizational structure in alignment with the policies of the Royal Government of the 7th Legislature of the National Assembly. Accordingly, the ministry has realigned its roles and responsibilities as defined in Sub-Decree No. 06 ANKr.BK, dated 13 January 2025, on the Organization and Functioning of the Ministry of Inspection.

Section 2: Progress

I. Inspection

Inspection is one of the four core mandates of the Ministry of Inspection, contributing to the promotion of good governance and the enhancement of public administration quality. These efforts aim to improve efficiency, integrity, social justice, and national development.

A. Organizational Structure

Based on Sub-Decree No. 67 ANKr.BK, dated 03 August 1999, on the Organization and Functioning of the Ministry of National Assembly – Senate Relations and Inspection, the inspection functional structure originally consisted of only one department. It was later reorganized into three departments, namely (1) Department of 1st Inspection (formerly the Department of Inspection), tasked with inspecting the fields of economy, security, and national defence at ministries, institutions, services, and entities in the capital and provinces; (2) Department of 2nd Inspection (formerly the Department of Relations with Institutional Inspections), tasked with inspecting administrative affairs at ministries, institutions, and administrative bodies in the capital and provinces; and (3) Department of 3rd Inspection (formerly the Department of Dispute), tasked with inspecting the field of social affairs at ministries, institutions, services, and entities in the capital and provinces. This restructuring was carried out through Sub-Decree No. 03 ANKr.BK, dated 12 January 2015, on the Organization and Functioning of the Ministry of National Assembly – Senate Relations and Inspection.

During the 7th Legislature of the National Assembly, the inspection functional structure was reorganized into (1) Department of Economy, Security and National Defence Inspections; (2) Department of Administrative Inspections; and (3) Department of Social Affairs Inspections, through Sub-Decree No. 06 ANKr.BK, dated 13 January 2025, on the Organization and Functioning of the Ministry of Inspection.

B. Inspection Function

In line with the Law on the Establishment of Ministries and relevant legal instruments, since the establishment of the Ministry of National Assembly – Senate Relations and Inspection in 1999, the Royal Government has mandated it to lead, manage, and carry out inspections across all domains within the Kingdom of Cambodia. Its mission is to prevent, deter, address, and take action against corruption, abuse of power, and various forms of misconduct or inactivity. The Ministry conducts inspections based on plans, complaints, and random selection. In the meantime, due to the evolving scope of overseeing duties under the jurisdiction of the Royal Government, relevant institutions, and overseeing entities—along with the insufficiency of legal provisions and unclear division of responsibilities among inspection institutions the Royal Government issued Sub-Decree No. 168 ANKr.BK, dated 8 October 2020, on the functional

framework and duties of internal audits and inspections. This sub-decree assigns the Ministry of National Assembly – Senate Relations and Inspection with inspection responsibilities across all domains, in accordance with Sub-Decree No. 03 ANKr.BK, and based on the following approaches:

- Based on complaints and denunciations from legal entities, natural persons, and all relevant sectors;
- Based on objections or complaints from inspected institutions regarding the inspection outcomes of ministries and institutions;
- Based on identified risks, complaints, or the necessity to verify information or investigate related reports;
- Based on reports or requests from ministries, institutions, equivalent public entities, public enterprises, and sub-national administrations;
- In response to irregularities identified in inspection finding reports;
- For follow-up on actions recommended by the inspection body to the inspected institutions; and
- As per orders issued by the Head of the Royal Government.

This sub-decree also introduced additional inspection functions that were not stipulated in Sub-Decree No. 03 ANKr.BK, thereby broadening the scope of responsibilities of the Ministry of National Assembly – Senate Relations and Inspection.

Following the renaming of the ministry to the Ministry of Inspection, and the issuance of Sub-Decree No. 06 ANKr.BK, dated 13 January 2025, on the Organization and Functioning of the Ministry of Inspection, the inspection function has been maintained in accordance with the spirit of Sub-Decree No. 168 ANKr.BK, dated 8 October 2020, with adjustments concerning inspection in the fields of security and national defence only. Specifically, inspections and regulatory compliance in these sectors are to be carried out in accordance with the orders or decisions of the Head of the Royal Government.

C. Samdech Thipadei's Guiding Recommendations

At the closing ceremony of the 2023 Annual Assembly and Work Plan for 2024, held on 13 February 2024, **Samdech Moha Borvor Thipadei HUN Manet**, Prime Minister of the Kingdom of Cambodia, provided high-level guiding recommendations regarding leadership and the management of the inspection sector, as follows:

First, the Ministry of Inspection shall play a key role in assisting the Royal Government in implementing the Pentagonal Strategy-Phase I, particularly in enhancing and promoting transparency in public administration. This shall be achieved by prioritizing the management and delivery of public services, promoting meritocracy, and enforcing strict disciplinary and legal measures against public officials who violate the professional code of conduct or abuse

Second, the Ministry of Inspection shall initiate and take the lead in regulating an overseeing mechanism that ensures the quality, efficiency, and harmonization of inspection functions across public administration. In addition, the Ministry shall give attention to the following key areas:

1) Strengthen cooperation and coordination with inspection entities under the ministry and relevant institutions, through the issuance of technical guidelines, preparation of inspection procedures, and development of national inspection standards, as well as the provision of comprehensive inspection training;

2) Collaborate in addressing challenges in the inspection sector, with active participation from ministries, institutions, and inspected entities;

3) Respect the hierarchy of inspection responsibilities, meaning that the Ministry of Inspection serves as the Royal Government's lead inspection body, with authority to conduct inspections across all sectors, including ministries, institutions, and sub-national administrations.

Third, the Ministry of Inspection shall continue to uphold and strengthen the institution by focusing on the following priorities:

1) Building human capital by enhancing officials' capacity, with an emphasis on ethical awareness and adherence to the professional code of conduct;

2) Strengthening the performance of inspection roles in a comprehensive, impartial, and non-discriminatory manner, with strict adherence to the law and applicable legal instruments.

Fourth, in view of the vision "Inspection for All, All for Good Governance," all ministries, institutions, sub-national administrations, and public entities shall cooperate actively in fulfilling this key inspection mandate. This includes translating Samdech Techo's slogan — "Inspection is the eyes and ears of superiors, and a close friend to subordinates." — into the mission of the Ministry of Inspection and all levels of inspection entities.

Fifth, clearly consolidate the mechanisms, operational procedures, standard operating principles, and inspection systems. Harmonize existing mechanisms and avoid overlaps in order to ensure consistency, integration, resilience, effectiveness, and sustainability in inspection, audit, follow-up mechanisms, and the monitoring and evaluation of achievements.

Sixth, inspection is a key function that enables the implementation of four out of the five strategic approaches introduced by Samdech Techo. All ministries and institutions are therefore urged not to view inspection as fault-finding, but rather as a process of follow-up, monitoring, and support to enhance institutional performance and efficiency. In this regard, ministers, heads of institutions and entities, as well as chairpersons of the boards of governors at the capital and provincial levels, shall provide full cooperation to inspection officials and utilize inspection outcomes as a basis for correcting shortcomings or recognizing commendable performance.

Seventh, the Ministry of Inspection, through its agency—the National Institute of Inspection shall strengthen the capacity development of inspection officials to enable them to perform their duties and responsibilities effectively.

Eighth, the Ministry of Inspection shall collaborate with the Ministry of Post and Telecommunications to enhance the digital capacity of their civil servants, particularly in digital literacy, in order to promote digital transformation within the inspection sector. This effort is aimed at fostering institutional modernization and achieving inspection objectives through the effective use of digital technologies.

D. Inspection Activities and Outcomes

1. Activities

In response to the government's reforms, the leaders of the Ministry of Inspection has put forward a number of important plans and activities as follows:

- Established a working group to draft internal rules and regulations for inspection delegations, and regulatory compliance, the code of conduct for inspection officials, sample operational plans, and procedures for application within the Ministry of Inspection.
- Held consultative meetings to review and revise internal rules and regulations for inspection and regulatory compliance delegations, and the codes of conduct for inspection officials.
- Drafted a Prakas on the Rules and Procedures of Inspection, which includes templates for operational plans, inspection minutes, inspection outcomes report, and notices recommending improvements to identified shortcomings.
- Formed a working group tasked with monitoring and gathering information from various news networks.
- Collected and extracted relevant information from news, media and social media platforms.
- Organized meetings to discuss the progress of inspection work with inspection entities in ministries and institutions.
- Participated in consultative workshops focused on the development of inspection guidelines.

The Ministry of Inspection conducts inspections through three aspects, as follows:

Aspect 1: Participation in inter-ministerial committees appointed by the Head of the Royal Government. This aspect is reserved for complex and high priority issues. The Ministry of Inspection has participated in several inter-ministerial committees, including the Committee for the Prevention and Suppression of Encroachment on Flooded Forests around the Tonle Sap Lake, and the Committee for Monitoring and Managing the Movement of Cambodian Laborers along the National Border, among others.	Aspect 2: Assignment of inspection officials to work with ministries and institutions, or requests for specialized officials to cooperate with the Ministry of Inspection. This includes, for example, participation with the Ministry of Agriculture, Forestry and Fisheries in efforts to suppress fishing offenses; requests for technical officials from the Ministry of Land Management, Urban Planning and Construction to assist in resolving land dispute cases; invitations to relevant ministerial leaders to collaborate in resolving cases related to the impact on the 1,500 Natural Mountains Area.	Aspect 3: Deployment of inspection delegations through official mission orders issued by the Ministry of Inspection.

2. Outcomes

Through the above inspection activities, the Ministry of Inspection identified various shortcomings and issued recommendations and directives for corrective measures, as follows:

- Applied administrative disciplinary measures against civil servants at all levels, and initiated judicial proceedings in serious cases, including forest crimes, fishing offenses, and destruction of mineral resources.
- Required reimbursement and compensation to the state budget in cases involving misuse of state property, loss of public revenue, and unauthorized procurement.
- Obligated economic land concession companies to fulfill their contractual obligations by making required payments to the state budget.
- Issued instructions to ensure the proper execution of duties and responsibilities in accordance with the mandate of each official or institution.

- Advised on the management and allocation of state funds in line with established financial principles.
- Instructed relevant institutions to strengthen efforts to collect both fiscal and non-fiscal revenues.
- Recommended certain ministries, institutions, and entities to take strict measures to recover prolonged debts from clients or service users.
- Instructed ministries, institutions, and sub-national administrations to improve the delivery of public services to citizens.
- Urged state institutions to enhance the management and preservation of state assets in accordance with the Royal Government's guidelines.
- Issued notices to heads of institutions to promote improvements within their subordinate entities, based on the outcomes and recommendations from the inspections.

Overall, ministries, institutions, and entities that underwent inspection have demonstrated attention to fulfilling their roles and responsibilities in accordance with relevant laws and legal instruments. They have also taken steps to guide their subordinate entities in strengthening the effective enforcement of these laws and regulations, improving public service delivery processes, and enhancing the effectiveness of service-related activities of relevant municipalities and entities—particularly in the construction, maintenance, and repair of roads, irrigation systems, and riverbanks—in line with technical standards and quality requirements. In addition to promoting good governance and transparency in public administration, inspection efforts have contributed to strengthening the quality of national budget utilization and increasing national revenue.

II. Dispute Resolution (Ombudsman)

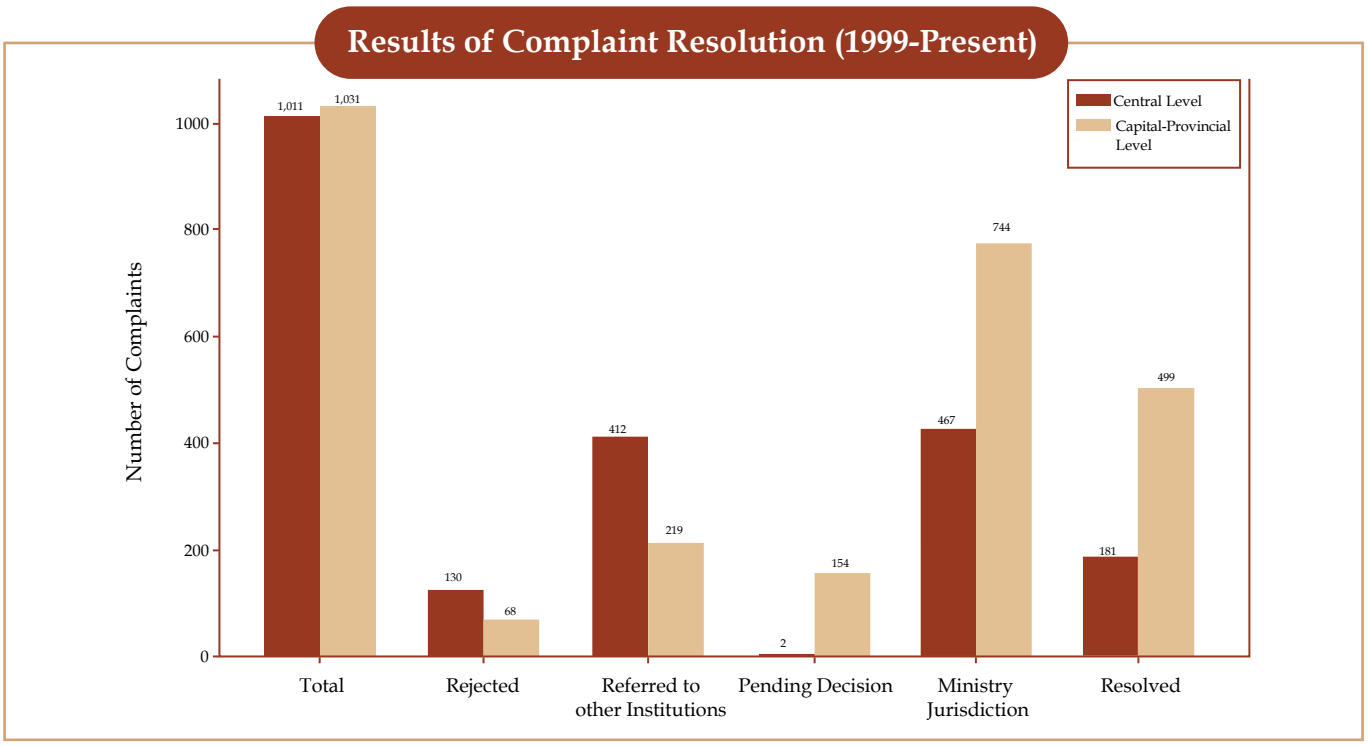
A. Organizational Structure

Based on Sub-Decree No. 67 ANKr.BK, dated 03 August 1999, and Sub-Decree No. 03 ANKr.BK, dated 12 January 2015, on the Organization and Functioning of the Ministry of National Assembly – Senate Relations and Inspection, the functional structure for Dispute Resolution (Ombudsman) is defined within the Department of Dispute Resolution (Ombudsman), operating under the supervision of the General Department of Inspection. This department is tasked with (1) receiving complaints from the public and various entities, including overseeing unresolved issues identified through information systems, to initiate investigations or refer them to the competent authorities; (2) investigating complaints and denunciations that fall within the jurisdiction of the Royal Government; (3) re-investigating outcomes of complaint resolutions made by lower-level management when there are allegations

of improper handling; (4) preparing case related to investigations into individuals or legal entities who have misused their authority or failed to perform their duties, resulting in harm to national policy, the economy, or the state budget; (5) following up on the resolution of complaints and issuing reminders regarding outcomes of referred cases that remain pending with the relevant authorities; (6) monitoring the implementation of decisions made by the Royal Government related to the resolution of complaints.

During the 7th Legislature of the National Assembly, recognizing the growing importance of complaint resolution, the Royal Government decided to upgrade the Department of Dispute Resolution (Ombudsman) to the General Department of Dispute Resolution (Ombudsman). This newly elevated general department is mandated to receive complaints and denunciations against public legal entities and officials under the jurisdiction of the Royal Government. It operates across all sectors, receiving complaints through various channels, including direct submissions, media networks, technology-based systems, anonymous sources, and other means in order to conduct investigations for resolving or referring them to the relevant ministries or competent institutions, as appropriate.

B. Outcomes



From 1999 to the present, the Ministry of Inspection has played a key role under the Royal Government in addressing complaints, receiving a total of 2,042 complaints (1,011 from the central level and 1,031 from the provincial level). Of these, 198 complaints were rejected (130 from the central level and 68 from the provincial level); 631 complaints were referred to relevant

institutions for resolution (412 from the central level and 219 from the provincial level); 156 complaints are pending decision from the Ministry's leadership (2 from the central level and 154 from the provincial level); 1,211 complaints were under the direct competence of the Ministry (467 from the central level and 744 from the provincial level), of which 680 complaints have been completely resolved (181 from the central level and 499 from the provincial level). Many of the resolved cases were complex, prolonged, or involved multiple institutions where no comprehensive resolution had previously been achieved. Some complaints were identified as being politically motivated or inflammatory in nature, with the potential to negatively impact the national society.

The outcomes of complaint review and resolution by the Ministry of Inspection have made a significant contribution to preventing and addressing abuse of power and institutional inaction within society. These efforts have strengthened ethical standards in public administration, promoted transparency and accountability, and advanced good governance and social justice through effective dispute resolution mechanisms. Notably, the Ministry has played a key role in promoting peaceful reconciliation, aligning with the win-win policy and Royal Government's strategy to end disputes harmoniously. In practice, the Ministry has successfully resolved many complex and longstanding complaints—some of which had persisted for years- through both the judicial system and alternative dispute resolution mechanisms.

III. Regulatory Compliance

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

Regarding regulatory compliance in 2024, the Ministry of Inspection conducted reviews focused on the management of international border checkpoint offices at international border check point, regional border checkpoint, bilateral border checkpoint, and maritime ports. The review included the examination of relevant legal documents across six provinces: Kandal, Svay Rieng, Preah Sihanouk, Banteay Meanchey, Oddar Meanchey, and Tboung Khmum. The outcomes are as follows:

- Some border checkpoint offices were newly constructed following the issuance of Sub-Decree No. 64 ANKr.BK, dated 09 July 2001;
- Some border checkpoint offices stipulated in the Sub-Decree No. 64 ANKr.BK, dated 09 July 2001, have been suspended;
- Certain newly issued legal documents were found to contradict the provisions of Sub-Decree No. 64 ANKr.BK. As this sub-decree has been in force for 23 years, and in light of evolving social, economic, and demographic conditions that have impacted its implementation, a comprehensive review and adjustment of the sub-decree is required.

At the same time, the Ministry of Inspection also conducted follow-up and review of economic land concessions and their relevant legal frameworks in the provinces of Stung Treng, Preah Vihear, Kratie, Kampong Thom, and Mondulkiri, covering a total of 138 locations. As a result, some companies who had received economic land concessions had (1) not completed the denationalization of state public land into state private land; (2) completed the registration of state private land; (3) revised their concessional contracts to reflect the 50-year investment period; (4) completed and submitted their updated master plans; (5) prepared comprehensive environmental and social impact assessment reports; (6) paid the annual concession or land fees; (7) installed billboards displaying key company information at locations along national roads or at the entrances to the concession areas; (8) signed contracts with the Ministry of Agriculture, Forestry and Fisheries; and (9) developed and submitted annual action plans to the Ministry of Agriculture, Forestry and Fisheries. Nevertheless, some project implementations have been delayed, while certain investment-authorized land areas have seen no action at all.

Followed up on the implementation of high-level recommendations by **Samdech Thipadei Prime Minister**, dated 14 February 2024, which "instructed all capital and provincial governors to immediately inspect lottery business locations—particularly newly established sites—and to take urgent measures for their closure, reporting directly to **Samdech Thipadei Prime Minister**." In this regard, the Ministry of Inspection oversaw the implementation of the above recommendations in Preah Sihanouk, Svay Rieng, and Kampong Speu provinces, covering a total of 29 target locations. As a result, the Administrative Taskforce Units in the three provinces issued orders to the Town - District Administrative Commanding Units to coordinate with the Commune - Sangkat Police Offices in carrying out suppression operations. They also obtained formal pledges from the targeted gambling business owners to shut down their operations completely and continued to conduct regular follow-up oversights at those sites.

In turn, the Ministry found redundancy among competent officials stationed at gate checkpoint offices, and there was a lack of coordinated oversights of goods and passengers between the competent national police and customs authorities. Additionally, economic land concession companies in certain provinces continued to exhibit shortcomings, as they had not fully complied with the applicable laws. Following regulatory compliance activities, the Ministry of Inspection issued notifications and instructions to relevant institutions to address the identified shortcomings, to strengthen the enforcement of applicable laws.

IV. Public 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 in the Kingdom of Cambodia. This is achieved through cooperation with key partners, including ministries, institutions, government authorities, local administrations at the capital, provincial, town, district,

khan, commune, and sangkat levels, as well as national and international organizations. These activities aim to promote legal and governance awareness among the public, civil servants, local authority officials, and relevant specialized personnel, to enhance the effectiveness of law enforcement.

In parallel, the Ministry organized public forums across the capital, provinces, towns, districts, khans, communes, and sangkats. These forums were linked to the resolution of complaints and denunciations involving public legal entities and officials from all settings, in alignment with the policies of the Royal Government.

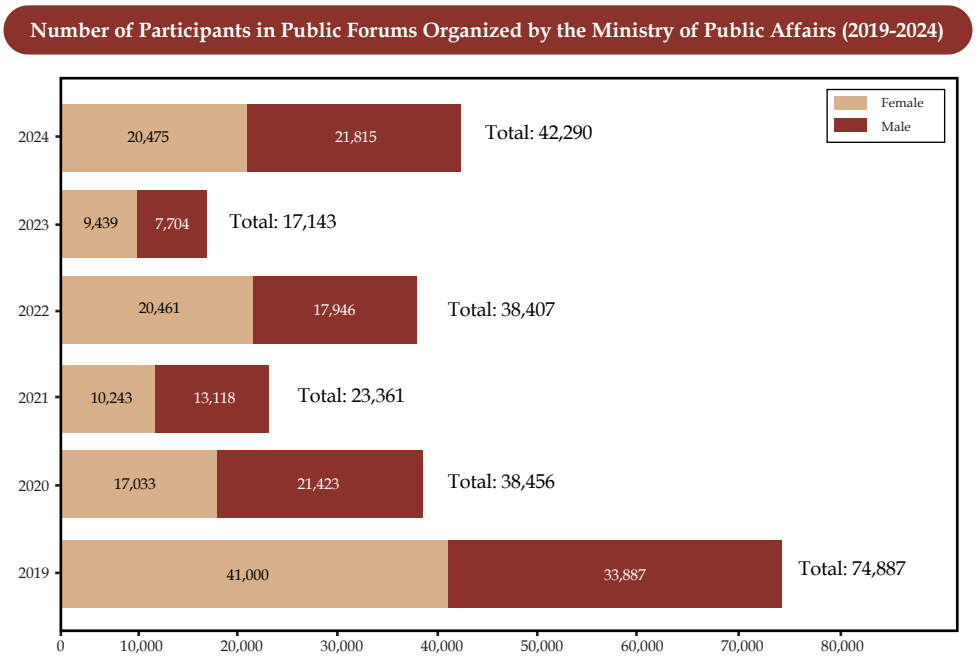
A. Samdech Thipadei's Guiding Recommendations

At the closing ceremony of the 2023 Annual Assembly and Work Plan for 2024, held on 13 February 2024, **Samdech Moha Borvor Thipadei HUN Manet**, Prime Minister of the Kingdom of Cambodia, delivered high-level guiding recommendations on legal awareness: "Continue to comprehensively organize awareness-raising activities to enhance legal compliance and enforcement, reduce corruption and legal violation, promote social justice, and foster a culture of peace, non-violence, and the rule of law."

B. Outcomes

1. Legal Awareness through Local Public Forums

From 2019 to 2024, the Ministry conducted 783 legal awareness-raising sessions with a total of 234,544 participants, including local residents, monks, civil servants, armed forces personnel, teachers, pupils, students, and youth, of whom 118,651 were female. Among them were 74,887 participants (41,000 females) in 2019; 38,456 participants (17,033 females) in 2020; 23,361 participants (10,243 females) in 2021; 38,407 participants (20,461 females) in 2022; 17,143 participants (9,439 females) in 2023; and 42,290 participants (20,475 females) in 2024. In total, 23,760 questions were answered.



2. Production of Short Videos and Legal Q&A

The Ministry of Inspection has produced short videos and legal question-and-answer segments to be broadcast on television and shared via social media, covering legal content and 23 specific topics. These productions reached a total of 43,169 viewers, as follows:

- Law on the Prevention of Domestic Violence and the Protection of Victims – 1,447 viewers
- Law on Drug Control – 2,873 viewers
- Law on Road Traffic – 2,303 viewers
- Sub-Decree on State Land Management – 2,246 viewers
- Law on the Suppression of Human Trafficking and Sexual Exploitation – 618 viewers
- Law on Land (Private Ownership) – 68 viewers
- Law on Land (Social Affairs Land Concession) – 208 viewers
- Law on Land (Immovable Property Ownership Procurement) – 2,026 viewers
- Law on the Management of Pharmaceuticals – 643 viewers
- Law on Expropriation – 711 viewers
- Civil Code (Engagement) – 436 viewers
- Civil Code (Marriage) – 446 viewers
- Civil Code (Divorce) – 563 viewers
- Civil Code (Effect of Divorce) – 3,005 viewers
- Law on Environment Protection and Natural Resources Management – 536 viewers
- Law on Measures to Prevent the Spread of COVID-19 and other Deadly Infectious Diseases – 283 viewers
- Law on the Prevention and the Fight to Prevent the Spread of HIV/AIDS – 361 viewers
- Law on Tobacco Control (Effects and Preventive Measures Against Tobacco Use) - 292 viewers
- Sub-Decree on the Management and Use of Co-owned Buildings (Rights and Obligations of Building Co-owners) – 481 viewers
- Law on Abortion (Forms and Conditions of Abortion) – 412 viewers
- Law on Providing Foreigners with Ownership Rights in Private Units of Co-owned Buildings (Procurement of Ownership Rights in Private Units) – 416 viewers
- Law on Road Traffic (Failure to Abide by Traffic Signs) – 19,976 viewers
- Criminal Code (Crimes Affecting Human Life) – 2,818 viewers.

3. Surveys on Legal Awareness

In 2024, the Ministry of Inspection conducted surveys, situational analyses, and assessments to evaluate the public's legal awareness before and after awareness-raising sessions on the Law on Road Traffic and the Law on Drug Control at four sites. The pre-session assessments involved 222 participants, including 89 females, while the post-session assessments included 200 participants, of whom 127 were female. The results of these assessments on public awareness of the two laws are presented as follows:

Law on Road Traffic

Assessment results on public knowledge before and after the awareness-raising sessions are as follows:

- Traffic signs: 32% awareness before the session; 62% after the session
- Driver responsibilities: 12% before; 39% after
- Use of vehicle lights and horns: 13% before; 41% after
- Traffic accidents: 4% before; 36% after
- Traffic penalties: 3% before; 43% after

Law on Drug Control

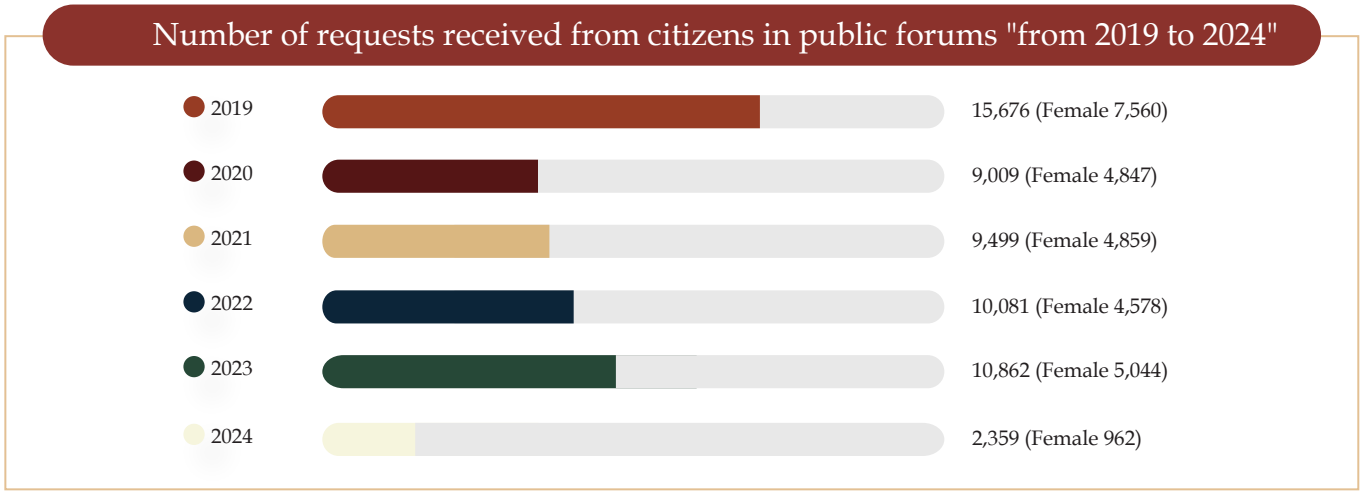
Assessment results on public knowledge before and after the awareness-raising sessions are as follows:

- Impacts of drugs: 30% awareness before the session; 59% after
- Drug-related crimes: 13% before; 43% after
- Drug classification: 1% before; 28% after
- Offenses related to possession, transportation, or distribution: 14% before; 46% after
- Treatment and rehabilitation measures: 1% before; 32% after.

In the meantime, in 2024, the Ministry also conducted a survey on public satisfaction or dissatisfaction with the legal awareness-raising sessions and public forums. The results showed that, among 15 awareness-raising sessions with 5,603 participants, 98% expressed satisfaction; and among 12 public forums with 2,384 participants, up to 95% were satisfied.

C. Receipts of Public Suggestions Through Public Forums

The Ministry received a total of 2,634 suggestions from the public in towns, districts, and khans of the 25 capital–provinces during 251 public forums, with a total of 57,486 participants, (27,850 females) — 15,676 participants (7,560 females) in 2019; 9,009 participants (4,847 females) in 2020; 9,499 participants (4,859 females) in 2021; 10,081 participants (4,578 females) in 2022; 10,862 participants (5,044 females) in 2023; and 2,359 participants (962 females) in 2024.



Overall, the legal awareness-raising sessions and public forums organized by the Ministry of Inspection in recent years have significantly contributed to promoting and improving public legal awareness — particularly among people in at risk areas — enabling them to better understand the law related to governance and the Royal Government's political programs related to their daily lives. These efforts aim to help reduce and eliminate violence and human rights abuses, and to encourage public participation in addressing legal challenges occurring in their communities.

V. Regulatory Environment

A. Legal Documents in Cambodia's Inspection Sector

1. 1969–1993

As mentioned earlier, the Ministry of Inspection traces its history back to the People's Socialist Community (Sangkum Reastr Niyum), during which the inspection institution was first established in 1969 under the name "National Committee for General Rectification." Its mandate was to review cases involving officials—whether civil servants, military personnel, organizational representatives, or individuals working in public or semi-public enterprises—who were subject to disciplinary actions and sanctions for misconduct. Between 1970 and 1975, inspection duties were stipulated in Article 111 of the Constitution of the Khmer Republic, which stated: "The state governor was tasked with overseeing and investigating employees of both public and private organizations alleged in bribery, corruption, abuse of power, smuggling, illegal storage of goods, unlawful price increases, unfair competitive practice, and usury." However, there were no legal documents concerning inspection duties during the Democratic Kampuchea era or the Khmer Rouge regime.

During the period of the People's Republic of Kampuchea – State of Cambodia regime, on 27 June 1981, the Kampuchean People's Revolutionary Council adopted a new constitution and renamed itself the "Council of Ministers," becoming the supreme organ of the executive body. Under this new structure, the Ministry of State Affairs Supervision was established as a government

institution operating under the supervision of the Council of Ministers. In order for the Ministry of State Affairs Supervision to carry out its supervisory duties effectively—from the central to the local levels—the Council of Ministers continuously issued legal documents for implementation, focusing on the duties, tasks, powers, and managerial organization, as follows:

- Decision No. 15, dated 7 October 1981, of the State Council on the determination of the functions, powers, and duties of the Ministry of State Affairs Supervision.
- Decree No. 03 Kr.Ch, dated 10 February 1982, of the State Council, promulgating the Law on the Organization, Designation, and Activities of the Council of Ministers of the People's Republic of Cambodia, in which Article 42 clearly states the roles, responsibilities, and powers of the Minister of State Affairs Supervision.
- Sub-Decree No. 02 ANKr., dated 19 March 1982, of the Council of Ministers on the promulgation of the law on the Statutes of the Ministry of State Affairs Supervision.
- Sub-Decree No. 73 ANKr., dated 13 September 1983, of the Council of Ministers on the designation of inspection networks in ministries, provinces, and municipalities under the Central Government.
- Circular No. 03 SRN, dated 31 January 1984, on the enforcement of the law on the examination and resolution of citizens' complaints and denunciations.
- Decree–Law No. 31 Kr.Ch, dated 15 January 1987, on the establishment of the Office of the Ministry of Inspection (following the renaming of the Ministry of State Affairs Supervision to the Ministry of Supervision).
- Sub-Decree No. 15 ANKr., dated 30 May 1987, on the establishment of inspection committees at all levels (including offices of ministers, the Office of the Minister of National Defence, and the Ministry of Interior, institutions equivalent to ministerial offices, municipalities - provinces under central supervision, provincial towns, khans, districts, and sub-urban districts).
- Sub-Decree No. 16 ANKr., dated 30 May 1987, on the appointment of people's inspection committees in localities, communes, sangkats, manufacturing enterprises, businesses, hospitals, and schools, as necessary and possible, under the name "People's Inspection Committee."
- Sub-Decree No. 17 ANKr., dated 30 May 1987, on the appointment and activities of the Office of the Minister of Supervision.

The Ministry of Supervision was tasked with overseeing the implementation of state policies and plans in order to strengthen discipline, promote a sense of responsibility, and contribute to the improvement of appointment and operational procedures within state institutions and organizations from the central to the local levels. The specific duties, tasks,

communications, and operational procedures of services, departments, specialized inspection units, and cadre assignment offices were reviewed, defined, decided, and regulated by the Minister of Supervision.

2. 1993 - Present

On 1 July 1994, the Royal Government issued Sub-Decree No. 30 ANKr.BK on the Determination of the Roles and Duties of the Senior Minister in Charge of Inspection. Subsequently, the Royal Government issued Sub-Decree No. 45 ANKr.BK, dated 30 May 1995, on the Establishment of the General Secretariat of Inspection of the Royal Government, located within the Office of the Council of Ministers, to serve the Senior Minister in charge of Inspection.

Pursuant to these sub-decrees, the Royal Government's Inspection Entity issued Prakas No. 89 PrK., dated 12 July 1995 on the Organization and Functioning of the Royal Government's General Secretariat of Inspection, and Prakas No. 132 Pr.K.A.Th.K, dated 12 October 1995, on the Determination of the Roles, Duties, and Powers of the Royal Government's Inspection Entity and its Supporting Inspection Teams.

After the 2nd general election in 1998, the Royal Government issued Sub-Decree No. 80 ANKr.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 under the Ministry of National Assembly Relations and Inspection.

During the 2nd session of the 2nd legislature, on 14 May 1999, the National Assembly adopted the Law on the Establishment of the Ministry of National Assembly–Senate Relations and Inspection. The law was subsequently signed and promulgated by His Majesty the King through Royal Kram No. NS/RKM/0699/05, dated 17 June 1999. Following this, the Royal Government issued Sub-Decree No. 67 ANKr.BK, dated 03 August 1999, on the Organization and Functioning of the Ministry of National Assembly–Senate Relations and Inspection. 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 Subordinate Departmental Offices of the Ministry of National Assembly – Senate Relations and Inspection.

The Ministry of National Assembly–Senate Relations and Inspection issued Prakas No. 044/05 T.R.P.A.Pr.K, dated 25 August 2005, on the Determination of Roles and Responsibilities of Capital-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; and 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. During this legislature, the Ministry issued a decision to establish a team responsible for preparing a draft law on inspection.

During the 4th legislature of the National Assembly, the Ministry of National Assembly–Senate Relations and Inspection issued a decision to establish a priority task force to prepare the draft law on inspection.

In the 5th legislature of the National Assembly, to enable the Ministry of National Assembly–Senate Relations and Inspection to effectively fulfill its roles and responsibilities and achieve better outcomes in line with the evolving national society—where all sectors are progressing, particularly in accordance with the reforms outlined in Phase 3 of the Rectangular Strategy with a focus on strengthening good governance-the Royal Government issued Sub-Decree No. 03 ANKr.BK, dated 12 January 2015, on the Organization and Functioning of the Ministry of National Assembly–Senate Relations and Inspection, replacing Sub-Decree No. 67 ANKr.BK dated 3 August 1999.

The Ministry issued decisions establishing a Legislative and Legal Document Drafting Team, resulting in the following outcomes:

- Internal Regulations for the Delegation of Inspection and Regulatory Compliance, No. 596/14 T.R.P.A.RK, dated 02 September 2014;
- Prakas No. 069/15 T.R.P.A.Pr.K, dated 30 September 2015, on the Remaming Departments under the General Department of Inspection and the Allocation of Inspection Domains 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 Capital–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 of the Ministry of National Assembly–Senate Relations and Inspection;
- 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 of National Assembly–Senate Relations and Inspection.

In order to address the overlapping inspection function among competent overseeing institutions, the Royal Government of the 6th Legislature of the National Assembly issued Sub-Decree No. 168 ANKr.BK, dated 8 October 2020, on the Functional Framework and Duties of Internal Audit and Inspection. This sub-decree defines the inspection functions of the Ministry of National Assembly–Senate Relations and Inspection, authorizing it to conduct inspections across all sectors based on seven approaches, and in accordance with Sub-Decree No. 03 ANKr.BK.

The Royal Government of the 7th Legislature of the National Assembly, under the resolute leadership and long-term, pragmatic vision of **Samdech Moha Borvor Thipadei HUN Manet**, Prime Minister of the Kingdom of Cambodia, approved placing the draft law on the Establishment of the Ministry of Inspection on the agenda of its first cabinet plenary session of the 7th Legislature for review and decision. This allowed the Royal Government to refer the draft law to the National Assembly, recognizing its urgency. The Ministry of National Assembly–Senate Relations and Inspection was renamed the Ministry of Inspection through Royal Kram No. NS/RKM/1023/019, dated 5 October 2023, which promulgated the Law on the Establishment of the Ministry of Inspection.

Following the establishment of the Ministry of Inspection, legal documents related to the Ministry's functioning and the inspection sector have been continuously developed or revised, including the following:

- Sub-Decree No. 319 ANKr.BK, dated 26 October 2023, on the Logo and Stamp of the Ministry of Inspection;
- Sub-Decree No. 06 ANKr.BK, dated 13 January 2025, on the Organization and Functioning of the Ministry of Inspection
- Draft Sub-Decree on the Establishment of Capital–Provincial Departments of Inspection;
- Draft Sub-Decree on the Organization and Functioning of the Capital–Provincial Departments of Inspection;
- Draft Prakas on the Organization and Functioning of Subordinate Offices of the Ministry of Inspection;
- Draft Prakas on the Division of Sectoral Ministries and Institutions for Inspection, and the Determination of Competence of the Department of Regulatory Compliance under the Supervision of the General Department of Inspection;
- Draft Prakas on the Logo and Stamp of the National Institute of Inspection;
- Draft Instructions on the Temporary Use of the Stamp and Logo of the Capital–Provincial Departments of Inspection;
- Draft Internal Regulations for the Delegation of Inspection and Regulatory Compliance;
- Draft Prakas on the Professional Code of Conduct for Inspection Officials
- Draft Prakas on Inspection Procedures and Regulatory Compliance ; and
- Draft Law on Inspection.

B. Samdech Thipadei's Guiding Recommendations

At the closing ceremony of the 2023 Annual Assembly and Work Plan for 2024, held on 13 February 2024, **Samdech Moha Borvor Thipadei HUN Manet**, Prime Minister of the Kingdom of Cambodia, provided high-level guiding recommendations regarding the development of legal documents in the inspection sector as follows:

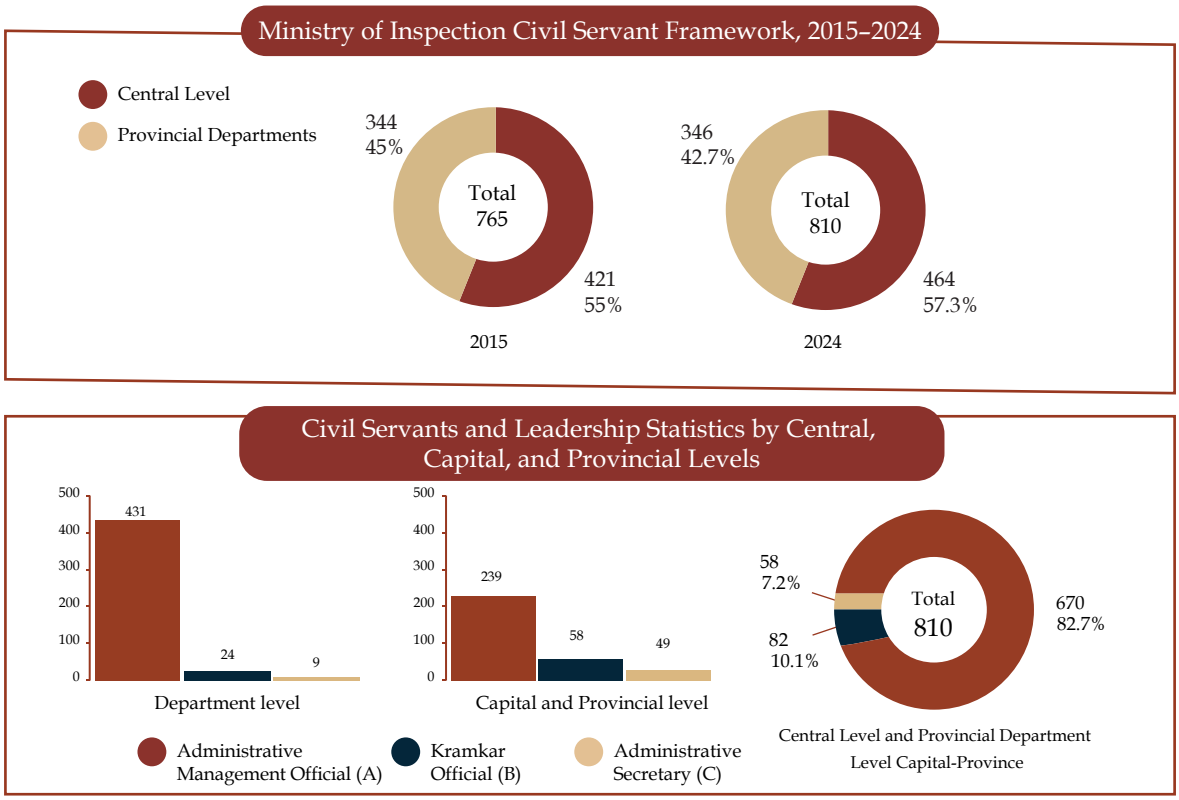
- The Ministry of Inspection should prepare a comprehensive set of laws and legal documents to support the inspection sector. In particular, it should expedite the drafting of the Sub-Decree on the Organization and Functioning of the Ministry of Inspection and finalize the Draft Law on Inspection, which serves as the principal legal framework, within 2024.
- The Ministry of Inspection should explore the possibility of amending the Law on Complaints and Denunciation or consider drafting new legislation if necessary.
- The Ministry of Justice, the Council of Jurists of the Office of the Council of Ministers, and other relevant ministries and institutions should actively cooperate in accelerating the development of the Ministry of Inspection's draft laws and legal documents, in alignment with national interests and societal needs.

VI. Strengthening of Institutional Capacity and Human Resources

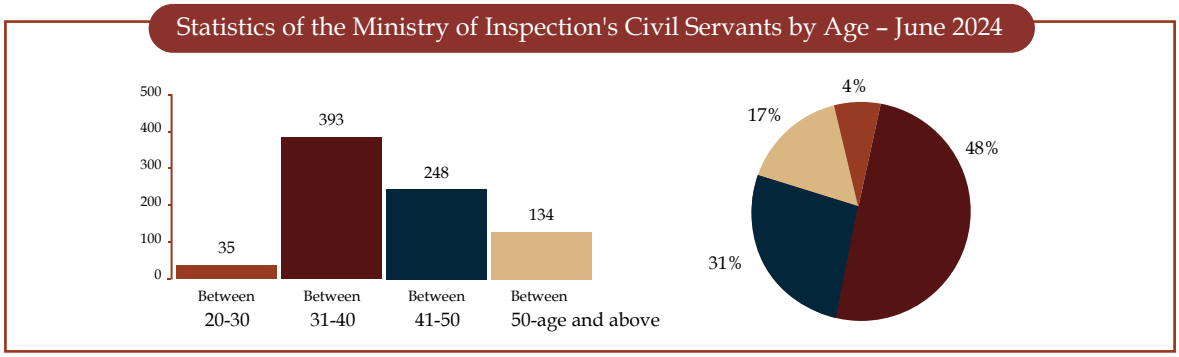
At the closing ceremony of the 2023 Annual Assembly and Work Plan for 2024, held on 13 February 2024, **Samdech Moha Borvor Thipadei HUN Manet**, Prime Minister of the Kingdom of Cambodia, provided high-level guiding recommendations, including key strategic directions on institutional strengthening and human capital development. He particularly emphasized the need to enhance the capacity of officials, promote professional ethics, uphold a professional code of conduct, and ensure the comprehensive, equal, and non-discriminatory implementation of inspection duties with strict adherence to laws and legal documents.

In June 2024, within the framework of public administration reform, the Ministry of Inspection completed Phase 1 of its functional analysis and structural review. With reference to the Law on the Establishment of the Ministry of Inspection, and based on the results of the functional analysis as well as the need for deep reforms, the Royal Government decided to revise the roles, responsibilities, and structure of the Ministry of Inspection by transitioning from Sub-Decree No. 03 ANKr.BK, dated 12 January 2015, on the Organization and Functioning of the Ministry of National Assembly–Senate Relations and Inspection, to Sub-Decree No. 06 ANKr.BK, dated 13 January 2025, on the Organization and Functioning of the Ministry of Inspection. The Ministry's organizational structure has been redefined to include three general departments, 15 departments, the National Institute of Inspection, and 25 Capital and Provincial Departments of Inspection.

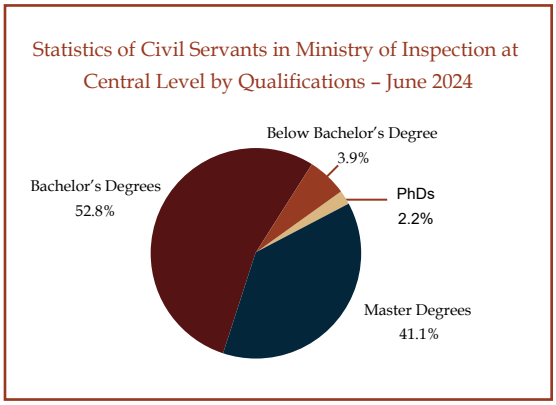
In 2015, the Ministry of Inspection employed a total of 765 civil servants, of whom 216 were female (equivalent to 28.23%). Among them, 421 personnel (including 122 females, or 29%) served at the central level, while 344 personnel (including 94 females, or 27.32%) were based at the capital and provincial levels. As of June 2024, the Ministry of Inspection employed 810 civil servants, of whom 267 were female (32.84%). Among them, 464 personnel were based at the central level (including 151 females, or 32.54%), consisting of 431 in Category "A," 24 in Category "B," and 9 in Category "C". Meanwhile, 346 personnel were assigned to the capital–provincial levels (including 116 females, or 33.52%), comprising 239 in Category "A", 58 in Category "B", and 49 in Category "C". Over a period of approximately 10 years, the Ministry's total number of civil servants increased by 45 employees, representing a 5.88% growth. However, within the past five years, the Ministry has not incorporated any new hiring civil servants.

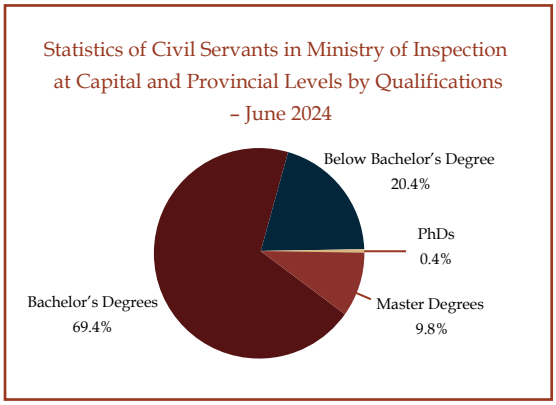


The political leadership and technical civil servants of the Ministry of Inspection are between 31 and 50 years—an age range characterized by both vitality and professional competence.



The qualification levels of the Ministry of Inspection's leadership and personnel have shown a positive trend through gradual capacity development. At the central level, 2.2% of civil servants and leaders hold PhD degrees, 41.1% hold master's degrees, and 52.8% hold bachelor's degrees. Only 3.9% hold qualifications below a bachelor's degree. At the capital–provincial level, 0.4% of civil servants hold PhD degrees, 20.4% hold master's degrees, and 69.4% hold bachelor's degrees. Only 9.8% hold qualifications below a bachelor's degree.



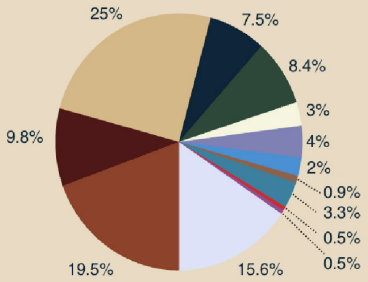


A total of 430 leaders, civil servants, and employees of the Ministry of Inspection at the central level have acquired qualifications, of whom: 1. 84 (19.5%) in law; 2. 42 (9.8%) in public administration; 3. 107 (25%) in business administration; 4. 32 (7.5%) in banking and finance; 5. 36 (8.4%) in accounting and finance; 6. 13 (3%) in computer science; 7. 13 (3%) in economics; 8. 10 (2%) in English literature; 9. 4 (0.9%) in audit; 10. 14 (3.3%) in engineering. The remaining 71 individuals are classified under other fields of study, including Khmer literature, psychology, sociology, social science and humanities, mathematics, human resource management, biology, philosophy, tourism, physics, health science and medicine, marketing, science (cadastre), science (agricultural economics and rural development), educational science, entrepreneurship, development economics, interior design and architecture, political science, social science and law, planning and design, risk management, financial management, public law, tourism and hospitality, public communication, educational leadership and administration, civil construction science, economic engineering, economic statistics, criminology and justice system, planning education and educational management, development and cooperation, electronic technology and social development, Chinese literature, and history.

A total of 174 civil servants and employees of the Ministry of Inspection at the capital and provincial levels have acquired the following qualification: 1) 31 (17.8%) in law; 2) 32 (18.4%) in public administration; 3) 53 (30.5%) in business administration; 4) 8 (4.6%) in banking and finance; 5) 34 (19.5%) in accounting; 6) 3 (1.7%) in computer science. The remaining 32 individuals are classified under other specialties, including agronomy, mathematics, psychology, Buddhist philosophy, technology and agricultural management, history, English language, computer science, forestry science, veterinary science, social science, economic science, education science, horticulture, agricultural economics, architecture, Khmer literature, rural development, human resource management, and economics and finance.

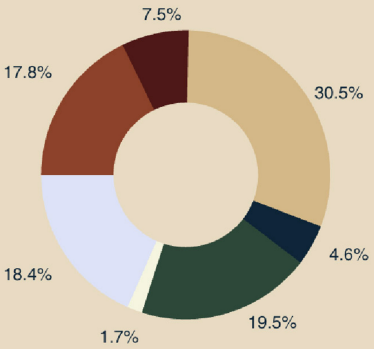
Statistics of Civil Servants in Ministry of Inspection at Central Level by Specialties – June 2024

Law	19.5%	English Literature	2%
Public Administration	9.8%	Audit	0.9%
Business Management	25%	Engineering	3.3%
Banking & Finance	7.5%	Public Law	0.5%
Accounting & Finance	8.4%	Business Administration	0.5%
Computer Science	3%	Other Specialties	15.6%
Economics	4%		



Statistics of Civil Servants in Ministry of Inspection at Capital and Provincial Levels by Specialties – June 2024

Law	17.8%	Accounting	19.5%
Public Administration	7.5%	Computer Science	1.7%
Business Management	30.5%	Other Specialties	18.4%
Banking & Finance	4.6%		



In addition to fundamental knowledge, the Ministry of Inspection's civil servants and employees have received strong support from the leadership in promoting and strengthening human resource development within the ministry. This has been achieved by sending civil servants and employees at all levels to participate in experience-sharing study visits, local and overseas training courses, and various other capacity-building programs. For example, in 2024, a total of 291 leaders, civil servants, and employees attended domestic training programs covering areas such as professional development, initial orientation, leadership and innovation, administrative and legal document drafting, digital transformation leadership, digital skills, digital technology, information literacy, data and cybersecurity, basic English proficiency, translation, and general communication skills. At the beginning of 2025, 56 civil servants and employees were admitted to local training programs focused on HSK Level 2 Chinese language, English communication skills, and other essential digital skills.

Meanwhile, the National Institute of Inspection has played a key role in providing training on inspection and related skills to the leaders, civil servants, and employees of the Ministry of Inspection, as well as to inspection entities within other ministries and institutions that form part of the Ministry's broader network. Between 2018 and 2024, the National Institute of Inspection organized 31 training courses with a total of 906 participants, including 217 females. Among them, 623 participants came from ministries, institutions, and inspection entities at both the central, capital and provincial levels; 205 participants from 28 ministries and institutions; 50 participants from 14 departments and khans under Phnom Penh Capital Hall; and 28 participants from 14 provinces. The courses focused on core inspection professionalism, accounting and finance, administrative management, auditing, investigative methods and land dispute resolution. Key training topics also included the political system, state management system and the Pentagonal Strategy, global and Cambodian legal systems, an overview of inspection responsibilities, complaint receipt and resolution, the role of inspection institutions and officials, planning, recording, reporting, and inspection methodologies.

From 2004 to 2024, a total of 410 leaders and civil servants participated in study visits for experience exchange and training programs in several countries, including the People's Republic of China, the Republic of India, and the Socialist Republic of Vietnam, under the coordination of the Department of International Cooperation.

VII. International Cooperation

A. Samdech Thipadei's Guiding Recommendations

At the closing ceremony of the 2023 Annual Assembly and Work Plan for 2024, held on 13 February 2024, **Samdech Moha Borvor Thipadei HUN Manet**, Prime Minister of the Kingdom of Cambodia, delivered high-level guiding recommendations, stating that: "the Ministry of Inspection shall engage in international cooperation to enhance human capital, exchange expertise, and share best practices."

B. Cooperation with Embassies

In 2024, the leaders of the Ministry of Inspection held a total of 38 meetings and discussions to strengthen international cooperation with ambassadors, and other international guests at the Ministry.

C. Cooperation with Socialist Republic of Vietnam

The Ministry signed five Memorandum of Understanding between the Cambodian Ministry of Inspection and the Government Inspectorate of the Socialist Republic of Vietnam, namely: the first, on 19 July 2005; the second, on 13 February 2012; the third, on 29 November 2016; the fourth, on 26 May 2023; and the fifth, on 10 June 2024.

From 2004 to 2024, the Cambodian side conducted 14 official visits to the Socialist Republic of Vietnam and hosted 11 reciprocal visits by the Vietnamese side to the Kingdom of Cambodia. The Ministry also participated in the 16th and 17th Cambodia–Vietnam Joint Committee meetings held in Phnom Penh, Capital of the Kingdom of Cambodia, and the 18th meeting held in Hanoi, Socialist Republic of Vietnam.

The Ministry of Inspection sent a total of 263 trainees to attend training programs in the Socialist Republic of Vietnam, of whom 235 trainees attended 12 short-term training courses (ranging from 15 days to one month) between 2006 and 2023, and 28 participants attended 5 long-term training courses (ranging from 3 to 6 months) between 2010 and 2013.

D. Cooperation with the People's Republic of China

The former Ministry of National Assembly–Senate Relations and Inspection signeda Memorandum of Understanding with the Ministry of Supervision of the People's Republic of China on 13 October 2016, focusing on cooperation in the field of inspection. At present, the Ministry is coordinating and preparing the contents of a new Memorandum of Understanding to be signed with the National Committee of Supervision.

The Ministry is cooperating with the Ministry of Supervision of the People's Republic of China and the Central Commission for Discipline Inspection of the Communist Party of China. This cooperation has yielded fruitful results over the past years, including: (1) Mutual high-level delegation visits at both leadership and technical levels for the purpose of experience exchange; (2) Provision of training courses by the Chinese side on inspection and supervision for 15 senior officials of the Ministry, conducted over three years from 2013 to 2015; (3) Material aid provided through the Chinese Embassy in Cambodia: First, office equipment valued at approximately USD 79,999 in 2005; Second, office equipment and transportation aid valued at approximately CNY 500,000 in 2008; (4) Participation of the Cambodian side in various international conferences hosted in the People's Republic of China, upon official invitations from the Chinese side. A high-level Cambodian delegation comprising 10 members, led by **Samdech Kittisangahapundit MEN Sam An**, Deputy Prime Minister, conducted an official visit to the People's Republic of China from 24 to 28 September 2017. During the visit, the delegation met with H.E. WANG Qishan, Secretary (or Chief) of the Central Commission for Discipline Inspection (CCDI) of the Central Committee of the Communist Party of China, and H.E. ZHAO Hongzhu, Secretary of the Secretariat and Deputy Secretary of the CCDI.

E. Cooperation with the Republic of India

Through the Embassy of Republic of India in Cambodia, the Ministry submitted a request to the Government of India for the participation of inspection officials in training courses organized under the Indian Technical and Economic Cooperation (ITEC) program at one of India's well-known institutes. As a result, the Ministry dispatched 40 civil servants to attend two training courses in the Republic of India: (1) 20 participants attended the course on Public Policy

and Governance for Civil Servants (April 2024); and (2) 20 participants attended the course on Performance Audit (May 2024).

F. Cooperation with International Organizations

The Ministry has cooperated with several international organizations as follows:

- Some of the Ministry's civil servants attended English language courses at the Mekong Dialogue Institute;
- 69 civil servants attended Chinese language courses in cooperation with the Confucius Institute of the Royal Academy of Cambodia, including 12 at the primary level and 57 at the foundation level;
- The Asia Foundation in Cambodia provided two training courses to the Ministry's leaders and civil servants on monitoring and evaluation, with a total value of USD 15,000;
- Ministry representatives attended training courses on diplomatic and official (e-passport) application procedures, and diplomatic and international relations skills, conducted online via Zoom by the Ministry of Foreign Affairs and International Cooperation. They also participated in a workshop on sharing information, experiences, and key procedures for obtaining scholarships to Australia;
- The Ministry participated in two meetings with the United Nations Development Programme (UNDP) to explore potential cooperation in monitoring and evaluation of the Pentagonal Strategy;
- The Ministry also held two consultation meetings with Oxfam at its headquarters to discuss possibilities for support in civil servant capacity building and technical assistance for the National Institute of Inspection.

G. Cooperation with Public Institutions

In addition to cooperation with foreign countries and international organizations, the Ministry has also collaborated with various state institutions as follows:

- Sent 112 officials and leaders to participate in training courses on drafting administrative and legal documents at the Royal School of Administration;
- Signed Memorandum of Understanding with 1) Preah Ket Mealea Hospital; 2) Ministry of Post and Telecommunications; 3) Ministry of Information; 4) National Institute of Diplomacy and International Relations (NIDIR); 5) Royal School of Administration, Ministry of Civil Service; 6) The Bar Association of the Kingdom of Cambodia.

VIII. Digital Transformation

A. Samdech Thipadei's Guiding Recommendations

At the closing ceremony of the 2023 Annual Assembly and Work Plan for 2024, held on 13 February 2024, **Samdech Moha Borvor Thipadei HUN Manet**, Prime Minister of the Kingdom of Cambodia, delivered high-level guiding recommendations that the Ministry of Inspection should cooperate with the Ministry of Post and Telecommunications to build the capacity of its civil servants—especially in digital literacy—in order to promote digital transformation in inspection and modernize the institution toward achieving inspection excellence through digital technology.

B. Ministry of Inspection's Digital Transformation Working Group

- Developed the Ministry of Inspection's official website (www.inspection.gov.kh) to share information, report on official activities, collect public documents, and receive complaints online;
- Created the Ministry of Inspection's mobile application for smartphones and smart devices running on iOS and Android Apps;
- Implemented digital infrastructure standards, including the installation of internet lines and network connections at the Ministry's headquarters;
- Installed 58 digital surveillance cameras at the Ministry's headquarters to monitor activities on the premises. These smart devices help enhance the security of the Ministry's equipment and assets;
- Installed a LED screen in Samdech Kittisangahapundit MEN Sam An's meeting hall, which serves as a smart display device for presenting meeting content during leadership meetings;
- Installed LCD televisions in Building A of the Ministry's headquarters to display meeting schedules and work updates of the Ministry's leadership;
- Established Hotline 1268 for public inquiries and complaint submissions. Callers can dial Number 1 (with 2 IP phone extensions) for general inquiries, and Number 2 (with 3 IP phone extensions) for complaint submissions;
- Deployed servers for data storage and distribution across the Ministry's entities;
- Set up Zoom Meeting system in Samdech Kittisangahapundit MEN Sam An's meeting hall to facilitate virtual meetings.

C. Implementation of the Memorandum of Understanding between the Ministry of Inspection and the Ministry of Post and Telecommunications

On 23 November 2023, the Ministry of Inspection and the Ministry of Post and Telecommunications signed a Memorandum of Understanding (MoU) to cooperate in the implementation of several digital initiatives. These include the introduction of the document verification platform (verify.gov.kh), infrastructure development, internet installation, and the provision of digital skills training for leaders and civil servants under the supervision of the Ministry of Inspection.

Outcomes of the implementation of the Memorandum of Understanding between the two Ministries are as follows:

1. Cooperation in Launching the VERIFY.GOV.KH Platform:

The Ministry of Inspection's digital transformation working group developed standardized QR codes for the verify.gov.kh platform, applied to a total of 208 training certificates issued for four training courses on inspection professionalism, organized by the National Institute of Inspection, of which 54 certificates for the training on "Investigation Methods and Land Dispute Resolution"; 52 certificates for Courses 1 + 2 of the 6th promotion of the Primary Inspection Professionalism Training; 52 certificates for Courses 3 + 4 of the same program; and 50 certificates for Courses 5 + 6 of the same program.

2. Installation of Digital Infrastructure and Distribution of Internet Connectivity

- The Ministry of Inspection's digital transformation working group, in collaboration with the Ministry of Post and Telecommunications, completed the installation of infrastructure and the connection of new internet networks, along with the distribution of internet bandwidth as designated for use by civil servants and leaders at the Ministry's headquarters.
- Established a Data Center to manage and distribute the Ministry's IT systems, internet services, and databases at the Ministry's headquarters.
- Installed and equipped new additional internet infrastructure, including the Main Server and server racks at the Data Center to house key equipment (routers, switches, and main network lines), along with the installation of sub-server racks at two locations—Building B and Building C—to meet connectivity demands at the Ministry's headquarters.
- Installed a total of 74 Wi-Fi Access Points and 119 internet outlets throughout various buildings and rooms.

3. Digital Equipment Supply

- The Ministry of Inspection received one server and 187 computers (comprising 100 laptops and 87 desktop computers) from the Ministry of Post and Telecommunications.
- In collaboration with the Ministry of Post and Telecommunications, the Ministry of Inspection set up user accounts for all 187 laptops and desktops (Active Directory integration and Microsoft Office 365 licenses) to ensure secure and efficient usage by leaders and civil servants of entities under the Ministry's supervision.

Section 3: Challenges

Despite notable progress and accomplishments in recent years, the inspection sector continues to face several challenges and shortcomings, including: (1) Limited understanding among some ministries and institutions regarding the roles, responsibilities, and hierarchical structure of the inspection; (2) Continued issuance of legal documents by certain ministries and institutions that affect or overlap with the authority and jurisdiction of the Ministry of Inspection; (3) Inadequate cooperation from inspected ministries, institutions, and entities, particularly in the enforcement of inspection outcomes and regulatory compliance; (4) Lack of monitoring and review mechanisms for inspection reports and regulatory compliance outcomes; (5) Absence of systematic monitoring and oversight of inspection functions carried out within ministries and institutions; (6) Lack of a joint inspection plan aligned with the "Seven Approaches" for coordinated implementation across the inspection sector; (7) The existing dispute resolution mechanism does not yet reflect the realities and complexities of current cases; (8) Insufficient cooperation from relevant stakeholders in the dispute resolution process; (9) Limited efforts in legal awareness assessment, public forum, and opinion surveys; (10) Unclear framework for determining legal documents, themes, and objectives related to public legal awareness; (11) Limited of public participation and understanding regarding the importance of legal awareness; (12) Shortage of skilled human resources, along with gaps in professional ethics and disciplinary standards; (13) Insufficient legal and regulatory documents to support inspection sector; (14) Weaknesses in the monitoring and evaluation (M&E) system for measuring work performance and results; (15) Limited systems to incentivize and motivate staff; (16) Budget constraints that do not match the operational scope and responsibilities; (17) Shortages in both qualified human resources and digital infrastructure; (18) Limited national and international cooperation and support; (19) Training programs in the inspection sector do not yet fully meet practical needs and field realities; (20) Overall, the practical implementation of inspection missions, regulatory compliance, and dispute resolution—as prescribed in applicable legal documents—typically requires significant time and effort, often up to nine nights and ten days.

Among the challenges listed above, several issues critically impact the leadership and management of the inspection sector and therefore require urgent and systematic solutions.

Since the establishment of the Ministry of National Assembly–Senate Relations and Inspection in 1999, the implementation of duties in the inspection sector has primarily relied on the Sub-Decree on the Organization and Functioning of the Ministry. However, the absence of comprehensive legal documents has posed significant challenges in carrying out core mandates, including inspection, dispute resolution, regulatory compliance, and legal awareness. Although the drafting of the Law on Inspection began in 2009 and has involved extensive coordination

with relevant ministries and institutions, it has yet to yield concrete results. In the meantime, various ministries and institutions have continued to issue legal documents, assigning inspection authority under different sectoral laws. This has led to overlapping mandates and has undermined the Ministry's legally established role in leading and managing the national inspection sector. The lack of harmonization in the development of inspection-related legal documents has further complicated the Ministry's ability to exercise its core functions effectively. In short, there is currently no effective mechanism in place to reconcile overlapping authorities or address issues of jurisdictional conflict and potential abuse of inspection powers across ministries and institutions.

Moreover, some ministries and institutions have shown reluctance to cooperate with inspection efforts. In certain cases, they have delayed or evaded engagement, withheld required documents, submitted incomplete information, or created procedural obstacles—effectively impeding the work of the Ministry of Inspection's delegations. Additionally, some heads of entities under inspection and regulatory compliance have refused to sign inspection and regulatory compliance outcome reports identifying critical shortcomings affecting individuals or institutions concerned. In many instances, their responses to inspection and regulatory compliance outcome reports have been significantly delayed. In addition, communication and coordination in performing duties according to the hierarchical structure and jurisdiction between government-level inspection authorities and ministerial, institutional, as well as capital–provincial inspection units remain limited.

Most of the complaints received by the Ministry are complex, complicated, longstanding, and difficult to resolve. Convictions or disciplinary measures in relation to those complaints have not yet been determined in several cases, including, (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 hindered by challenges such as the inability to obtain clarifications from key witnesses and citizens, the degradation or loss of physical evidence over time, and difficulty in contacting individuals who have relocated, migrated overseas for work, or become untraceable. Additionally, some affected citizens are elderly, ill, or mentally and physically unwell, making it difficult to gather reliable statements or evidence necessary for fair resolution. On the other hand, some relevant ministries, institutions, entities, and local authorities have not yet demonstrated adequate cooperation. For example, there have been delays in responding to complaints submitted by the Ministry of Inspection within its mandate, failure to arrange meetings with the Ministry's delegation at investigation sites, and lack of provision of necessary related documents.

Inspection officials who have successfully recovered state property or national budget losses caused by dishonest public officials have not yet received financial incentives or additional allowances in recognition of their accomplishments.

I. Inspection

Since the establishment of the Ministry of National Assembly–Senate Relations and Inspection in 1999, the implementation of inspection duties and responsibilities has relied solely on the sub-decree concerning the organization and functioning of the Ministry. The absence of comprehensive legal documents has led to significant challenges in the effective execution of its mandate.

From 2009 to the present, the Ministry has made considerable efforts to coordinate with relevant ministries and institutions; however, the intended outcomes have not been fully achieved. Meanwhile, some ministries and institutions have continued to develop their own legal documents that overlap with or affect the jurisdiction of the Ministry of Inspection—despite the Ministry's official role as the Royal Government's designated agency for inspection sector. These developments are inconsistent with the Law on the Establishment of the Ministry of Inspection.

The absence of comprehensive legal documents continues to pose significant challenges to the Ministry of Inspection's operations. Certain ministries and institutions have shown reluctance to cooperate—delaying or failing to provide requested documents, or creating procedural obstacles that hinder the Ministry's inspection efforts. During the inspection process, from initial implementation to the final review of inspection reports, delegations have consistently encountered difficulties. In many cases, inspections require prior permission from the heads of institutions or heads of capital and provincial boards of governors—those subject to inspection themselves. These permissions are often delayed under various pretexts, with the intent to obstruct or evade inspection, including failure to provide requested documents or submission of incomplete materials. Furthermore, inspection officials are at times met with suspicion or resistance. They may be accused of coming to find fault, disrupt internal operations, interfere with institutional solidarity, or pursue personal gain. In some cases, leaders of the inspected institutions refuse to sign inspection reports if the outcomes reveal wrongdoing that affects individuals or the institutions involved. There are also delays in providing official responses to inspection outcomes.

In addition, coordination and hierarchical cooperation between the Royal Government's inspection authority and the inspection bodies of ministries, institutions, and sub-national administrations remain limited.

Despite inspection officials' efforts to recover state property or national budget losses caused by misconduct, they have not yet received financial incentives or additional allowances in recognition of their contributions.

II. Dispute Resolution (Ombudsman)

The Ministry of Inspection's work in dispute resolution (Ombudsman) continues to face two major challenges: (1) There is currently no Law on Complaints and Denunciations to serve as a legal foundation for efficient and effective operations. This legal gap limits the clarity and authority of the Ministry's dispute resolution functions. Additionally, Ombudsman officials do not have formal uniforms for performing official duties and daily tasks, which affects both professional identity and operational visibility; (2) Many of the complaints submitted by the public are deeply complex, long-standing, and often involve multiple parties and institutions. Complainants frequently file petitions with various ministries and entities, which complicates coordination and resolution. Disciplinary measures in relation to those complaint have not yet been determined in several cases: (a) Officials who produced irregular or fraudulent documents—especially in overlapping or conflicting land ownership cases. These issues often stem from irresponsibility or negligence, such as the issuance of title deeds to disputed parties while investigations were ongoing; (b) Certain individuals have exploited the prevailing mindset that, winners gain land, losers gain money; and (c) Some involved individuals have deliberately avoided the resolution process by failing to attend scheduled meetings, withholding relevant documents, or refusing to provide clarifications. In some cases, witnesses and citizens who could offer key information have not been available, due to fear, health conditions, or relocation—including migration abroad for work or becoming untraceable. The degradation or loss of physical evidence over time also presents a serious challenge. Moreover, a number of affected citizens are elderly, ill, or mentally and physically unwell, which makes engagement in the resolution process more difficult. On the other hand, cooperation from some relevant ministries, institutions, entities, and local authorities remains insufficient. For example, delays in responding to the Ministry of Inspection's official complaint submissions, failure to schedule site investigations, and a lack of timely provision of supporting documents have all hindered effective resolution.

III. Regulatory Compliance

Despite notable achievements in recent years, the area of regulatory compliance continues to face several significant challenges. These include the absence of a formal mechanism for monitoring and reviewing inspection and overseeing legal compliance outcome; the lack of legal documents or a defined legal framework governing regulatory compliance duties; limited cooperation from target institutions and entities during regulatory compliance activities;

delayed responses from ministries and sub-national administrations to outcomes of regulatory compliance, and recommendations issued by the Head of the Royal Government.

IV. Public Legal Awareness and Public Forums

The efforts to promote public legal awareness and organize public forums continue to encounter several challenges: (1) Limited assessment and evaluation in the implementation of legal awareness programs and public forums, resulting in insufficient data to inform improvement strategies; (2) Unclear criteria and frameworks for selecting legal topics, target audiences, and types of legal documents to be disseminated; (3) Limited of public participation and understanding of the importance and relevance of legal awareness and public forums among citizens; and (4) Inadequate methods and channels for delivering legal awareness initiatives and conducting public forums, including limited use of modern communication tools and outreach strategies.

V. Regulatory Environment

A. Internal Challenges

1. Lack of Human Resources

The development of legal documents requires a multidisciplinary team with expertise in law, policy, research, inspection, and practical experience. Effective, consistent and comprehensive legal drafting also depends on the participation of relevant subject-matter experts.

2. Limited Mechanism of the Working Group

The Ministry's Legal Document Drafting Working Group was established with members drawn from among the Ministry's leadership and specialized officials who concurrently hold other primary responsibilities. As a result, the establishment of a permanent, dedicated mechanism within each relevant department has been constrained. Furthermore, assistant officials assigned to the drafting team also have individual responsibilities in their respective units, which further limits the efficiency and continuity of the Legal Document Drafting Working Group's operations.

B. External Challenges

1. Lack of Support from Ministries and Institutions

Some ministries and institutions oppose or fail to support the roles, responsibilities, powers, and authorities outlined in the legal documents developed by the Ministry of Inspection. This lack of support creates significant obstacles whenever the Ministry attempts to pass draft legal documents. As a result, despite being established for 26 years, the Ministry has struggled to develop and implement legal instruments beyond the existing sub-decree on its organization and functioning. The lack of cooperation from other ministries and institutions has negatively impacted the effectiveness of inspection activities.

2. Lack of Cooperation

Inspection units within ministries and institutions—despite being mandated to carry out inspection duties—often show a low level of willingness to cooperate with the Ministry of Inspection in the development of legal documents concerning the inspection sector as a whole.

Additionally, there is a lack of support and cooperation from both national and international partners in the process of developing the Ministry's legal framework. As a result, the Legal Document Drafting Working Group faces challenges related to limited human resources, material resources, budget, and access to expert consultation.

3. Fragmented Development of Legal Documents

Some ministries and institutions have assigned inspection-related authorities and powers under their respective specialized laws. This has led to a fragmentation of inspection-related legal documents across various sectors. These developments have often been carried out without consultation or coordination with the Ministry of Inspection, which holds the mandate to lead and manage the inspection sector of the Kingdom of Cambodia.

4. Development of Legal Documents in Violation of Competence

The Law on the Establishment of the Ministry affirms that the Ministry of Inspection holds the mandate to lead and manage the inspection sector of the Kingdom of Cambodia. Furthermore, the Sub-Decree on the Organization and Functioning of the Ministry of Inspection specifies its authority to conduct inspections across all sectors. However, in practice, the Ministry has not been able to fully exercise these powers due to the following issues:

- The authority to lead, manage, and assign inspection responsibilities is often exercised by other ministries.
- Some ministries and institutions have developed their own legal documents that explicitly exclude or restrict the Ministry of Inspection from carrying out inspection duties within their jurisdictions.

5. Limited Mechanism for Coordination and Prevention of Competence Abuse

The mechanism for coordinating legal solutions—particularly during the drafting of laws to prevent conflicts between draft provisions and existing laws, and to address discrepancies in legal interpretation and institutional authority, remains limited. The absence of such a mechanism has led to disagreements in the development of legal documents among ministries and institutions, misalignment with respective mandates, a lack of legal consistency and harmonization, and insufficient institutional coordination.

VI. Digital Transformation

Since its initiation, the Ministry has made notable progress in advancing digital transformation, which has brought several positive outcomes. However, challenges remain. These include the lack of dedicated workspaces, insufficient digital equipment to meet actual needs, inadequate budget allocation to support the operations of the digital transformation unit, and a limited number of qualified information technology personnel.

CHAPTER 4

MECHANISM AND STRATEGIC SOLUTION MEASURES

To achieve long term pragmatic vision of the Ministry of Inspection in leading and managing the inspection sector of the Kingdom of Cambodia, as well as to resolves the above challenges and to contribute in the implementation of the Third Angle of the Pentagonal Strategy - Phase I of Royal Government of the Seven Legislature of the National Assembly. Ministry of Inspection has launched **"S4P4"** Strategy with the aim to ensure the result-based comprehensive governance and inspection reforms.

Designed as a long-term roadmap, the **"S4P4"** Strategy aims to enhance resilience and competitiveness within Cambodian society while strengthening the effectiveness, accountability, and inclusivity of public institutions, thereby ensuring justice, transparency, and good governance across all levels of administration. At its core, the strategy is driven by a mission to foster and reinforce public trust in public institutions through a focus on four strategic objectives: (1) Deter non-compliance behaviors by fostering a culture of law enforcement and good governance, thereby reducing governance abuses, (2) Identify institutional shortcomings, 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 has established the following strategic goals, key measures, and priority actions as follows:

I. Strengthen Inspection

Inspection is a complex and demanding task that requires officials to possess strong moral integrity, relevant experience, and specialized technical expertise to objectively assess issues and draw conclusions based on facts and legal principles. At the same time, inspection work demands thoughtfulness, diligence, intelligence, structured programs, and clear action plans, along with the support and cooperation of ministries, institutions, and national-level administrative bodies. To ensure that inspection work is conducted smoothly, sustainably, efficiently, and with public trust and a high degree of responsibility, there must be clear and comprehensive rules and legal frameworks tailored to practical circumstances. Additionally, it is essential to continuously enhance the capacity of civil servants through holistic training, enabling them to carry out their duties with confidence, analytical clarity, rule-based reasoning, and a strong commitment to ethics and professional standards.

The Ministry of Inspection has introduced a strategy to strengthen inspection with the aim of promoting integrity within public administration. The strategy prioritizes the consolidation of management mechanisms and the delivery of public services, the promotion of merit-based incentives, and the enforcement of strict disciplinary and legal measures against public officials who breach the professional code of conduct or abuse their authority in the execution of their duties. Within this strategy, the Ministry has outlined six strategic goals: (1) improving the efficiency of inspection operation; (2) strengthening the issuance of corrective notifications, monitoring compliance, and ensuring effective follow-up on inspection outcomes; (3) enhancing relationships and cooperation with inspection bodies across public institutions; (4) clearly defining the mandates, responsibilities, tasks, and hierarchical structure of inspection bodies; (5) enhancing systems for monitoring and reviewing inspection outcomes, as well as establishing mechanisms to oversee and supervise the inspection functions of ministries and institutions; (6) coordinating inspection efforts by developing annual joint inspection plans.

A. Strategic Goal 1: Enhance the Effectiveness of Inspection Operation

Key Measure 1: Strengthen the Professional Ethics for Inspection Officers

The Ministry of Inspection sets out measures to reinforce the professional ethics of its officers, ensuring they adhere to core inspection principles, including transparency, impartiality, integrity, efficiency and confidentiality. This involves regular internal meetings and the monitoring and evaluation of officials' activities.

Key Measure 2: Strengthen Inspection Procedures

The Ministry of Inspection introduces measures to formalize inspection procedures to enhance efficiency and effectiveness. This requires clearly defining the principles and methods for all stages of inspection work, such as planning, notification, on-site visits, report preparation, and monitoring of measure implementation.

Key Measure 3: Strengthen the Development of Pre-Inspection Action Plans

Inspection planning is essential prior to conducting inspection operations. The Ministry of Inspection has introduced measures to strengthen pre-inspection action planning in order to ensure effectiveness. These measures include activities such as situational assessment visits with the participation of provincial and municipal inspection departments, as well as compiling and analyzing the relevant legal documents and collected data.

B. Strategic Goal 2: Enhance Relations and Cooperation with Inspection Entities Ministries Ministries and Institutions

Key Measure 1: Strengthen Collaboration with Inspection Entities

The Ministry of Inspection puts in place measures to strengthen cooperation with the inspection entities of ministries and institutions to ensure their full participation, notably through quarterly and annual meetings and joint inspection operations.

Key Measure 2: Strengthen Harmonization in the Inspection Sector by Consolidating Cooperation with Inspection Units of Ministries and Institutions

The Ministry of Inspection introduces measures to strengthen harmonization within the inspection sector to ensure consistency, through the development of policies, standard operating procedures, and technical guidelines, the provision of technical advice to inspection organizations of ministries and institutions, the organization of training and experience-sharing sessions, and the compilation of activity reports and work results in the inspection sector.

C. Strategic Goal 3: Strengthen the Efficiency of Improvement Notice Issuance, Monitor their Implementation, and Enforce Decisions Based on Inspection Outcomes

Key Measure 1: Monitor and Follow Up on the Implementation of the Royal Government's Decisions on Inspection Outcomes

The Ministry of Inspection introduces measures to monitor, supervise, and follow up on the execution of the Royal Government's decisions related to inspection outcomes. This is done to strengthen the effectiveness of these decisions through performance review meetings, which serve as reminders to relevant ministries and institutions of their implementation duties.

Key Measure 2: Monitor and Follow Up on the Implementation of Measures Issued by the Ministry of Inspection for Inspected Ministries, Institutions, and Entities

The Ministry of Inspection establishes measures to monitor and follow up on the recommendations provided to ministries, institutions, and inspected entities. This is achieved by organizing review meetings to evaluate implementation progress and remind entities of their responsibilities, thereby enhancing the effectiveness of the Ministry's directives.

D. Strategic Goal 4: Clearly Define the Mandates, Functions, Duties, and Hierarchy of Inspection

Key Measure 1: Clearly Define the Authorities, Functions, and Duties of Inspectors

The Ministry of Inspection advocates for a mechanism that clearly defines inspection authorities and functions—particularly, it should be explicitly stated in legal documents to avoid the duplication of duties.

Key Measure 2: Clearly Define the Inspection Hierarchy

Ministries and institutions with inspection functions must understand the hierarchy in conducting inspections, with the Ministry of Inspection serving as the Royal Government's leading body for all sectors and other ministries acting as inspectors within their respective fields. The Ministry urges that this hierarchy be clearly defined in legal documents to ensure effectiveness of inspection performance—particularly, it should be explicitly stated in the relevant legal documents.

E. Strategic Goal 5: Promote the Establishment of Mechanisms for Monitoring Inspection Outcome Reports, as well as Monitoring Inspection Functions of Ministries and Institutions

Key Measure 1: Establish a Mechanism for Monitoring Inspection Outcome Reports

The Ministry of Inspection launches a mechanism to monitor inspection finding reports, using clear indicators and measurable assessment systems to ensure accountability, integrity, and good governance.

Key Measure 2: Establish a Mechanism for Monitoring and Reviewing the Inspection Functions of Ministries and Institutions

As the institution responsible for leading and managing inspection sector, the Ministry of Inspection has put in place a clear mechanism to monitor and oversee the inspection functions performed by other ministries and institutions.

F. Strategic Goal 6: Promote Annual Inspection Planning

Key Measure 1: Promote Collaboration Among Inspection Units of Ministries and Institutions for Joint Inspection Planning

The Ministry of Inspection sets out a mechanism for preparing an annual joint inspection plan in cooperation with the inspection organizations of other ministries and institutions. This plan is submitted to the Head of the Royal Government for review and approval, with the goal of avoiding redundant inspections and ensuring efficiency. This requires the full and comprehensive cooperation of all inspection units.

Key Measure 2: Establish a Mechanism for Joint Annual Inspection Planning

The Ministry of Inspection introduces measures to establish a coordinated mechanism for developing the joint inspection plan with the participation of all stakeholders.

II. Strengthen Dispute Resolution (Ombudsman)

In response to the aforementioned challenges, the Ministry has launched a strategy to strengthen dispute resolution. This strategy aims to promote good governance, transparency, accountability, integrity, cleanliness in public institutions and social justice by addressing complaints and denunciations lodged against officials and legal entities under the Royal Government's jurisdiction, including cases of administrative inaction from all settings. The ultimate goal is to contribute to the rule of law, sustainable development of the country, and the protection of public and citizen interests. In this strategy, the Ministry of Inspection has set two strategic goals and six Key Measures as follows:

A. Strategic Goal 1: Improve the Efficiency of Dispute Reception Mechanism

Key Measure 1: Strengthen the Mechanism for Dispute Reception

The Ministry of Inspection is strengthening mechanisms for receiving complaints and denunciations from all sources at both national and sub-national levels, including in-person, via information technology, through the press, and anonymous channels. A special focus is placed on strengthening online and in-person reception channels.

Key Measure 2: Publicize the Ministry of Inspection's Dispute Examination and Resolution Mechanism

The Ministry of Inspection introduces this measure to more widely disseminate information about its dispute receipt mechanisms and authorities to the public throughout the Kingdom of Cambodia.

Key Measure 3: Strengthen the Determination of Dispute Jurisdiction

The Ministry of Inspection introduces this measure in order to strengthen the capacity of officials to review dispute subjects-matter and determine the proper jurisdiction of dispute settlement, deciding whether a case should be handled by the Ministry of Inspection or referred to

Key Measure 4: Organize and Maintain Dispute Reception Desks

The Ministry of Inspection sets out this action with the aim of organizing designated desks to receive members of the public who come to file complaints, in order to ensure the effectiveness of public service delivery related to complaint handling.

B. Strategic Goal 2: Improve the Efficiency in Dispute Resolution

Key Measure 1: Strengthen the Dispute Resolution Procedure

The Ministry of Inspection formalizes dispute resolution procedures to: (1) define clear principles for timely resolution; (2) reinforce the professional ethics of resolution officers, ensuring they act comprehensively, equitably, and non-discriminatorily, adhering to principles of transparency, impartiality, integrity, and confidentiality; (3) strengthen collaboration with all stakeholders to build trust; and (4) conduct regular internal monitoring and evaluation meetings.

Key Measure 2: Reinforce the Mechanism for Monitoring the Implementation of Decisions on Dispute Resolution Outcomes

Following up on the resolution of dispute referred to other authorities, and monitoring the implementation of decisions resulting from dispute resolutions, is an essential task. In this regard, the Ministry has introduced key measures to strengthen the monitoring mechanism, with the aim of ensuring effective public service delivery and protecting the interests of all stakeholders.

III. Strengthen Regulatory Compliance

In response to the aforementioned challenges, the Ministry has introduced a strategic framework to strengthen regulatory compliance, enhance the regulatory compliance, legal documents, directives, recommendations and decisions issued by the Head of the Royal Government, thereby contributing to stronger governance across public institutions. In support of this strategy, the Ministry has laid out three strategic goals: (1) Strengthen monitoring activities on the regulatory compliance (2) Enhance the effectiveness of issuing improvement notices, monitoring their implementation, and strengthen the enforcement of decisions based on regulatory compliance outcomes; (3) Promote the formulation of a mechanism for monitoring reports on regulatory compliance.

A. Strategic Goal 1: Strengthen the Regulatory Compliance

Key Measure 1: Formulate Operational Procedures for Regulatory Compliance

The Ministry of Inspection introduces formal procedures to define the framework for monitoring legal compliance, which will involve expert consultations with relevant organizations.

Key Measure 2: Strengthen Planning for Regulatory Compliance

The Ministry of Inspection introduces measures to strengthen planning for monitoring legal compliance by setting clear goals, subjects, and timelines through listing all relevant laws, legal documents, directives, recommendations and decisions of the Head of the Royal Government, conduct situational assessments by collecting information on regulatory compliance from all sources with the participation of capital and provincial departments of inspection, and evaluating the collected data.

Key Measure 3: Enhance Efficiency of Regulatory Compliance

The Ministry of Inspection introduces measures to promote the efficiency and effectiveness of legal compliance monitoring through enhanced collaboration with relevant ministries, institutions, and other responsible sub-regulatory compliance monitoring units.

Key Measure 4: Strengthen the Professional Ethics for Regulatory Compliance Officers

The Ministry of Inspection sets out measures to reinforce the professional ethics of its compliance officers, ensuring they adhere to principles of transparency, accountability, impartiality, integrity, efficiency and confidentiality along with strict adherence to laws.

B. Strategic Goal 2: Enhance the Effectiveness of Issuing Improvement Notices, Monitoring their Implementation, and Strengthen the Enforcement of Decisions Based on Regulatory Compliance Outcomes

Key Measure 1: Monitor and Follow Up on the Implementation of the Royal Government's Decisions on Regulatory Compliance Outcomes

The Ministry introduces measures to monitor, oversee, and promote the execution of the Royal Government's decisions resulting from regulatory compliance activities to ensure effective implementation by ministries, institutions and sub-monitoring units.

Key Measure 2: Monitor, Oversee and Remind the Implementation of Measures Issued by the Ministry of Inspection to Ministries, Institutions, National and Sub-National Organizations

The Ministry of Inspection introduces this measure to monitor, oversee, remind and ensure the effective implementation of recommendations made by the Ministry of Inspection to ministries, institutions, and other organizations at national and sub-national levels based on regulatory compliance results.

Key Measure 3: Enhance the Effectiveness of Issuing Improvement Notices

The mechanism for issuing improvement notices and monitoring their implementation to promote better adherence to laws and legal documents must be strengthened.

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Key Measure 3: Enhance the Effectiveness of Issuing Improvement Notices

The mechanism for issuing improvement notices and monitoring their implementation to promote better adherence to laws and legal documents must be strengthened.

C. Strategic Goal 3: Promote the Formulation of a Mechanism for Monitoring Reports on Regulatory Compliance Outcomes

The Ministry introduces a mechanism to monitor reports on regulatory compliance outcomes, aiming to ensure accountability, integrity, and good governance.

IV. Strengthen Public Awareness

The Ministry of Inspection has launched a strategy to strengthen public awareness and improve the effectiveness and efficiency of outreach on laws and legal documents. This strategy seeks to inform the public through various campaigns and public forums, which also serve as opportunities to gather feedback and understand citizens' concerns.

To implement this strategy, the Ministry has outlined five strategic goals: (1) Strengthen the effectiveness of law dissemination; (2) Strengthen the effectiveness of public forums; (3) Strengthen the effectiveness of analysis, monitoring, evaluation, and survey of law dissemination and public forum processes; (4) Strengthen the basis for identifying legal documents, topics, and priority areas in law dissemination and public forums; (5) Promote comprehensive law dissemination and explanation of the importance of legal awareness and legal documents.

A. Strategic Goal 1: Strengthen the Effectiveness of Law Dissemination

Key Measure 1: Coordinate and Cooperate with Relevant Ministries, Institutions, and Entities

Effective legal outreach requires collaboration with ministries, institutions, relevant entities, and administrations of capital, provinces, towns, districts, khans, communes and sangkats. The Ministry introduces this measure to strengthen and expand relationships and cooperation with stakeholders, national and international development partners.

Key Measure 2: Promote Law Dissemination

The Ministry of Inspection introduces measures to promote law dessemination with the aims to raise public awareness of laws and legal documents, thereby ensuring effective public participation in and respect for the law. These measures include studying, researching and compiling legal documents for dissemination, organizing outreach programs, producing and recording content such as Q&A videos, and organizing public awareness campaigns.

B. Strategic Goal 2: Strengthen the Effectiveness of Public Forums

Key Measure 1: Coordinate and Cooperate with Relevant Ministries, Institutions, and Entities

Organizing public forums requires collaboration with relevant ministries, institutions, entities, and administrations of capital, provinces, towns, districts, khans, communes and sangkats. In this regard, the Ministry releases this measure to strengthen and expand collaboration with stakeholders and national and international partners.

Key Measure 2: Promote Public Forums

The Ministry of Inspection organizes public forums to understand the concerns and receive requests from citizens at all sub-national levels — including the capital, provinces, towns, districts, khans, communes, and sangkats. These forums are linked to the process of resolving complaints and denunciations against both officials and legal entities under the jurisdiction of the Royal Government. In this context, the Ministry will promote the organization of broad, and impactful public forums to achieve meaningful outcomes, and will continue to monitor the implementation of concrete solutions by the competent authorities, ensuring they address the real needs of the people, in line with government policy.

C. Strategic Goal 3: Strengthen the Effectiveness of Analysis, Monitoring, Evaluation, and Survey of Law Dissemination and Public Forum Processes

Key Measure 1: Conduct Surveys on Public Awareness of Laws and Legal Documents

The Ministry of Inspection will conduct surveys to assess the level of public awareness of laws and legal documents before and after dessemination campaigns. This will be carried out through key priority activities, including the development of survey methodologies, preparation of assessment questionnaires, data collection (through interviews), and data analysis.

Key Measure 2: Monitor and Evaluate the Effectiveness of Law Dissemination and Public Forums

After completing legal awareness programs and public forums, the Ministry of Inspection will carry out monitoring and evaluation to measure participant satisfaction. This process aims to ensure that the initiatives achieve positive results and effectively address the real needs of citizens in line with government policy.

D. Strategic Goal 4: Strengthen the Basis for Identifying Legal Documents, Topics, and Priority Areas in Law Dissemination and Public Forums

The Ministry of Inspection will strengthen the foundations procedures for selecting topics and priority targets for legal dissemination campaigns and public forums, focusing on legal documents, thematic areas and priority objectives that address the actual needs of citizens.

E. Strategic Goal 5: Promote Comprehensive Law Dissemination and Explanation of the Importance of Legal Awareness and Legal Documents

The Ministry of Inspection will encourage broad participation from citizens and stakeholders in its legal outreach activities and public forums by disseminating information through all available channels about the importance of legal knowledge and legal documents, especially in designated priority areas.

V. Promote the Regulatory Environment

In alignment with the high-level recommendations of **Samdech Moha Borvor Thipadei HUN Manet**, Prime Minister of the Kingdom of Cambodia, that "The Ministry of Inspection shall initiate and take the lead in developing an effective, high-quality, and harmonized inspection mechanism within public administration," the Ministry of Inspection has launched a strategy to promote the regulatory environment. This strategy aims to strengthen the mechanisms for studying, researching, and drafting legal documents, and related standards that support the Ministry's mission comprehensively. It also seeks to enhance operational systems across all departments and levels, based on the principles of proactivity, engagement, and interactivity. To implement this strategy, the Ministry of Inspection has identified two strategic goals: (1) strengthen mechanisms for the development and drafting of laws and legal documents; (2) promote the drafting of laws and legal documents while ensuring effectiveness and harmonization of the regulatory framework governing the inspection sector.

A. Strategic Goal 1: Strengthen Mechanisms for the Development and Drafting of Laws and Legal Documents

To ensure the effective operation of the Ministry's legal drafting mechanism, there must be a strong and coherent structure that includes human, financial, and material resources to provide sustained support and motivation. To achieve this strategic goal, the Ministry has identified several Key Measures, as follows:

Key Measure 1: Organization of Structure and Human Resources

As part of this action, the Ministry sets out priority tasks such as establishing a clear and coordinated leadership mechanism, supported by technical and experienced officials specialized in law, policy, inspection, public administration and related fields. In addition, research assistants will be engaged to analyze policies, contribute technical expertise relevant to the inspection sector,

provide consultation across all aspects, offer innovative inputs, and compile research data to serve as supporting resources for developing action plants, strategic plans, and drafting the key structure and content of legal documents.

Key Measure 2: Establish a Research and Development

Legal documents must be drafted with caution to avoid unintended consequences or negative impacts—such as overly restrictive provisions or the unnecessary imposition of burdens on individuals affected by the law. This requires a thorough assessment of the potential impact of new provisions, taking into account factors such as political, geographic, social, economic, cultural, and traditional contexts. In this regard, the Ministry has adopted measures to strengthen its research capacity, with the aim of improving the effectiveness of legal drafting and compiling instruments related to the inspection sector. Key priorities include the establishment of dedicated research mechanisms, provision of training programs, study visits, and workshops—both domestically and internationally—in collaboration with national and international experts. These efforts focus on conducting comprehensive research on relevant national and international legal documents across different periods, promoting regular sharing of good practices, and mobilizing both financial and technical support from partners.

Key Measure 3: Promote Cooperation with Stakeholders

Collaboration with ministries, institutions, and all relevant stakeholders is essential to overcoming challenges in the development of legal documents. Such collaboration facilitates and accelerates the drafting process, ensuring that legal documents are developed in a timely and comprehensive manner. As part of this effort, the Ministry has identified priority tasks such as organizing consultative meetings and workshops with relevant ministries, institutions, organizations and stakeholders.

Key Measure 4: Strengthen Law Dissemination Activities

To enhance understanding and awareness of the significance of inspection works, the Ministry has implemented measures to strengthen the mechanisms for disseminating legal documents related to the inspection sector through workshops, public forums, study visits, meetings, outreach programs and technological platforms.

Key Measure 5: Reinforce Support Mechanisms

The Ministry of Inspection has implemented measures to strengthen mechanisms for providing technical, material and other forms of support, demonstrating its strong commitment to advancing the development of legal documents in the inspection sector, and offering both financial and non-financial incentives to the officers responsible for implementation.

B. Strategic Goal 2: Promote the Drafting of Laws and Legal Documents while Ensuring Effectiveness and Harmonization of the Regulatory Framework Governing the Inspection Sector

Key Measure 1: Determination of Policies

The Ministry of Inspection has formulated strategic measures by defining a clear vision, objectives, goals, scope and mission to ensure precise and effective development of an inspection policy that is widely accepted by all stakeholders. This policy will be grounded in realistic reform, informed by research, practical experience, contextual realities, and aligned with the policies of the Royal Government, outlining the following key points:

1. Objectives: (1) Ensure legal compliance by strengthening and promoting adherence to laws among public institutions, the private sector, and all stakeholders; (2) Promote accountability by holding state institutions responsible for their activities and ensuring transparency in their operations; (3) Prevent inaction by addressing and taking proactive measures against misconduct, fraud, and corruption within public and private administrations; (4) Improve public service delivery by enhancing its quality and efficiency through regular monitoring and advisory support; (5) Protect the public interest by safeguarding the rights and interests of citizens through fair and ethical practices, and the integrity of institutional actions.

2. Scope: The policy will apply to ministries, institutions, equivalent public organizations, sub-national administrations, public enterprises, public administrative institutions, and any natural or legal persons bound by law or other individuals involved in public interest. This scope is essential to support the competence, mission, and authority of the Ministry of Inspection.

3. Inspection Structure: The structure must be clearly defined to resolve any disagreements over inspection functions. The Ministry of Inspection is responsible for leading and managing the inspection sector of the Kingdom of Cambodia. As the leading institution for inspection sector, it must initiate and guide the development of a high-quality, effective, and harmonized inspection mechanism within public administration.

4. Inspection Principles: All inspections must adhere to the following principles. (1) Transparency: Inspections are conducted openly, with clear communication and accountability to the entity being inspected; (2) Impartiality: Inspectors must act impartially, ensuring fairness and equality before the law; (3) Integrity: Inspectors must adhere to high ethical standards and avoid conflicts of interest; (4) Efficiency: Inspections are conducted in a timely and comprehensive manner; (5) Confidentiality: Information obtained during the inspection process must be kept confidential.

5. Inspection Procedures: Procedures are critical to the effectiveness and outcome of inspection operations and must be clearly defined. This includes processes for planning, notification, on-site inspections, ensuring the independence of inspection reports, defining response times, and monitoring the implementation of corrective measures.

6. Resources and Technology: The policy must account for the resources and technology necessary to enhance the skills and knowledge of inspectors. It will introduce procedures to ensure consistency and promote the use of digital technology to facilitate data collection, analysis, and reporting in a modern inspection context.

7. Responsibilities of the Ministry of Inspection: The Ministry is responsible for: drawing conclusions and determining corrective measures based on applicable laws, regularly monitoring inspection processes, adhering to the compliance with the Royal Government's policies, and fully cooperating with relevant ministries and institutions to receive information and make corrections.

8. Sanctions and Incentives: The policy will establish a system of sanctions for individuals who commit inspection-related violations and incentives for those who perform their duties well in order to improve the overall effectiveness of inspection.

9. Monitoring, Supervision, and Evaluation: The policy will establish a framework for monitoring, supervision, and evaluation that includes: defining performance indicators to assess inspection effectiveness; establishing feedback mechanisms from inspected entities and stakeholders to improve processes; and regularly reviewing and updating inspection policies to address emerging challenges.

The Inspection Policy of the Ministry of Inspection will be submitted for a high-level decision in principle by **Samdech Thipadei Prime Minister**. Once approved in principle by **Samdech Thipadei Prime Minister**, this policy will serve as the foundation for the development of legal documents related to the inspection sector. It will be a key mechanism for promoting accountability, transparency, integrity, and good governance in public administration, ensuring that inspections contribute effectively to the development and well-being of the entire society.

Key Measure 2: Promote the Development of Legal Documents as the Ministry of Inspection's Priority

The Ministry of Inspection prioritizes the development of legal documents to enhance its operational efficiency and serve as supportive mechanisms for the implementation of its core functions including inspection, dispute resolution, regulatory compliance, and public awareness. As part of this action, the Ministry sets out a plan and identifies priority legal documents for drafting in order to support the spirit of Sub-Decree No. 06 ANKr.BK, dated 13 January 2025, on the Organization and Functioning of the Ministry of Inspection, as follows:

- Standard Operating Procedures (SOPs) for the Ministry's core functions, including inspection, dispute resolution, and regulatory compliance.
- Sub-Decree on the establishment of capital and provincial departments of inspection.
- Sub-Decree on the organization and functioning of the capital and provincial departments of inspection.

- Prakas on the organization and functioning of offices under the General Department of Administration and Finance.
- Prakas on the organization and functioning of offices under the General Department of Inspection.
- Prakas on the organization and functioning of offices under the General Department of Dispute Resolution.
- Prakas on the organization and functioning of offices under the Internal Audit Department.
- Prakas on the organization and functioning of offices of under the National Institute of Inspection.
- Prakas on the organization and functioning of offices under the capital and provincial departments of inspection.
- Prakas on the Division of Ministries and Institutions by Sector in Conducting Inspections and Determining the Competence of the Department of Regulatory Compliance.
- Prakas on the logo and stamp of the National Institute of Inspection.
- Instructions on temporary use of the logo and stamp of capital and provincial departments of inspection.
- Internal Rules and Regulations for Inspection and Regulatory Compliance Delegations.
- Prakas on the Professional Ethics for Dispute Resolution and Investigation Officers.
- Internal Rules and Regulations for Dispute Resolution and Investigation Delegations.

Key Measure 3: Promote the Development of Legal Documents in Support of the Inspection Sector

In line with the high-level guiding recommendations of **Samdech Moha Borvor Thipadei HUN Manet**, Prime Minister of the Kingdom of Cambodia, and to ensure effective leadership and management of the inspection sector, the Ministry of Inspection takes the initiative to collaborate with relevant ministries and institutions in reviewing, discussing, and revising legal documents related to the inspection sector in order to ensure consistency, uniformity, efficiency, common standards, legal relevancy, legal supremacy, and legal security, in accordance with international best practices and the Cambodian context. The Ministry of Inspection prioritizes the promotion and drafting of legal documents in the inspection sector as supportive mechanisms for the implementation of the functions and duties of inspection bodies within ministries and institutions. As part of this initiative, the Ministry will plan and identify specific legal documents to be prioritized for drafting in order to support the inspection sector, as follows:

- Concept paper on Inspection
- National Policy on Inspection
- Law on Inspection
- Sub-Decree on Uniforms and Insignia of Inspection Officers
- Sub-Decree on the Professional Ethics and Code of Conduct for Inspection Officers
- Sub-Decree on Procedures for Inspection and Regulatory Compliance
- Sub-Decree on the Procedures for the Receipt, Review, Investigation, and Resolution of Complaints and Denunciations
- Sub-Decree on the Mandates and Powers of Inspection Institutions
- Sub-Decree on the Procedure for Joint Planning of Inspections
- Sub-Decree on the Procedure for Implementing Decisions on Inspection Outcomes
- Law on Complaints and Denunciations.

VI. Promote Institutional Capacity

The Ministry of Inspection introduces a strategic framework to strengthen institutional capacity, with the aim of transforming the Ministry into a strong, modern, excellent, and highly capable public institution. This strategy sets four strategic goals and ten Key Measures as follows:

A. Strategic Goal 1: Enhance Capacity and Institutional Modernization

This goal aims to increase institutional capacity and promote modernization in line with the Royal Government's ongoing reforms and the rapid advancement of technology. This Strategic Goal is supported by four Key Measures.

Key Measure 1: Strengthen the Functional Analysis and Structural Organization of Entities Under the Ministry

Functional analysis and organizational restructure review are key priorities of the Royal Government under its public administration reform agenda, aimed at strengthening the functional effectiveness of ministries and institutions. In line with this effort, the Ministry of Inspection conducted a functional analysis in late 2023, and has since conducted a comprehensive review of its functions and organizational structure, as outlined in Sub-Decree No. 06 ANKr.BK, dated January 13, 2025, on the Organization and Functioning of the Ministry of Inspection. This work will continue through on going monitoring of officials' roles and responsibilities from the director-general level downward and through the reorganization of the entities under the Ministry at both the national and sub-national levels. To ensure the effectiveness of this measure, the Ministry has identified three priority tasks: (1) Continue analyzing the functions of officials from the director-general level downward; (2) Strengthen the organizational structure of subordinate entities under the Ministry's supervision; (3) Monitor and evaluate the performance of officials in carrying out their duties.

Key Measure 2: Advance Institutional Modernization

The Ministry has introduced measures to promote institutional modernization, with the aim of enhancing institutional capacity and improving the efficiency of public service delivery in the inspection sector, in line with the rapid development of digital technology. This measure is supported by four priority tasks: (1) Equip offices with adequate and modern equipments; (2) Upgrade meeting halls and install modern digital audio systems; (3) Strengthen the monitoring and functionality of security camera at all entrances and exits; (4) Establish a digital document management and workflow system.

Key Measure 3: Improve the Workplace Environment for Comfort, Aesthetics, and Hygiene

A positive workplace environment is crucial for the well-being and productivity of the Ministry's leaders and civil servants. To this end, the Ministry has introduced measures to improve workplace comfort, aesthetics, and hygiene, aiming to encourage active participation from leaders and civil servants in maintaining a clean and pleasant environment. This Key Measure is supported by seven priority tasks: (1) improve bathroom facilities and reinforce hygiene standards; (2) enhance the aesthetics and improve both the internal and external environment; (3) strengthen the supply of clean water; (4) increase officials' participation in maintaining environmental hygiene through the Work Linking Life campaigns; (5) revise the Ministry's internal rules and regulations; (6) reinforce security and order; (7) establish a nursery to accommodate officials' infants.

Key Measure 4: Strengthen the Mechanism for Performance Monitoring and Evaluation

In order to ensure the effectiveness of duty performance, the Ministry has implemented measures to strengthen the mechanism for monitoring and evaluating performance in support of five priority tasks: (1) Strengthen the mechanism for weekly leadership meetings; (2) Establish a mechanism for institutional performance monitoring and evaluation; (3) Conduct regular evaluations to assess activity effectiveness and improve evaluation outcomes; (4) Strengthen monitoring and evaluation systems at all levels; (5) Build the institutional capacity and officials responsible for monitoring and evaluation.

B. Strategic Goal 2: Strengthen the Effectiveness of Human Resource Management and Utilization

This goal is to ensure work sustainability and promote the effective management and utilization of human resources based on their skills, qualifications and institutional needs, in line with the Royal Government's key public administration reform. This Strategic Goal is supported by two Key Measures.

Key Measure 1: Optimize Personnel Management

To strengthen the management of civil servants, the Ministry introduces six priority tasks:(1) establishing a personnel data management system, (2) strengthening payroll management, (3) re-issuing civil servants' identity cards, (4) updating annual civil servant data, (5) strengthen the management of civil servants' administrative status changes, and (6) equipping a civil servant attendance management system to monitor staff presence across national and sub-national levels.

Key Measure 2: Strengthen Human Resource Utilization

The Ministry will prioritize the effective utilization of existing officials before considering new recruitment. The human resource utilization measure is supported by three priority tasks: (1) strengthen the organization of roles, responsibilities and tasks within subordinate entities, (2) reinforce the performance of officials in carrying out their assigned duties and responsibilities, and (3) strengthen human resource planning and utilization.

C. Strategic Goal 3: Develop Human Resources Toward Building Qualified Human Capital

Human resources are the most important determinants in ensuring the sustainability of operations and the continued development of ministries, institutions, or organizations. Therefore, the Ministry must pay close attention to building human resources and developing human capital on a regular basis, both in terms of knowledge and professional skills in line with the duties, responsibilities and mission assigned by the Royal Government. In this regard, the Ministry has set a strategic goal to develop human resources with the aim of building a highly qualified and capable workforce, which is supported by two Key Measures:

Key Measure 1: Strengthen Domestic and International Training Programs

Professional skills and competence training is necessary for developing the capabilities of leaders and civil servants. While the Ministry of Inspection has acquired human resources with a high level of knowledge, there remains a need for further professional training to align with the rapid advancement of technology. This is crucial to ensuring the effective development of human resources with high potential, moving toward a qualified human capital. To address this, the Ministry has introduced measures to strengthen both domestic and international training programs on knowledge and professional skills based on practical needs. This is supported by three priority tasks: (1) increase access to knowledge-based and professional skills training programs; (2) conduct feedback and assessment required to ensure relevance and effectiveness training; and (3) promote opportunities for both domestic and international training.

Key Measure 2: Reinforce Regulatory Compliance and Professional Ethics

Strengthening the effectiveness of regulatory compliance, professional ethics, and discipline is an indispensable factor in promoting effective management, improving performance and fostering sense of professional responsibility among the Ministry's civil servants and employees. Under these Key Measures, the Ministry has identified two priority tasks: (1) strengthen the enforcement of regulatory compliance, professional ethics, and discipline among civil servants, and (2) strengthen disciplinary measures and punishment mechanisms for officials involved in misconduct.

D. Strategic Goal 4: Strengthen Performance Appraisal and Promote Performance-Based Incentive System

Evaluation serves as an indicator to measure work performance, effort, and dedication in fulfilling duties, and the commitment of leadership, civil servants, employees and institutions under the Ministry's supervision. It forms the basis for providing both financial and non-financial incentives or for taking disciplinary measures. In order to improve the operational efficiency of each unit, the Ministry has set a strategic goal to strengthen the evaluation mechanism and promote performance-based incentive system, supported by two Key Measures:

Key Measure 1: Improve Evaluation Processes for Recognizing Outstanding Officials

Evaluating individual and unit performance requires clear and specific measurement tools as defined by monitoring and evaluation procedures, to ensure accuracy, transparency, and equity. Based on this principle, the Ministry has introduced measures to strengthen the evaluation of officials with outstanding achievements, supported by three priority tasks: (1) establishing an official evaluation commission, (2) establishing transparent evaluation methods, and (3) strengthening performance-based evaluation.

Key Measure 2: Strengthen Performance-Based Incentive System Mechanism

In addition to salaries, other financial and non-financial incentives for the Ministry's leaders, civil servants, and staffs also need to be considered to ensure transparency, equity, and accountability in line with their performance. Therefore, the Ministry has introduced measures to strengthen the incentive system, identifying six priority tasks: (1) strengthening financial incentives based on organizational achievements, (2) strengthening financial incentives based on individual achievements, and (3) strengthening non-financial incentives such as promotions, honorary decorations, certificates of achievement, overseas training opportunities, wage scale increments, (4) adjusting the incentive system across all units to ensure effectiveness, efficiency, and transparency, (5) providing supports to officials during personal events such as weddings, and (6) providing assistance to officials facing difficulties, such as sickness.

VII. Promote Partnership

The success of the Ministry's cooperation and partnerships depends on proactive, active, interactive initiatives and strategies that are designed to build trust and promote cooperation through engagement and interactivity with all relevant stakeholders. In this strategy, the Ministry of Inspection has set out the following three strategic goals, as follows:

A. Strategic Goal 1: Enhance cooperation with relevant ministries and institutions

Overthe past period, the Ministry of Inspection has signed memorandum of understanding with several ministries and institutions, including the Ministry of Posts 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 of the Ministry of Civil Service, the Bar Association of the Kingdom of Cambodia, and Preah Ket Mealea Hospital. The Ministry has established this strategic goal to promote cooperation with the ministries and institutions that have signed memorandum of understanding, and to continue promoting cooperation with other ministries and institutions, with the aim of expanding the scope of cooperation in the inspection sector of the Kingdom of Cambodia.

B. Strategic Goal 2: Foster deeper regional and global cooperation

To foster international relations and exchange experiences in the field of inspection, the Ministry has established a strategic goal to promote in-depth cooperation with key international partners, identifying the following priority tasks: (1) continuing the implementation of the Memorandum of Understanding with the Socialist Republic of Vietnam; (2) preparing to sign a Memorandum of Understanding with the People's Republic of China; (3) continuing cooperation with the Republic of India; (4) continuing cooperation with the embassies of the Kingdom of Thailand, the Republic of Indonesia, and the Republic of the Philippines with the aim of signing Memorandums of Understanding with the dispute resolution institutions of these three countries; (5) continuing to engagement with the embassies of the Republic of Hungary and the Republic of Türkiye to connect the Cambodia's inspection sector with European countries; (6) exploring the opportunities for cooperation with other countries such as Japan, the Republic of Korea, and the Republic of Singapore.

C. Strategic Goal 3: Promote Cooperation with Key Partners

The Ministry has established a strategic goal to promote cooperation with key partners within the ASEAN Parties Against Corruption (ASEAN-PAC) and the South East Asian Ombudsman Forum (SEAOF), while also explore the opportunities for collaboration with international organizations such as the United Nations Development Programme (UNDP), The Asia Foundation, and other partners.

VIII. Promote Digital Capacity

The Ministry of Inspection has established a strategic framework to promote the use of digital technology, contributing to the Royal Government's vision of building modern, resilient, and smart public institutions, and to ensure the efficiency and effectiveness of the Ministry's operations in an era of rapid digital advancement. As part of this strategy, the Ministry has set three strategic goals, supported by Key Measures, as follows:

A. Strategic Goal 1: Promote the Establishment of Digital Organizations

Key Measure 1: Develop Hard Infrastructure

To support the goal of building hard infrastructure, the Ministry of Inspection has identified the priority tasks including (1) preparing digital infrastructure by connecting Internet and network systems; (2) equipping the Ministry with information technology devices such as computers, printers, scanners, and photocopy; (3) installing cybersecurity equipment to protect the Ministry's Data Center; (4) procuring furniture for the Digital Transformation Department; and (5) integrating digitalization and advancing the erection of artificial intelligence and modern technologies for human resource management and in inspection sector.

Key Measure 2: Develop Soft Infrastructure

To support the goal of building soft infrastructure, the Ministry of Inspection has identified the following priority tasks: (1) collaborating to introduce mobile applications, including guidance on utilization of information technology for civil servants under the Ministry's supervision; (2) innovating and developing methods, procedures, and programs to support and sustain human resource management and development processes in the inspection sector; and (3) Facilitating collaboration to advance digital transformation in alignment with the digital government policy.

B. Strategic Goal 2: Promote the Development of Computer Programs and Smart Devices

Key Measure 1: Develop Digital Technology Infrastructure

To support the goal of developing digital infrastructure, the Ministry of Inspection has identified the priority tasks including (1) continuing collaboration with the Ministry of Posts and Telecommunications in preparing a document storage library, a document processing library, and an information management library for civil servants of the Ministry of Inspection; (2) continuing collaboration with the Ministry of Posts and Telecommunications in preparing a document verification library, verify.gov.kh, for academic certificates issued by the National Institute of Inspection; (3) requesting the Ministry of Posts and Telecommunications to use four Digital Government Products (DGPs): the GO.GOV.KH public document storage library,

the FORM.GOV.KH online form creation library, the NOMSA.GOV.KH multi-directional messaging library, and the SIRIKA artificial intelligence program for converting text to audio; (4) continuing collaboration with the Ministry of Posts and Telecommunications to prepare and install properly licensed software on computers or digital devices for leaders and civil servants to ensure security from fraudulent interference through cyberattacks; (5) updating the Ministry's website and portal, and relaunch its mobile app after revisions to ensure security in line with the development of global digital technology; (6) cooperating with entities under the Ministry's supervision in producing information content on the portal for law dissemination and public forums; (7) conducting studies and compile a database for civil servants, including management of professional attendance, role and responsibility descriptions, and performance appraisal; (8) preparing and developing an information technology system management program for the integration and coordination of information systems to serve the management and development of human resources in the inspection sector; (9) preparing and designing posters to guide users on how to digitally use the Ministry of Inspection's official information management system portal; (10) preparing and maintaining a common data management center room (Data Center) to serve as a hub for managing and distributing information systems, internet services, and common data (Database) at the Ministry of Inspection; (11) preparing to install and maintain servers for storing and sharing data with entities under the Ministry's supervision; (12) preparing to install and maintain additional new internet equipment, including installing a Main Server cabinet in the Common Data Management Center room and two additional Sub Server cabinets (Rack cabinets) in Buildings B and C at the Ministry of Inspection; (13) preparing to install and maintain internet service distribution equipment (Access Point/WiFi Router) and internet and network connection boxes (Outlet) in the Ministry of Inspection; (14) preparing to strengthen and expand the data storage and exchange network to increase the management capacity for exchanging information system data between the Ministry of Inspection and ministries, institutions, and municipal/provincial department of inspection with the aim of improving work efficiency.

Key Measure 2: Strengthen Digital Security Infrastructure

To contribute to the implementation of this measure, the Ministry of Inspection has set the following priority tasks: (1) organize human resource development training in digital security technology; (2) organize and strengthen the digital security infrastructure to comprehensively protect digital assets, ensuring high safety and security in the management and use of digital systems; (3) strengthen digital security management and protection systems for information infrastructure by defining security procedures and equipping technical devices to monitor, control, and prevent attacks in accordance with digital security standards.

C. Strategic Goal 3: Develop Digital Innovation in the Inspection Sector

To contribute to the development of digital innovation in the inspection sector, the Ministry of Inspection has set out the following priority tasks: (1) Seeking cooperation with national and international companies to research and develop digital technology innovations for the inspection sector; (2) promoting the establishment of digital technology research and development system through the preparation of a master plan, creation of incentive mechanisms, and fostering partnerships among research institutions, higher education institutions, and digital technology companies to support innovation; (3) encouraging public participation in digital technology innovation competitions related to the inspection sector.

CHAPTER 5

2025 - 2028 Action Plan

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
I. Strengthen Inspection							
A.	**Strategic Goal 1: Enhance the Effectiveness of Inspection**						
	Key Measure 1: Strengthen the Professional Ethics for Inspection Officers						
1	Conduct Regular Internal Meetings	•Number of Meetings Held •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ Technical Departments
2	Monitor and Evaluate Officers' Activities	•Level of Performance in Achieving Targeted Outcomes Effectively	✓	✓	✓	✓	◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection
	Key Measure 2: Strengthen Inspection Procedures						
1	Develop Policies and Operational Procedures for Inspection	•Documentation on Principles and Operational Procedures for Inspection •Number of Meetings Held	✓	✓	✓	✓	◆ Technical Departments
2	Organize Internal Monitoring and Evaluation Meetings	•Number of Meetings Held •Number of Reports Produced	✓	✓	✓	✓	◆ Technical Departments
	Key Measure 3: Strengthen the Development of Pre-Inspection Action Plans						
1	Conduct Visits to Assess Situations with Participation from Municipal and Provincial Departments of Inspection	•Number of Situational Assessment Visits Conducted •Number of Reports Produced	✓	✓	✓	✓	◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection
2	Collect and Compile Legal and Inspection Related Documents	•Number of Laws and Legal Documents	✓	✓	✓	✓	◆ General Department of Inspection ◆ Technical Departments
3	Evaluate Data Collected from Situational Assessment Visits	•Number of Meetings Held •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection

2025 - 2028 Action Plan

I. Strengthen Inspection							
No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
B. Strategic Goal 2: Enhance Relations and Cooperation with Inspection Units of Ministries and Institutions							
	Key Measure 1: Strengthen Collaboration with Sub-Inspection Units						
1	Improve the Relationship Mechanism with inspected entities more effectively	•Formal and Informal Relationship Mechanisms •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
2	Organize Quarterly and Annual Meetings with Inspection units of Ministries and Institutions	•Number of Meetings Held •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
	Key Measure 2: Strengthen Harmonization in the Inspection Sector by Consolidating Cooperation with Inspection Units of Ministries and Institutions						
1	Develop Policies, Procedures, Standardized Models, and Joint Inspection Frameworks, and Provide Specialized and Technical Guidance to Inspection units of Ministries and Institutions	•Policy, Procedure, and Standardized Model Documents	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection
2	Conduct Training Sessions and Share Experiences	•Number of Trainings Conducted •Number of Study Visits Conducted	✓	✓	✓	✓	◆ General Department of Inspection ◆ National Institute of Inspection ◆ Technical Departments
3	Compile Activity Reports and Work Outcome Documents in the Inspection Sector	•Activity and Work Outcome Reports	✓	✓	✓	✓	◆ Technical Departments

2025 - 2028 Action Plan

I. Strengthen Inspection

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
C.	Strategic Goal 3: Strengthen the Efficiency of Improvement Notice Issuance, Monitor Implementation of Improvement Notice, and Enforce Decisions Based on Inspection Outcomes						
	Key Measure 1: Monitor and Follow Up on the Implementation of the Royal Government's Decisions on Inspection Outcomes						
1	Organize Meetings to Evaluate the Implementation of Decisions on Inspection Outcomes	•Number of Meetings Held •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
2	Follow Up with Ministries, Institutions, and Units on the Implementation of Decisions Based on Inspection Outcomes	•Number of Ministries, Institutions and Units	✓	✓	✓	✓	◆ Leaders
3	Prepare Reports on the Implementation of Decisions	•Number of Reports Produced	✓	✓	✓	✓	◆ Technical Departments
	Key Measure 2: Monitor and Update on the Implementation of Measures Issued by the Ministry of Inspection for Ministries, Institutions and Units underwent inspection						
1	Organize Meetings to Monitor and Evaluate Implementation Measures Issued by the Ministry of Inspection	•Number of Meetings Held •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
2	Follow Up with Ministries, Institutions, and Units on which the Ministry of Inspection has Imposed Measures	•Number of Ministries, Institutions and Units	✓	✓	✓	✓	◆ Leaders
3	Prepare Reports on the Implementation of Measures Imposed by the Ministry of Inspection	•Number of Reports Produced	✓	✓	✓	✓	◆ Technical Departments

2025 - 2028 Action Plan

I. Strengthen Inspection							
No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
D. Strategic Goal 4: Clearly Define the Mandates, Functions, Duties, and Hierarchy of Inspection							
	Key Measure 1: Clearly Define the Authorities, Functions, and Duties of Inspectors						
1	Prepare and Incorporate the Assignment of Competence for Inspection Duties into Legal Documents	•Number of Legal Documents •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
2	Lead Meetings with Stakeholders	•Number of Meetings Held •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
	Key Measure 2: Clearly Define the Inspection Hierarchy						
1	Prepare and Define the Inspection Hierarchy in Legal Documents	•Number of Legal Documents •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
2	Lead Meetings with Stakeholders	•Number of Meetings Held •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ Technical Departments

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I. Strengthen Inspection

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
E.	Strategic Goal 5: Promote the Establishment of Mechanisms for Monitoring Inspection Outcome Reports and Monitoring Mechanism on Inspection Functions of Ministries and Institutions						
	Key Measure 1: Establish a Mechanism for Monitoring Inspection Outcome Reports						
1	Promote the Establishment of a Mechanism for Following Up and Reviewing Reports with Clear, Measurable Indicators and Evaluation Systems	•Concepts on Monitoring and Follow-Up Mechanism •Establish a Monitoring and Follow-Up Team •Number of Reports Produced	✓	✓			◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
2	Lead Meetings with Stakeholders	•Number of Meetings Held •Number of Reports Produced	✓	✓			◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
	Key Measure 2: Establish a Mechanism for Following Up and Reviewing the Inspection Functions of Ministries and Institutions						
1	Promote the Establishment of a Mechanism for Monitoring and Following Up on Inspection Functions of Ministries and Institutions	•Concepts on Monitoring and Mechanism •Establish a Monitoring and Follow-Up Team •Number of Reports Produced	✓	✓			◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
2	Lead Meetings with Stakeholders	•Number of Meetings Held •Number of Reports Produced	✓	✓			◆ Leaders ◆ General Department of Inspection ◆ Technical Departments

2025 - 2028 Action Plan

I. Strengthen Inspection							
No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
F.	Strategic Goal 6: Promote Annual Inspection Planning						
	Key Measure 1: Promote Collaboration Among Inspection Units of Ministries and Institutions for Joint Inspection Planning						
1	Encourage Participation of Inspection Units of Ministries and Institutions in Annual Inspection Planning	•Number of Meetings Held •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
2	Lead Meetings with Stakeholders	•Number of Meetings Held •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
	Key Measure 2: Establish a Mechanism for Joint Annual Inspection Planning						
1	Formulate a Mechanism for Joint Inspection Planning Among Ministries and Institutions	•Establish Joint Inspection Planning Groups •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ Technical Departments
2	Lead Meetings with Stakeholders	•Number of Meetings Held •Number of Reports Produced	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ Technical Departments

2025 - 2028 Action Plan

II. Strengthen Dispute Resolution (Ombudsman)

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
A.	**Strategic Goal 1: Improve the Efficiency of Dispute Reception Mechanism**						
	Key Measure 1: Strengthen the Mechanism for Dispute Intake						
1	Receive Disputes Directly or through Public Forums	•Number of Disputes Received	✓	✓	✓	✓	◆ Technical Departments ◆ Capital and Provincial Departments of Inspection
2	Receipt of Disputes through Mailboxes	•Number of Disputes Received	✓	✓	✓	✓	◆ Technical Departments
3	Receipt of Disputes through Online Platforms	•Percentage of Disputes Filed and Followed Up Online Annually •Percentage of Disputes Responded, Referred, and Resolved Annually •Level of User Satisfaction with Online Complaint Mechanisms, Measured through Feedback or Surveys •Number of Improvements or Updates to the Online Complaint System Based on User Feedback or Internal Reviews	✓	✓	✓	✓	◆ Technical Departments
4	Receipt of Disputes through Information Technology Platforms and Media Channels	•Number of Disputes Received	✓	✓	✓	✓	◆ Technical Departments

2025 - 2028 Action Plan

II. Strengthen Dispute Resolution (Ombudsman)

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
5	Receipt of Disputes from Ministries and Institutions Units	•Number of Disputes Received	✓	✓	✓	✓	◆ Ministry of Inspection
	Key Measure 2: Publicize the Ministry of Inspection's Dispute Intake and Resolution Mechanism						
1	Mainstream and Promote the Mechanism for Receiving and Resolving Disputes through Public Forums, Meetings, leaflets, and Information Technology Systems	•Number of Public Awareness Activities Conducted •Number of Public Information Leaflets Distributed •Number of Participants	✓	✓	✓	✓	◆ All Units Under the Supervision of the Ministry
2	Public Dissemination of Dispute Resolution Outcomes	•Number of Public Awareness Activities Conducted •Number of Participants	✓	✓	✓	✓	◆ Ministry of Inspection
	Key Measure 3: Strengthen the Oversight of Dispute Jurisdiction						
1	Enhance Officers' Capacity to Examine Complaint Subjects and Determine Competent Resolution Authorities	•Number of Meetings Held	✓	✓	✓	✓	◆ Technical Departments ◆ Leaders
2	Strengthen the Mechanism for Performance, Monitoring and Evaluation	•Number of Meetings Held	✓	✓	✓	✓	◆ Technical Departments ◆ Leaders
	Key Measure 4: Organize and Maintain Dispute Reception Desks						
1	Prepare and Maintain Dispute Reception Desks at the Ministry	•Number of Dispute Reception Desks •Number of Maintenance Activities	✓	✓	✓	✓	◆ Technical Departments ◆ Leaders

2025 - 2028 Action Plan

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
II. Strengthen Dispute Resolution (Ombudsman)							
2	Prepare and Maintain Dispute Reception Desks at Municipal and Provincial Departments	•Number of Dispute Reception Desks •Number of Maintenance Activities	✓	✓	✓	✓	◆ Technical Departments ◆ Leaders
B. Strategic Goal 2: Improve the Efficiency in Dispute Resolution							
	Key Measure 1: Strengthen the Dispute Resolution Procedure						
1	Develop Principles and Operational Procedures for Dispute Resolution	•Policy, Procedural, and Dispute Resolution Documents •Number of Meetings Held	✓	✓			◆ Technical Departments
2	Strengthen the Professional Ethics for Officers Involved in Dispute Resolution	•Number of Meetings Held	✓	✓	✓	✓	◆ Technical Departments
3	Strengthen Cooperation with Stakeholders	•Number of Cooperating Stakeholders	✓	✓	✓	✓	◆ Technical Departments
4	Organize Internal Meetings for Follow-Up, Monitoring, and Evaluation	•Number of Meetings Held	✓	✓	✓	✓	◆ Technical Departments
	Key Measure 2: Strengthen the Mechanism for Monitoring the Implementation of Decisions on Dispute Resolution Outcomes						
1	Monitor the Outcomes of Disputes referred to other Competent Authorities	•Number of Disputes Referred •Number of Monitoring Conducted on Dispute Resolution Outcomes	✓	✓	✓	✓	◆ Technical Departments
2	Monitor the Implementation of the Ministry of Inspection's and the Royal Government's Decisions on Complaint Resolution Outcomes	•Number of Monitoring Activities on the Implementation of Decisions	✓	✓	✓	✓	◆ Technical Departments

2025 - 2028 Action Plan

III. Strengthen Regulatory Compliance

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
A. Strategic Goal 1: Strengthen the Monitoring of Regulatory Compliance and Legal Documents							
	Key Measure 1: Formulate Operational Procedures for Monitoring Regulatory Compliance						
1	Organize Internal Consultative Meetings	•Number of Consultative Meetings Held by the Procedural Oversight Team on Regulatory Compliance •Number of Working Group Members Participating in Meetings	✓	✓	✓	✓	◆ Technical Departments
2	Request Approval from the Head of the Institution on the Draft Standard Operating Procedures on Regulatory Compliance	•Number of Legal Documents Submitted for Approval to the Head of the Institution	✓	✓	✓	✓	◆ Technical Departments
	Key Measure 2: Strengthen Planning for Regulatory Compliance						
1	Compile an Extractive List of Laws, Legal Documents, Orders, Recommendations, and Decisions Issued by the Head of the Royal Government	•Number of Laws, Legal Documents, Orders, Recommendations, and Decisions Issued by the Head of the Royal Government	✓	✓	✓	✓	◆ Technical Departments
2	Conduct Visits to Assess Situations by Collecting Information from all Sources and through Various Means on Inaction Related to Compliance, with Participation from Municipal and Provincial Inspection Departments	•Number of Visits Conducted to Assess Actual Situations •Number of Inactivity-Related Information Items on Compliance Collected from All Sources and Means •Number of Situation Assessment Reports fromVisits Conducted by Municipal and Provincial Departments of Inspection	✓	✓	✓	✓	◆ Technical Departments
3	Evaluate Data Collected from Situational Assessment Visits	•Number of Consultative Meetings to Assess Collected Data •Number of Evaluated Data Sets or Contents	✓	✓	✓	✓	◆ Technical Departments

2025 - 2028 Action Plan

III. Strengthen Regulatory Compliance

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
	Key Measure 3: Enhance Efficiency of Regulatory Compliance and Legal Document						
1	Coordinate with Relevant Ministries, Institutions, and Units	• Number of Coordination Activities Conducted • Number of Ministries, Institutions, and Units Coordinated With	✓	✓	✓	✓	◆ Technical Departments
2	Strengthen Cooperation with Relevant Ministries, Institutions, and Units	• Number of Legal Documents Established to Formalize Relationships • Number of Legal Documents Received	✓	✓	✓	✓	◆ Technical Departments
3	Strengthen Cooperation with Inspected Institutions Compliance Monitoring	• Issue Notices to Ministries, Institutions, and Units • Number of Ministries, Institutions, and Units Whose Compliance Was Monitored • Number of Ministries, Institutions, and Units Whose Compliance Was Monitored and Who Provided Cooperation	✓	✓	✓	✓	◆ Technical Departments
4	Review and Evaluate the Outcomes of Regulatory Compliance	• Number of Meetings Held to Evaluate the Outcomes of Regulatory Compliance • Compilation of Prepared Monitoring Outcomes Reports • Reports on the Outcomes of Regulatory Compliance	✓	✓	✓	✓	◆ Leaders ◆ Technical Departments

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No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
III. Strengthen Regulatory Compliance							
	Key Measure 4: Strengthen the Professional Ethics for Legal Compliance Monitoring Officers						
1	Conduct Regular Internal Meetings	• Number of Consultative Meetings Held on the Professional Ethics for Regulatory Compliance Officers • Number of Regulatory Compliance Officers Trained and Made Aware of the Professional Ethics	✓	✓	✓	✓	◆ Technical Departments
2	Monitor and Evaluate Officers' Activities	• Number of Evaluative Meetings Conducted by Working Groups • Duty Performance Activities of Officers • Duty capability of officers • Professional Conduct and Attitude in Duty Performance • Measures Applied to Officers	✓	✓	✓	✓	◆ Technical Departments
B.	**Strategic Goal 2: Enhance the Effectiveness of Issuing Improvement Notices, Monitoring Their Implementation, and Strengthen the Enforcement of Decisions Based on Regulatory Compliance Outcomes**						
	Key Measure 1: Monitor and Follow Up on the Implementation of the Royal Government's Decisions on Compliance Monitoring Outcomes						
1	Organize Meetings to Review and Evaluate the Implementation of Decisions on Regulatory Compliance Outcomes	• Number of Meetings Held to Review and Evaluate the Implementation of the Royal Government's Decisions on Regulatory Compliance Outcomes • Number of Royal Government's Decisions Issued Based on Regulatory Compliance Outcomes	✓	✓	✓	✓	◆ Technical Departments

2025 - 2028 Action Plan

III. Strengthen Regulatory Compliance

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
2	Follow Up with Institutions on the Implementation of Decisions Related to Regulatory Compliance	• Issue Notices to Institutions Implementing the Royal Government's Decisions on Regulatory Compliance Outcomes • Number of Follow-Up Activities Conducted with Institutions Implementing the Royal Government's Decisions on Regulatory Compliance Outcomes	✓	✓	✓	✓	◆ Ministry of Inspection
3	Prepare Reports on the Implementation of Decisions	• Reports on the Implementation of the Royal Government's Decisions Regarding Regulatory Compliance Outcomes	✓	✓	✓	✓	◆ Technical Departments
Key Measure 2: Monitor and Follow Up on the Implementation of Measures Issued by the Ministry of Inspection to Ministries, Institutions, and Sub-National Organizations							
1	Organize Meetings to Monitor and Evaluate Implementation Measures Issued by the Ministry of Inspection	• Number of Meetings Held to Review and Evaluate the Implementation of Measures Issued by the Ministry of Inspection to Ministries, Institutions, and National and Sub-National Levels • Number of Measures Issued by the Ministry of Inspection to Ministries, Institutions, and National and Sub-National Levels	✓	✓	✓	✓	◆ Technical Departments

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III. Strengthen Regulatory Compliance							
No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
2	Follow Up with Institutions Implementing Measures Issued by the Ministry of Inspection	• Issue Notices to Institutions Implementing Measures Issued by the Ministry of Inspection to Ministries, Institutions, and National and Sub-National Units • Number of Follow-Up Actions Conducted with Institutions Implementing Measures Issued by the Ministry of Inspection to Ministries, Institutions, and National and Sub-National Levels	✓	✓	✓	✓	◆ Ministry of Inspection
3	Prepare Reports on the Implementation of Measures Imposed by the Ministry of Inspection	• Reports on the Implementation of Measures Issued by the Ministry of Inspection to Ministries, Institutions, and National and Sub-National Levels	✓	✓	✓	✓	◆ Technical Departments
	Key Measure 3: Enhance the Effectiveness of Issuing Improvement Notices						
1	Organize Meetings to Monitor and Evaluate Implementation Measures Issued by the Ministry of Inspection	• Number of Meetings Held to Review and Evaluate the Implementation of Measures Issued by the Ministry of Inspection to Ministries, Institutions, and National and Sub-National Levels • Number of Measures Issued by the Ministry of Inspection to Ministries, Institutions, and National and Sub-National Levels	✓	✓	✓	✓	◆ Technical Departments

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III. Strengthen Regulatory Compliance							
No.	**Activities**	**Indicators**	**Timeline**				**Institutions and Units Responsible**
			25	**26**	**27**	**28**	
2	Follow Up with Institutions Implementing Measures Issued by the Ministry of Inspection	•Issue Notices to Institutions Implementing Measures Issued by the Ministry of Inspection to Ministries, Institutions, and National and Sub-National Levels •Number of Follow-Up Actions Conducted with Institutions mplementing Measures Issued by the Ministry of Inspection to Ministries, Institutions, and National and Sub-National Units	✓	✓	✓	✓	❖ Ministry of Inspection
3	Prepare Reports on the Implementation of Measures Imposed by the Ministry of Inspection	•Reports on the Implementation of Measures Issued by the Ministry of Inspection to Ministries,Institutions, and National and Sub-National Levels	✓	✓	✓	✓	❖ Technical Departments
C. Strategic Goal 3: Promote the Formulation of a Monitoring Mechanism on Regulatory Compliance Report							
1	Promote the Formulation of a Mechanism for Monitoring and Following Up on Regulatory Compliance Report	•Establish a Monitoring and Follow-Up Team •Number of Reports Produced	✓	✓			❖ Leaders ❖ General Department of Inspection ❖ Technical Departments
2	Lead Meetings with Stakeholders	•Number of Meetings Held •Number of Reports Produced	✓	✓			❖ Leaders ❖ General Department of Inspection ❖ Technical Departments

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IV. Strengthen Public Awareness

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
A.	**Strategic Goal 1: Improve the Effectiveness of Law Dissemination**						
	Key Measure 1: Coordinate and Cooperate with Relevant Ministries, Institutions, and Organizations						
1	Coordinate and Cooperate with Relevant Ministries, Institutions and Units	• Number of Ministries, Institutions, and Units Engaged in Coordination and Cooperation	✓	✓	✓	✓	◆ Technical Departments
2	Coordinate and Cooperate with Administrations of Municipality, Provinces, Towns, Districts, Khans, Communes and Sangkats	• Number of Administrations of Municipality, Provinces, Towns, Districts, Khans, Communes and Sangkats Engaged in Coordination and Cooperation	✓	✓	✓	✓	◆ Technical Departments
3	Coordinate and Cooperate with National and International Development Partners	• Number of National and International Development Partners Engaged in Coordination and Cooperation	✓	✓	✓	✓	◆ Leaders ◆ Technical Departments
4	Develop Funding Proposals for Support from National and International Development Partners	• Number of Funding Proposals Submitted to National and International Development Partners	✓	✓	✓	✓	◆ Leaders ◆ Technical Departments
	Key Measure 2: Promote Law Dissemination						
1	Study, Research, and Compile Laws and Legal Documents for Law Dissemination Purposes	• Number of Laws and Legal Documents Studied and Compiled	✓	✓	✓	✓	◆ Technical Departments
2	Organize Law Dissemination Programs on Laws and Legal Documents	• Number of Law Dissemination Programs Conducted	✓	✓	✓	✓	◆ Technical Departments

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No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
IV. Strengthen Public Awareness							
3	Produce and Record Law Dissemination Spots on Laws and Legal Documents	• Number of Law Dissemination Spots Produced and Aired	✓	✓	✓	✓	◆ Technical Departments ◆ Apsara Television Station
4	Produce and Record Video Programs Featuring Questions and Answers on Laws, Policies, and Legal Documents	• Number of Videos Produced and Aired	✓	✓	✓	✓	◆ Technical Departments ◆ Apsara Television Station
5	Awareness-Raising Campaigns on Laws and Legal Documents	• Number of Awareness-Raising Campaigns on Laws and Legal Documents • 200,000 People Informed about Laws and Legal Provisions	✓	✓	✓	✓	◆ Technical Departments
B. Strategic Goal 2: Enhance the Effectiveness of Public Forums							
	Key Measure 1: Coordinate and Cooperate with Relevant Ministries, Institutions, and Organizations						
1	Coordinate and Cooperate with Relevant Ministries, Institutions, and Organizations	• Number of Ministries, Institutions, and Units Engaged in Coordination and Cooperation	✓	✓	✓	✓	◆ Technical Departments
2	Coordinate and Cooperate with Administrations of Municipality, Provinces, Towns, Districts, Khans, Communes and Sangkats	• Number of Administrations of Municipality, Provinces, Towns, Districts, Khans, Communes and Sangkats Engaged in Coordination and Cooperation	✓	✓	✓	✓	◆ Leaders ◆ Technical Departments
3	Coordinate and Cooperate with National and International Development Partners	• Number of National and International Development Partners Engaged in Coordination and Cooperation	✓	✓	✓	✓	◆ Leaders ◆ Technical Departments

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No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
IV. Strengthen Public Awareness							
4	Develop Funding Proposals for Support from National and International Development Partners	•Number of Funding Proposals Submitted to National and International Development Partners	✓	✓	✓	✓	◆ Technical Departments
	Key Measure 2: Promote Public Forums						
1	Organize Public Forums in the Municipality, Provinces, Towns, Districts, Khans, Communes, and Sangkats	•Number of Public Forums Organized •Number of Participants in Public Forums •Number of Public Suggestions Received	✓	✓	✓	✓	◆ Technical Departments ◆ Relevant Ministries, Institutions, and Authorities
2	Address Public Suggestions Raised During Public Forum Events	•Number of Suggestions Addressed •Number of Unaddressed Suggestions	✓	✓	✓	✓	◆ Technical Departments ◆ Specialized Authorities ◆ Local Authorities
3	Prepare Reports on the Outcomes of Addressing Public Suggestions	•Outcomes of Addressing Public Suggestions	✓	✓	✓	✓	◆ Technical Departments
4	Follow Up on Received Public Suggestions for Resolution	•Number of Unaddressed Suggestions	✓	✓	✓	✓	◆ Technical Departments
C. Strategic Goal 3: Strengthen the Effectiveness of Analysis, Monitoring, Evaluation, and Survey of Law Dissemination and Public Forum Processes							
	Key Measure 1: Conduct Surveys on Public Awareness of Laws and Legal Documents						
1	Organize Survey Programs on Public Legal Knowledge Before and After Legal Awareness Raising Activities	•Number of Pre- and Post-Legal Awareness Raising Surveys Conducted	✓	✓	✓	✓	◆ Technical Departments

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No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
IV. Strengthen Public Awareness							
2	Develop Survey Methodology and Conduct Data Collection (Interviews)	•Number of People Interviewed	✓	✓	✓	✓	Technical Departments
3	Analyze Data and Prepare Reports	•Reports on Survey Results	✓	✓	✓	✓	Technical Departments
Key Measure 2: Monitor and Evaluate the Effectiveness of Law Dissemination and Public Forums							
1	Prepare Questionnaires and Evaluate the Effectiveness of Legal Awareness Raising Based on Participant Feedback	•Percentage of Participant Satisfaction with Legal Awareness Raising and Public Forums	✓	✓	✓	✓	Technical Departments
2	Interview Participants of Legal Awareness Raising and Public Forums	•Number of Participants Interviewed in Legal Awareness Raising and Public Forums	✓	✓	✓	✓	Technical Departments
3	Prepare Reports Evaluating the Effectiveness of Legal Awareness Raising and Public Forums	•Percentage of Satisfaction and Dissatisfaction with Legal Awareness Raising and Public Forums	✓	✓	✓	✓	Technical Departments
D. Strategic Goal 4: Strengthen overarching thought for Identifying Legal Documents, Topics, and Priority Areas in Law Dissemination and Public Forums							
1	Strengthen the Criteria for Selecting Legal Documents, Topics, and Priority Goals in Legal Awareness Raising and Public Forums	•Guideline Documents	✓	✓	✓	✓	Technical Departments
2	Conduct Research and Gather Information as a Basis for Identifying Legal Documents, Topics, and Priority Goals in Legal Awareness Raising and Public Forums	•Sources and Types of Information and Statistics Collected	✓	✓	✓	✓	Technical Departments

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IV. Strengthen Public Awareness							
No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
E.	Strategic Goal 5: Promote Comprehensive Law Dissemination and Explanation of the Importance of Legal Awareness and Legal Documents						
1	Organize Awareness Raising Activities and Explain the Importance of Legal Awareness through Various Means	• Number of Awareness Raising Activities Conducted • Types and Channels Used for Awareness Raising Activities • Number of People Reached through Awareness Raising Efforts	✓	✓	✓	✓	◆ Technical Departments
2	Collaborate with Stakeholders in Implementing Awareness Raising Activities	• Number of Institutions Engaged in Collaborative Awareness Raising Efforts	✓	✓	✓	✓	◆ Technical Departments

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V. Promote the Regulatory Environment

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
A.	**Strategic Goal 1: Strengthen Mechanisms for the Development and Drafting of Laws and Legal Documents**						
	Key Measure 1: Organization of Structure and Human Resources						
1	Establish a Working Group to Lead and Coordinate the Development of Legal Documents in the Inspection Sector with Consistency and Harmonization	• Decision on the Establishment of the Working Group	✓				❖ Ministry of Inspection
2	Organize Monitoring and Evaluation Meetings	• Number of Meetings Held • Number of Monitoring and Evaluation Reports Produced	✓	✓	✓	✓	❖ Ministry of Inspection ❖ Technical Departments ❖ Working Group
	Key Measure 2: Establish a Research and Development Unit						
1	Strengthen the Mechanism for Conducting Specialized Studies and Research through Trainings, Workshops, Study Tours, and Meetings	• Number of Trainings and Workshops, Study • Tours, and Meetings Conducted	✓	✓	✓	✓	❖ Ministry of Inspection ❖ Technical Departments
2	Conduct Research and Organize Data to Support the Development of Legal Documents	• Number of Documents Researched and Compiled	✓	✓	✓	✓	❖ Ministry of Inspection ❖ Technical Departments

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V. Promote the Regulatory Environment

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
3	Mobilize both Financial and Technical Partners	•Number of Partners Engaged in Cooperation •Number of Reports on Outcomes of Partner Cooperation	✓	✓	✓	✓	◆ Ministry of Inspection ◆ Technical Departments
	Key Measure 3: Promote Cooperation with Stakeholders						
1	Cooperate with all Ministries, Institutions and Stakeholders to Address Challenges and Accelerate the Development of Legal Documents which is the Mechanism for Supporting the Functions of the Ministry of Inspection, through Consultative Meetings and Workshops	•Number of Ministries, Institutions, and Stakeholders Engaged in Cooperation •Number of Consultative Meetings and Workshops Held •Number of Reports Produced from Consultative Meetings and Workshops	✓	✓	✓	✓	◆ Ministry of Inspection ◆ Capital and Provincial Departments of Inspection ◆ Relevant ministries and institutions
2	Cooperate with all Ministries, Institutions, and Stakeholders to Address Challenges and Accelerate the Development of Legal Documents which is the Mechanism for Supporting the Functions of the Ministry of Inspection, through Consultative Meetings and Workshops	•Number of Ministries, Institutions, and Stakeholders Engaged in Cooperation •Number of Consultative Meetings and Workshops Held •Number of Reports Produced from Consultative Meetings and Workshops	✓	✓	✓	✓	◆ Ministry of Inspection ◆ Capital and Provincial Departments of Inspection ◆ Relevant ministries and institutions
	Key Measure 4: Strengthen Law Dissemination Activities						
1	Develop a Plan for Raising Awareness on Legal Documents in the Inspection Sector	•Number of Meetings Held •Planning Documents Developed	✓	✓	✓	✓	◆ Ministry of Inspection ◆ Technical Departments

2025 - 2028 Action Plan

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
V. Promote the Regulatory Environment							
2	Promote Awareness of Legal Documents in the Inspection Sector through Workshops, Study Tours, Forums, Meetings, and IT systems	• Number of Workshops and Study Tours Conducted • Programs, Forums, and Meetings Conducted • Number of Legal Documents Disseminated • Number of Reports Produced	✓	✓	✓	✓	◆ Ministry of Inspection ◆ Capital and Provincial Departments of Inspection ◆ Relevant ministries and institutions
3	Monitor and Evaluate the Outcomes of Awareness Raising Activities	• Number of Meetings Held	✓	✓	✓	✓	◆ Ministry of Inspection ◆ Technical Departments
	Key Measure 5: Reinforce Support Mechanisms						
1	Promote Support for Technology and Materials	• Number of Materials Provided to the Implementation Working Group • Number of Meeting Provide Consultations	✓	✓	✓	✓	◆ Ministry of Inspection ◆ Technical Departments
2	Promote Support and Encouragement to Leadership and Officers who Implement Financial Duties	• Number of Leaders and Officers Encouraged	✓	✓	✓	✓	◆ Ministry of Inspection ◆ Technical Departments
3	Promote Support and Encouragement to Leadership and Officers who Implement Non-Financial Duties	• Number of Leaders and Officers Encouraged	✓	✓	✓	✓	◆ Ministry of Inspection ◆ Technical Departments
B. Strategic Goal 2: Promote the Drafting of Laws and Legal Documents and Ensuring Effectiveness and Harmonization of the Regulatory Framework in the Inspection Sector							
	Key Measure 1: Determination of Policies						
1	Develop Vision, Objectives, Goals, Scope, and Missions for Preparing Policies in the Inspection Sector	• Number of Documents Developed and Compiled • Number of Relevant Meetings	✓	✓	✓	✓	◆ Ministry of Inspection

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V. Promote the Regulatory Environment

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
2	Request for High-Level Decision from the Head of the Royal Government on Policies in the Inspection Sector	• The Royal Government's Decision on Policies in the Inspection Sector	✓				◆ Ministry of Inspection
	Key Measure 2: Promote the Development of Prioritized Legal Documents of the Ministry of Inspection						
1	Develop Rules and Standard Operating Procedures (SOP) to Implement the Ministry of Inspection's Core Functions, Including Inspection, Dispute Resolution, and Regulatory Compliance	• Rules and Standard Operating Procedures (SOP) Decided by the Royal Government	✓	✓	✓	✓	◆ Ministry of Inspection ◆ Relevant ministries and institutions
2	Sub-Decree on the Establishment of Municipal and Provincial Departments of Inspection	• Number of Relevant Meetings Held • Sub-Decrees Decided by the Royal Government	✓				◆ Municipal and Provincial Departments of Inspection ◆ Relevant ministries and institutions
3	Sub-Decree on the Organization and Functioning of Municipal and Provincial Departments of Inspection	• Number of Relevant Meetings Held • Sub-Decrees Decided by the Royal Government	✓				◆ Ministry of Inspection ◆ Municipall and Provincial Departments of Inspection ◆ Relevant ministries and institutions
4	Prakas on Professional Ethics and Code of Conduct of the Regulatory Compliance Monitoring Officers	• Number of Relevant Meetings Held • Prakas Decided by the Minister	✓				◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection

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V. Promote the Regulatory Environment

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
5	Professional Ethics and Code of Conduct of the Dispute Resolution Officers	• Number of Relevant Meetings Held • Prakas Decided by the Minister	✓				◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection
6	Prakas on the Organization and Functioning of the Offices under the Department and Units under the Supervision of the Ministry of Inspection	• Number of Relevant Meetings Held • Prakas Decided by the Minister	✓				◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection ◆ Relevant ministries and institutions
7	Prakas on the Division of Ministries and Institutions by Sector in Conducting Inspections and Determining the Competence of the Department of Regulatory Compliance	• Number of Relevant Meetings Held • Prakas Decided by the Minister	✓				◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection
8	Prakas on the Logo and Stamp of the National Institute of Inspection	• Number of Relevant Meetings Held • Prakas Decided by the Minister	✓				◆ Ministry of Inspection ◆ National Institute of Inspection
9	Prakas on the Organization and Functioning of the Offices under the Supervision of Municipal and Provincial Departments of Inspection	• Number of Relevant Meetings Held • Prakas Decided by the Minister	✓				◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection ◆ Relevant ministries and institutions
10	Instruction on Temporary Use of the Logo and Stamp of Municipal and Provincial Departments of Inspection	• Number of Relevant Meetings Held • Instructions Issued by the Ministry	✓				◆ Ministry of Inspection ◆ Municipal and Provincial Departments of Inspection

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V. Promote the Regulatory Environment

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
11	Internal Rules and Regulations for Inspection and Regulatory Compliance Delegations	• Number of Relevant Meetings Held • Number of Internal Rules and Regulations Issued by the Ministry	✓				◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection
12	Internal Rules and Regulations for Investigation and Complaint Resolution Delegations	• Number of Relevant Meetings Held • Number of Internal Rules and Regulations Issued by the Ministry	✓				◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection
	Key Measure 3: Promote the Development of Legal Documents in Support of the Inspection Sector						
1	Concept Paper on Inspection	• Number of Meetings, Workshops and Study Tours Conducted • Concept Paper on Inspection	✓				◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection ◆ Relevant ministries and institutions
2	National Policy on Inspection	• Number of Meetings, Workshops and Study Tours Conducted • Concept Paper on Inspection	✓				◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection ◆ Relevant ministries and institutions
3	Law on Inspection	• Number of Meetings, Workshops and Study Tours Conducted • Royal Kram Promulgating the Inspection Law	✓				◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection ◆ Relevant ministries and institutions

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V. Promote the Regulatory Environment

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
4	Sub-Decree on Uniforms and Insignia of Inspection Officers	• Number of Meetings and Workshops Held • The Sub-Decree on Uniform and Rank Insignia of Inspection Officers has been Decided.	✓				• Ministry of Inspection • Technical Departments • Municipal and Provincial Departments of Inspection • Relevant ministries and institutions
5	Sub-Decree on Professional Ethics and Code of Conduct of Inspection Officers	• Number of Meetings and Workshops Organized • Sub-Decree on the Professional Ethics and Code of Conduct for Inspection Officers Approved	✓				• Ministry of Inspection • Technical Departments • Municipal and Provincial Departments of Inspection • Relevant ministries and institutions
6	Sub-Decree on the Procedures for the Receipt, Review, Investigation, and Resolution of Complaints and Denunciations	• Number of Meetings and Workshops Organized • Sub-Decree on the Procedures for the Receipt, Review, Investigation, and Resolution of Complaints and Denunciations Approved		✓			• Ministry of Inspection • Technical Departments • Municipal and Provincial Departments of Inspection • Relevant ministries and institutions
7	Sub-Decree on Procedures for Inspection and Regulatory Compliance	• Number of Meetings and Workshops Held • Sub-Decree on Inspection Procedures and Compliance Monitoring		✓			• Ministry of Inspection • Technical Departments • Municipal and Provincial Departments of Inspection • Relevant ministries and institutions
8	Sub-Decree on the Mandates and Powers of Inspection Institutions	• Number of Meetings and Workshops Held • Sub-Decree on the Mandates and Powers of Inspection Institutions		✓			• Ministry of Inspection • Technical Departments • Municipal and Provincial Departments of Inspection • Relevant ministries and institutions

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V. Promote the Regulatory Environment

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
9	Sub-Decree on the Procedures for Joint Planning of Inspections	•Number of Meetings and Workshops Held •Sub-Decree on the Procedures for Joint Planning of Inspections	✓				◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection ◆ Relevant ministries and institutions
10	Sub-Decree on the Procedure for Implementing Decisions on Inspection Outcomes	•Number of Meetings and Workshops Held •Procedures for Implementing Decisions on Inspection Outcomes		✓			◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection ◆ Relevant ministries and institutions
11	Law on Complaints and Denunciations	•Number of Meetings, Workshops and Study Tours Conducted •Royal Decree Promulgating the •Complaints and Denunciations		✓	✓	✓	◆ Ministry of Inspection ◆ Technical Departments ◆ Municipal and Provincial Departments of Inspection ◆ Relevant ministries and institutions

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VI. Promote Institutional Capacity

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
A.	**Strategic Goal 1: Enhance Capacity and Institutional Modernization**						
	Key Measure 1: Strengthen the Functional Analysis and Structural Organization of Units Under the Ministry's Supervision						
1	Continue Functhional Analyzing on the Duties of Civil Servants Ranking from Director Gerneral Downward	• Percentage of Civil Servants Whose Duties are Analyzed Annually • Number of Adjustments to Duties and Tasks Based on Functional Analysis	✓	✓	✓	✓	◆ Reform Working Group ◆ Public Administration
2	Strengthen the Structural Arrangement of Units Under the Ministry's Supervision	• Number of Units Under the Ministry Whose Structure Has Been Newly Adjusted • Percentage of Units Under the Ministry's Supervision Reporting Increased Operational Efficiency After Structural Adjustments	✓				◆ Leaders
3	Monitor and Evaluate Officers' Duty Performance	• Number of Evaluations of Officers' Duty Performance Conducted on Semesterly or Annual Basis • Percentage of Officers who have Improved their Duty Performance after Evaluation	✓	✓	✓	✓	◆ Leaders
1	Equip Office Rooms with Adequate and Modern Equipment	• Number of Units Equipped with Modern Office Equipment Annually • Percentage of Civil Servants Satisfied with the Quality and Functionality of Office Equipment	✓	✓	✓	✓	◆ Leaders

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VI. Promote Institutional Capacity							
No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
2	Improve Meeting Halls and Equip them with Audio Systems Digital Audio Systems	• Number of Meeting Halls Improved and Equipped with Audio Systems • Level of Civil Servants' Satisfaction with Audio Systems in Meeting Halls	✓	✓	✓	✓	◆ Leaders
3	Strengthen the Inspection and Monitoring of Surveillance Cameras at Entry and Exit Points	• Functionality Rate of Installed Surveillance Cameras	✓	✓	✓	✓	◆ Establish Digital Working Groups
4	Develop Electronic Document and Workflow Management Systems	• Number of Electronic Document and Workflow Management Systems Developed and Launched • Percentage of Electronic Documents Processed through the Electronic Document and Workflow Management System	✓	✓	✓	✓	◆ Establish Digital Working Groups
	Key Measure 3: Improve the Workplaces Environment for Comfort, Aesthetics, and Hygiene						
1	Improve Bathroom Facilities and Reinforce Hygiene Standards	• Number of Lavatories Improved • Percentage of Users Satisfied with the Cleanliness and Hygiene of Lavatories (Based on Surveys)	✓	✓	✓	✓	◆ Finance Department ◆ Administration Department

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VI. Promote Institutional Capacity

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
2	Enhance the Aesthetics and Improve Both the Internal and External Environment	•Number of Improvement and Maintenance Projects Completed to Enhance Aesthetics and a Healthy Environment •Percentage of Civil Servants Satisfied with Workspaces and Gardens (Based on Surveys)	✓	✓	✓	✓	◆ Administration Department
3	Strengthen the Supply of Clean Water	•Frequency of Inspection and Maintenance of Clean Water Supply	✓	✓	✓	✓	◆ Leaders
4	Strengthen Officers' Sense of Participation in Maintaining Environment and Hygiene through the Work Linking Life Campaign	•Frequency of Campaigns to Inspire Civil Servants' Participation in Maintaining Environment and Hygiene	✓	✓	✓	✓	◆ Leaders
5	Revise the Ministry's Internal Rules and Regulations	•Ministry's Internal Rules and Regulations Revised and Implemented	✓				◆ Leaders
6	Strengthen Security and Order	•Introducing Standard Work Procedures •Security and Order Measures Improved and Implemented •Level of Civil Servants' Satisfaction with Security and Order Services	✓	✓	✓	✓	◆ Administration Department
7	Establish a Nursery for Officers' Infants	•Nursery Rooms for Officers' Infants Established and Operational •Level of Satisfaction with Nursery Room Services			✓		◆ Leaders

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VI. Promote Institutional Capacity							
No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
	Key Measure 4: Strengthen the Mechanism for Performance Monitoring and Evaluation						
1	Strengthen the Mechanism for Weekly Leadership Meetings	•Number of Weekly Leadership Meetings Organized as Scheduled •Percentage of Leadership Officers who Regularly Attend Annual Meetings	✓	✓	✓	✓	Leaders
2	Establish the Mechanism for Institutional Performance Monitoring and Evaluation	•Mechanism for Performance Monitoring and Evaluation Established and Implemented •Frequency of Monitoring and Evaluation Conducted Across Institutional Units •Percentage of Policy Decisions or Changes Identified and Recommended	✓	✓	✓	✓	Leaders
3	Conduct Regular Evaluations to Measure Activity Effectiveness and Improve Evaluation Outcomes	•Number of Performance Effectiveness Evaluations Conducted •Percentage of Annual Evaluation Recommendations Revised or Updated	✓	✓	✓	✓	Leaders
4	Strengthen Monitoring and Evaluation Systems at all Levels	•Guiding Principles and Measures Developed and Implemented to Strengthen Monitoring and Evaluation Systems	✓	✓	✓	✓	Leaders

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No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
VI. Promote Institutional Capacity							
5	Develop the Institutional Capacity and Officers Responsible for Monitoring and Evaluation	•Number of Officers Responsible for Monitoring and Evaluation Trained	✓	✓	✓	✓	◆ Leaders
B. Strategic Goal 2: Strengthen the Effectiveness of Human Resource Management and Utilization							
Key Measure 1: Optimize Personnel Management							
1	Develop a Personnel Data Management System	•Civil Servant Data Management System Developed and Updated Annually •Percentage Reduction in Data Errors or Inconsistencies Following Implementation of the Management System		✓			◆ Human Resource Department
2	Strengthen the Payroll Management System	•Salary Management System Improved and Modernized •Percentage of Payroll Payments Processed Accurately and in a Timely Manner	✓	✓	✓	✓	◆ Human Resource Department
3	Reissue Civil Servant Identity Cards	•Number of Civil Servant Identity Cards Updated and Reissued		✓			◆ Human Resource Department
4	Update Annual Civil Servant Data	•Number of Civil Servant Records Updated in the System Annually •Number of Data Inconsistencies Identified and Corrected During the Annual Civil Servant Data Update Process	✓	✓	✓	✓	◆ Human Resource Department

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No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
VI. Promote Institutional Capacity							
5	Broaden the Management of Situational Administration Changes of Officers	• Instructions and Recommendations Updated and Implemented • Percentage of Officers Whose Situational Status Is Updated in the System	✓	✓	✓	✓	◆ Human Resource Department
6	Install a Civil Servant Attendance Management System at Both National and Sub-National Levels	• Generate Civil Servant Attendance Reports on a Weekly, Quarterly, Semesterly, and Annual Basis • Percentage of Civil Servants Presence	✓	✓	✓	✓	◆ Leaders
	Key Measure 2: Strengthen Human Resource Utilization						
1	Strengthen the Organization of Roles, Responsibilities, and Tasks within Entities	• Principles, Instructions, or Decisions on Role and Responsibility Organization Implemented	✓	✓	✓	✓	◆ Leaders
2	Reinforce the Duty Performance of Officers in Fulfilling their Roles and Responsibilities	• Measures or Instructions on Implementation Issued and Enforced • Reports on Functional Analysis Conducted within Units	✓	✓	✓	✓	◆ Leaders
3	Strengthen Human Resource Planning and Utilization	• Assign Officers According to Their Qualifications to Enhance Work Effectiveness	✓	✓	✓	✓	◆ Leaders
C. Strategic Goal 3: Develop Human Resources Toward Building Qualified Human Capital							
	Key Measure 1: Strengthen Domestic and International Training Programs						
1	Improve Knowledge and Professional Skills	• Number of Training Programs • Number of Civil Servants Trained	✓	✓	✓	✓	◆ Human Resource Department ◆ National Institute of Inspection
2	Training Needs Assessments	• Number of Training Needs Assessments	✓	✓	✓	✓	◆ Human Resource Department

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No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
VI. Promote Institutional Capacity							
2	Training Needs Assessments	•Number of Training Needs Assessments •Conducted for Skill Development within Units	✓	✓	✓	✓	◆ Human Resource Department ◆ National Institute of Inspection
3	Promote Domestic and International Training Programs	•Number of Civil Servants Participating in Domestic and International Training Programs Annually	✓	✓	✓	✓	◆ Human Resource Department ◆ Department of International Cooperation ◆ National Institute of Inspection
	Key Measure 2: Strengthen Regulatory Compliance and the Professional Ethics						
1	Strengthen the Effectiveness of Regulatory Compliance, the Professional Ethics, and Civil Servant Discipline	•Measures and Principles Improved and Implemented •Number of Civil Servants Trained on Procedures Related to Regulatory Compliance, the Code of Ethics, and Disciplinary Regulations	✓	✓	✓	✓	◆ Human Resource Department
2	Strengthen Disciplinary Measures and Mechanisms for Addressing Misconduct by Officers	•Number of Decisions or Orders Issued •Number of Disciplinary Actions Taken Against Officers for Misconduct	✓	✓	✓	✓	◆ Human Resource Department
D. Strategic Goal 4: Strengthen Performance Appraisal and Promote Recognition for Achievements							
	Key Measure 1: Improve the Efficiency of Evaluation Processes for Outstanding Officials						
1	Establish a Civil Servant Evaluation Commission	•Decisions Regarding the Civil Servant Evaluation Commission	✓				◆ Leaders
2	Develop Transparent Evaluation Methods	•Methods for Civil Servant Performance Appraisals Developed and Implemented	✓				◆ Leaders

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VI. Promote Institutional Capacity							
No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
3	Strengthen Appraisals Based on Achievements	• Number of Civil Servants Appraised Based on Achievements	✓	✓	✓	✓	◆ Leaders
	Key Measure 2: Strengthen Incentive Mechanisms for Recognition of Achievements						
1	Strengthen Financial Incentives Based on Units' Performance	• Number of Units whose Performances are Recognized	✓	✓	✓	✓	◆ Leaders
2	Strengthen Financial Incentives Based on Individual Performance	• Number of Civil Servants whose Performances are Recognized	✓	✓	✓	✓	◆ Leaders
3	Strengthen Non-Financial Incentives such as Promotions, Honorary Decorations, Certificates of Appreciation , Overseas Training, and Wage Scale Increments	• Number of Civil Servants whose Performances are Recognized	✓	✓	✓	✓	◆ Leaders
4	Adjust Incentive Systems for all Units Efficiently, Effectively, and Transparently	• Civil Servant Incentive Systems Adjusted and Implemented • Percentage of Civil Servants whose Performances are Recognized Based on Established Criteria and Merits	✓	✓	✓	✓	◆ Leaders
5	Provide Support to Officers for their Personal Marriages	• Number of Civil Servants Receiving Wedding Support Annually	✓	✓	✓	✓	◆ Leaders
6	Provide Support and Solutions to Civil Servants Facing Difficulties such as Illness	• Number of Civil Servants Receiving Support or Solutions During their Difficulties Annually	✓	✓	✓	✓	◆ Leaders

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VII. Promote Partnership

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
A. Strategic Goal 1: Enhance Cooperation with Relevant Ministries and Institutions Under the Royal Government							
1	Promote the Implementation of the Memorandum of Understanding with the Ministry of Post and Telecommunications	• Number of Meetings Held • Number of Outcome Reports on the Implementation of Memorandum of Understanding • Number of Civil Servants Sent for Academic Courses	✓	✓	✓	✓	◆ Human Resource Department ◆ Digital Transformation Department
2	Promote the Implementation of the Memorandum of Understanding with the National Institute of Diplomacy and International Relations of the Ministry of Foreign Affairs and International Cooperation	• Number of Meetings Held • Number of Outcome Reports on the Implementation of Memorandum of Understanding • Number of Civil Servants Sent for Courses	✓	✓	✓	✓	◆ Department of International Cooperation ◆ Human Resource Department
3	Promote the Implementation of the Memorandum of Understanding with the Ministry of Information	• Number of Meetings Held • Number of Outcome Reports on the Implementation of Memorandum of Understanding	✓	✓	✓	✓	◆ Leaders ◆ General Department of Inspection ◆ General Department of Dispute Resolution
4	Promote the Implementation of the Memorandum of Understanding with the Royal School of Administration of the Ministry of Civil Service	• Number of Meetings Held • Number of Outcome Reports on the Implementation of Memorandum of Understanding • Number of Civil Servants Sent for Courses	✓	✓	✓	✓	◆ Leaders ◆ Human Resource Department
5	Promote the Implementation of the Memorandum of Understanding with the Bar Association of the Kingdom of Cambodia	• Number of Meetings Held • Number of Outcome Reports on the Implementation of Memorandum of Understanding	✓	✓	✓	✓	◆ Leaders

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VII. Promote Partnership

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
6	Promote the Implementation of the Memorandum of Understanding with Preah Ket Mealea Hospital	•Number of Meetings Held •Number of Outcome Reports on the Implementation of Memorandum of Understanding •Number of Patients Referred for Treatment	✓	✓	✓	✓	◆ Gender Working Group of the ◆ Ministry of Inspection
7	Promote Coordination and Cooperation with Ministries and Institutions	•Number of Institutions Engaged in Coordination and Cooperation	✓	✓	✓	✓	◆ Department of International Cooperation
B.	**Strategic Goal 2: Foster deeper regional and global cooperation**						
1	Continue to Implement the Memorandum of Understanding with the Socialist Republic of Vietnam	•Number of Memorandum of Understanding or Agreements Signed with Relevant Bodies	✓	✓	✓	✓	◆ Leaders ◆ Department of International Cooperation
2	Prepare to Sign the Memorandum of Understanding with the People's Republic of China	•Number of Memoranda of Understanding or Agreements Signed with Relevant Bodies	✓	✓	✓	✓	◆ Leaders ◆ Department of International Cooperation
3	Prepare to Sign the Memorandum of Understanding with the Republic of India	•Number of Memorandum of Understanding or Agreements Signed with Relevant Bodies	✓	✓	✓	✓	◆ Leaders ◆ Department of International Cooperation
4	Continue Cooperation with Some Embassies, including the Kingdom of Thailand, the Republic of Indonesia, and the Republic of the Philippines, aiming at Signing Memorandum of Understanding with Dispute Resolution Institutions.	•Number of Relationships •Number of Meetings Held	✓	✓	✓	✓	◆ Leaders ◆ Department of International Cooperation

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VII. Promote Partnership

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
5	Continue Cooperation with the Embassies of the Republic of Hungary and the Republic of Türkiye to Connect between the Cambodian Inspection Sector and European Countries	•Number of Relationships •Number of Meetings Held	✓	✓	✓	✓	◆ Leaders ◆ Department of International Cooperation
6	Coordinate and cooperate with Japan, the Republic of Korea, and the Republic of Singapore	•Number of Relationships •Number of Meetings Held	✓	✓	✓	✓	◆ Leaders ◆ Department of International Cooperation
C.	**Strategic Goal 3: Promote Cooperation with Key Partners**						
1	Promote Cooperation with Key Partners within the ASEAN Parties Against Corruption (ASEAN-PAC) Through Participation in Workshops and Information-Sharing Sessions	•Number of Meetings Held •Number of Visits •Number of Workshops	✓	✓	✓	✓	◆ Leaders ◆ Department of International Cooperation
2	Promote cooperation with the South East Asian Ombudsman Forum (SEAOF)	•Number of Meetings Held •Number of Visits	✓	✓	✓	✓	◆ Leaders ◆ Department of International Cooperation
3	Continue coordinating and cooperating with International Organizations including UNDP, The Asia Foundation, etc	•Number of Meetings Held •Number of Visits •Number of Relationships	✓	✓	✓	✓	◆ Leaders ◆ Department of International Cooperation

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VIII. Promote the Digital Capacity

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
A.	**Strategic Goal 1: Promote the Establishment of Digital Units**						
	Key Measure 1: Develop Hard Infrastructure						
1	Develop Digital Infrastructure, including Installation of Internet Cables and Network Systems	•Number of Developments •Number of Systems Installed	✓	✓	✓	✓	Digital Transformation Department
2	Equip IT Infrastructure, Including Computers, Printers, Scanners, and Photocopiers	•Number of Equipment Units Procured and Installed •Number of Reports Prepared	✓	✓			Digital Transformation Department
3	Equip Cybersecurity Systems to Safeguard the Ministry's Data Center	•Number of Developments •Number of Equipment Units Procured and Installed	✓	✓	✓	✓	Digital Transformation Department
4	Procure Furniture to Ensure Comfort, Safety, and Operational Efficiency of the Digital Transformation Department	•Number of Furniture Items Procured and Installed	✓	✓			Digital Transformation Department
5	Integrate Digitalization, including the Development of Artificial Intelligence and Modern Technologies, for Human Resource Management and Development in the Inspection Sector	•Number of Artificial Intelligence Solutions and Technologies Developed	✓	✓	✓	✓	Digital Transformation Department

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VIII. Promote the Digital Capacity

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
	Key Measure 2: Develop Soft Infrastructure						
1	Cooperate to Introduce the Use of Mobile Applications and Information Technology to Civil Servants of the Ministry	•Number of Programs Disseminated or Meetings Conducted •Number of Participants in the Dissemination Activities	✓				◆ Digital Transformation Department
2	Innovate and Develop Methods, Procedures, and Programs to Support and Sustain Human Resource Management and Development Processes in the Inspection Sector	•Number of Programs Developed	✓	✓	✓	✓	◆ Digital Transformation Department
3	Cooperate, Coordinate, and Promote Digital Transformation in Line with Digital Government Policies	•Number of Ministries, Institutions, and Organizations Engaged in Coordination and Cooperation	✓	✓	✓	✓	◆ Digital Transformation Department
4	Set up Digital Document flow Systems	•Number of digital document flow systems set up and implemented	✓	✓			◆ Digital Transformation Department
B.	**Strategic Goal 2: Promote the Development of Computer Programs and Smart Devices**						
	Key Measure 1: Develop Digital Technology Infrastructure						
1	Continue Cooperation with the Ministry of Post and Telecommunications in Developing a Document Storage Library, a Document Processing Library, and an Information Management Library for Civil Servants of the Ministry of Inspection	•Number of Collaborations	✓	✓	✓	✓	◆ Digital Transformation Department ◆ Administration Department ◆ Human Resource Department

2025 - 2028 Action Plan

VIII. Promote the Digital Capacity

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
2	Continue to Collaborate with the Ministry of Posts and Telecommunications in Developing a Document Verification Library, verify.gov.kh, for academic Certificates Issued by the National Institute of Inspection	• Number of Collaborations	✓	✓	✓	✓	◆ Digital Transformation Department ◆ National Institute of Inspection
3	Request the Ministry of Posts and Telecommunications to Integrate Four Digital Government Products (DGPs) into the Ministry of Inspection's Frameworks: the GO.GOV.KH Public Document Storage Library, the FORM.GOV.KH Online Form Creation Library, the NOMSA.GOV.KH Multi-Directional Messaging Library, and the SIRIKA Artificial Intelligence Program for Text-to-Audio Conversion	• Number of Requests Submitted to the Ministry of Posts and Telecommunications	✓				◆ Leaders ◆ Digital Transformation Department
4	Continue to Collaborate with the Ministry of Posts and Telecommunications to Install Properly Licensed Software on Computers and Digital Devices for Leaders and Civil Servants, in order to Ensure Protection Against Fraudulent Interference and Cyberattacks	• Number of Joint Inspection Collaborations • Number of Software Installed	✓	✓	✓	✓	◆ Leaders ◆ Digital Transformation Department

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VIII. Promote the Digital Capacity

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
5	Update the Ministry's Website and Portal, and Relaunch Its Revised Mobile Application to Ensure Security in Line with Global Digital Technology Developments	• Number of Updates Conducted	✓	✓	✓	✓	◆ Digital Transformation Department
6	Cooperate with Units of the Ministry to Produce Informational Content on the Portal for Legal Awareness and Public Forums	• Number of Collaborations • Number of Contents Produced	✓	✓	✓	✓	◆ General Department of Dispute Resolution ◆ Department of Law Dissemination ◆ Digital Transformation Department
7	Conduct Studies and Compile a Database for Civil Servants, Including Attendance Management, Qualifications, Role and Responsibility Descriptions, and Performance Appraisals	• Number of Reports on Civil Servant Data	✓	✓	✓	✓	◆ Digital Transformation Department ◆ Human Resource Department
8	Develop IT Management Programs, and Integrate and Mediate Information Systems to Support the Management and Development of Human Resources in the Inspection Sector	• Number of IT Management Programs Developed	✓	✓	✓	✓	◆ Digital Transformation Department
9	Design Posters Instructing Civil Servants of the Ministry of Inspection on How to Use Digital Information Management Applications	• Number of Instructional Posters on the Use of Digital Applications	✓	✓	✓	✓	◆ Digital Transformation Department

2025 - 2028 Action Plan

VIII. Promote the Digital Capacity

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
10	Arrange and Maintain the Data Center Room to Serve as the IT Management and Internet/Database Distribution Hub at the Ministry of Inspection's Headquarters	• Number of Maintenance Activities Conducted	✓	✓	✓	✓	◆ Digital Transformation Department
11	Install and Maintain Servers for Storing and Distributing Data to Units of the Ministry of Inspection	• Number of Servers Installed • Number of Maintenance Activities Conducted	✓	✓	✓	✓	◆ Digital Transformation Department
12	Install and Maintain Additional New Internet Equipment, including a Main Server Cabinet in the Data Center Room for Housing Core Equipment (Servers, Routers, Switches, and Main Network Cables), and Install Two Additional Sub-Server Cabinets (Rack Cabinets) in Buildings B and C at the Ministry of Inspection	• Number of Internet Equipment Units Installed • Number of Maintenance Activities Conducted	✓	✓	✓	✓	◆ Digital Transformation Department
13	Install and Maintain Internet Distribution Equipment, Including Access Points (Wi-Fi Routers) and Internet/ Network Connection Outlets at the Ministry of Inspection	• Number of Internet Distribution Devices Installed • Number of Internet and Network Connection Outlets Installed • Number of Maintenance Activities Conducted	✓	✓	✓	✓	◆ Digital Transformation Department

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VIII. Promote the Digital Capacity

No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
14	Strengthen and Expand Platforms for Data Storage and Exchange to Enhance the Capacity for Managing Information System Interoperability between the Ministry of Inspection and Other Ministries, Institutions, and Municipal and Provincial Departments	•Number of Platforms Developed	✓	✓	✓	✓	◆ Digital Transformation Department
	Key Measure 2: Strengthen Digital Security Infrastructure						
1	Organize Human Resource Development Training in Digital Security Skills	•Number of Trainings Organized	✓	✓	✓	✓	◆ Digital Transformation Department ◆ Human Resource Department
2	Organize and Strengthen Digital Security Infrastructure to Ensure High Levels of Security and Safety in the Operation and Use of Digital Systems	•Number of Digital Security Infrastructure Systems Established	✓	✓	✓	✓	◆ Digital Transformation Department
3	Strengthen the Management and Digital Security Protection of Information Infrastructure Through the Establishment of Security Procedures and the Installation of Technical Devices for Monitoring, Controlling, and Preventing Cyberattacks, in Alignment with Digital Security Standards	•Number of Security Procedure Documents Established	✓	✓	✓	✓	◆ Digital Transformation Department

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VIII. Promote the Digital Capacity							
No.	Activities	Indicators	Timeline				Institutions and Units Responsible
			25	26	27	28	
C. Strategic Goal 3: Promote Digital Innovation in the Inspection Sector							
1	Seek Cooperation with National and International Companies Domestically and Abroad, in Researching and Developing Digital Technology Innovations for the Inspection Sector	•Number of Companies Contacted •Number of Companies Cooperated	✓	✓	✓	✓	◆ Digital Transformation Department ◆ Department of International Cooperation
2	Promote the Establishment of a Digital Technology Research and Development System by Preparing a Master Plan, Developing Incentive Mechanisms, and Fostering Partnerships Between Research Institutions, Higher Education Institutions, and Digital Technology Companies to Enhance Digital Research and Development Activities	•Number of Research Programs Established	✓	✓	✓	✓	◆ Department of International Cooperation
3	Promote Public Participation in Competitions on Digital Technology Innovations for the Inspection Sector	•Number of Competitions Organized	✓	✓	✓	✓	◆ Digital Transformation Department

CONCLUSION

The inspection sector has undergone significant evolution through various historical eras, from the period of the People's Socialist Community regime (Sangkum Reastr Niyum) to the present day. Throughout this evolution, numerous achievements have been realized through the Royal Government's reforms and efforts to strengthen good governance, which are the result of the dedication, commitment, and valuable contributions of leaders and civil servants within the inspection sector across successive generations. At the same time, the inspection sector continues to face various challenges that require practical and strategic solutions, as well as the active participation of all relevant stakeholders.

In response to these challenges, and in alignment with the Ministry's mission to lead and manage the inspection sector of the Kingdom of Cambodia, the Ministry of Inspection, under the leadership of **H.E. SOK Soken**, Minister of Inspection, has formulated and officially launched the **"S4P4"** Strategy. This Strategy has been comprehensively developed through the inclusive participation and contributions of leaders and civil servants at all levels. Its successful implementation and the achievement of its intended outcomes will require the continued efforts, strong commitment and close collaboration of the Ministry's leaders and officials with all relevant stakeholders, guided by comprehensive and coherent action plans designed to address the pressing challenges facing the inspection sector.

Furthermore, the effective implementation of the Strategy requires the continued support of the Royal Government and strengthened cooperation with all ministries, institutions, and relevant stakeholders, in alignment with the high-level strategic recommendations of **Samdech Moha Borvor Thipadei HUN Manet**, Prime Minister of the Kingdom of Cambodia, delivered during the Closing Ceremony of the Ministry of Inspection's 2023 Annual Assembly and Work Plan for 2024, held on 13 February 2024. **Samdech Thipadei Prime Minister** emphasized that: "Inspection is a key function that enables the implementation of four of the five strategic approaches introduced by **Samdech Akka Moha Sena Padei Techo HUN Sen** —self-reflection, showering, scrubbing, and treatment. All ministries and institutions are therefore urged not to perceive inspection as fault-finding, but rather as a process of follow-up, monitoring, and support to enhance institutional performance and efficiency. In this regard, Ministers, heads of institutions and entities, as well as chairpersons of the board of governors at the capital and provincial levels, shall provide full cooperation to inspection officials and utilize inspection outcomes as a basis for addressing shortcomings and recognizing commendable performance."

Overall, the Ministry of Inspection plays a key role in supporting the Royal Government in implementizng the Pentagonal Strategy – Phase 1, particularly through the strengthening of governance across ministries, institutions at all levels, and sub-national administrations. As the lead government institution responsible for the inspection sector, the Ministry is firmly committed to implementing the **"S4P4"** Strategy through active, proactive, and collaborative engagement. Through these efforts, the Ministry seeks to enhance transparency within public administration, strengthen accountability and governance, promote responsibility among government officials at all levels, ensure fairness and efficiency in dispute resolution, and effectively promote legal awareness, thereby contributing to a more effective, inclusive, and sustainable socio-economic development in the Kingdom of Cambodia.

ក្រសួងអធិការកិច្ច
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