



KINGDOM OF CAMBODIA  
Nation Religion King



Royal Government of Cambodia

# Digital Transformation in Social Protection

## STRATEGIC PLAN

### 2024 - 2028



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SOCIAL PROTECTION IN CAMBODIA

Prepared by the National Social Protection Council

February, 2024



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# Digital Transformation in Social Protection STRATEGIC PLAN 2024 - 2028





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# PREFACE

Drawing upon 25 years of implementing both the triangular and four-phase rectangular strategies, as well as projecting forward for the next quarter-century until 2050, the Royal Government of Cambodia, under the seventh legislature of the National Assembly, has identified **“Strengthening the Social Protection System and the Food System”** as a primary focus in the first phase of the Pentagonal Strategy. It emphasizes the establishment and enhancement of a centralized and coherent social protection system, aligning with a life cycle approach with the principle of **“No One is Left Behind”**. The overarching vision and objective is to foster **“Equitable Economic Growth and Social Inclusion”**.

Recognizing the pivotal role of a robust social protection system in upholding the stability and well-being of the citizens, it becomes increasingly apparent that such a system is instrumental in ensuring income security, reducing and preventing poverty, vulnerability, and inequality, thereby fostering a dynamic economic growth and sustainable financial viability that is inclusive and resilient to shocks.

In pursuit of this concrete and ambitious objective, the integration of digital technology emerges as a crucial driver, enhancing the efficiency, effectiveness, and transparency in the implementation of the National Social Protection Policy Framework. This digital transformation aligns with the fifth priority outlined in the first phase of the Pentagonal Strategy, emphasizing **“People, Roads, Water, Electricity, and Technology”** with a specific emphasis on harnessing **“Digital Technology”** in response to the demands of the fourth industrial revolution.

The **Digital Transformation in Social Protection Strategic Plan 2024-2028** delineates key strategies and priority activities aimed at digital transformation in the social protection system, culminating in building a dynamic and harmonious digital social protection. This endeavour entails bolstering the policy and legal framework, enhancing the capacity of key stakeholders, improving information technology systems and digital infrastructure, and fostering stakeholder coordination. This initiative of **Digital Social Protection in Cambodia** is incepted through the utilization of information technology to efficiently and transparently identify and deliver social protection benefits to diverse target groups, with a commitment to ongoing transformation and harmonization aligned with the strategic plan. The overarching goal is to enhance the implementation of the National Social Protection Policy Framework, fostering high inclusivity, trust, and safety. In parallel, the Royal Government anticipates that the aforementioned **Digital Transformation in Social Protection Strategic Plan 2024-2028** will also contribute to the implementation of the Cambodia Digital Economy and Society Policy Framework 2021-2035.

On behalf of the Royal Government of Cambodia, I highly commend and extend my appreciation to the National Social Protection Council, chaired by **His Excellency Dr. Aun Pornmoniroth**, Deputy Prime Minister and Minister of Economy and Finance, as well as to the leaders of all concerned ministries and institutions, for their dedicated efforts in realizing this strategic plan. This achievement marks a significant milestone for the Cambodia's social protection system. Additionally, I express my thank to the technical working group for their diligent work in harmonizing the social protection registration and data management systems, and to the General Secretariat for the National Social Protection Council and relevant development partners for their consistent and active involvement, which has been instrumental in shaping this invaluable document.

Phnom Penh, February 20, 2024

**Prime Minister**  
**Samdech Moha Borvor Thipadei HUN MANET**

# EXECUTIVE SUMMARY

The **Digital Transformation in Social Protection Strategic Plan 2024-2028**, prepared by the technical working group for the harmonization of the social protection registration system and data management, is designed to maximize the utilization of digital technology in realizing the objectives outlined in the National Social Protection Policy Framework. These objectives are geared towards the reduction and prevention of poverty, vulnerability, and inequality, while simultaneously fostering human resource development and economic growth.

This Strategic Plan focuses on elevating the efficiency and efficacy of social protection system development, alongside enhancing the quality and timeliness of data for evidence-based policy formulation and analysis, ultimately facilitating improved delivery of benefits to beneficiaries. The primary objective of this pivotal document is to offer digital solutions aimed at minimizing fragmentation within the registration system, alleviating operators' workload, enhancing data management and security, and heightening convenience for the target population in accessing social protection benefits.

**The Digital Transformation in Social Protection Strategic Plan outlines four primary strategic goals:**

## 1. Strengthening policies and legal frameworks in digital social protection

This involves establishing and enhancing specific policies and legal frameworks to bolster digital social protection initiatives.

## 2. Developing capacity for key stakeholders in digital social protection

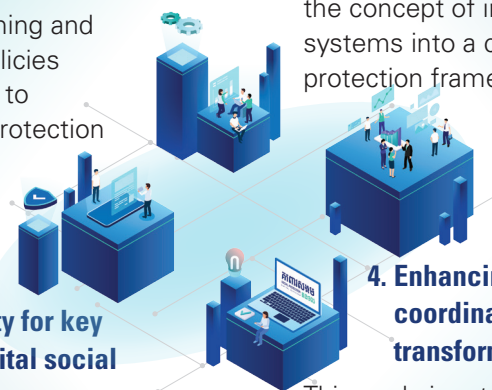
This goal focuses on enhancing the capacity of human resources to ensure the successful digitalization of the entire social protection system.

## 3. Improving information technology systems and digital infrastructure

This entails enhancing existing information technology systems and digital infrastructure to align with the concept of integrating ICT systems into a cohesive digital social protection framework.

## 4. Enhancing stakeholder coordination in digital transformation efforts

This goal aims to strengthen coordination and collaboration among stakeholders involved in the digital transformation of the social protection system, including government entities, the private sector, civil society organizations, and development partners.



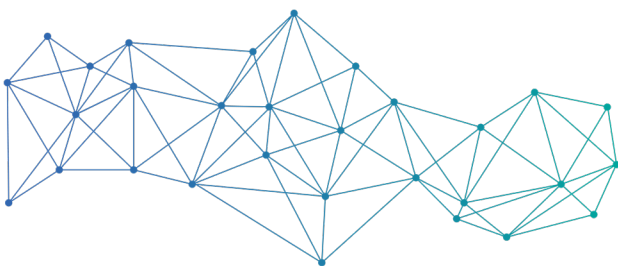
The National Social Protection Council, as a key arm of the Royal Government, spearheads the design, development, and digital transformation of the social protection system. The execution of this strategy falls under the purview of the National Social Protection Council.

Monitoring and evaluation mechanisms will ensure that the advancement of digital social protection aligns with current technological best practices. An action plan will outline specific activities, milestones, timelines, budgets, stakeholders, and expected outcomes. Institutional mechanisms will be established to regularly assess the progress of activity implementation.

The Digital Transformation in Social Protection Strategic Plan will undergo periodic review and updates to align with the strategic direction outlined in the next “National Social Protection Policy Framework 2.0”.

# ABBREVIATIONS

<b>NGOs</b>	Non-Governmental Organizations
<b>SPiC</b>	Social Protection in Cambodia
<b>ICT</b>	Information and Communication Technology
<b>SPR</b>	Social Protection Registry
<b>DSPP</b>	Digital Social Protection Platform
<b>IDPoor</b>	Identification of Poor Household
<b>MoEYS</b>	Ministry of Education, Youth and Sport
<b>MoP</b>	Ministry of Planning
<b>MoSAVY</b>	Ministry of Social Affairs, Veterans and Youths Rehabilitation
<b>NSAF</b>	National Social Assistance Fund
<b>NSSF</b>	National Social Security Fund
<b>NSPC</b>	National Social Protection Council
<b>NPCA</b>	National Payment and Certification Agency
<b>PMRS</b>	Patient Management and Registration System
<b>SFIS</b>	School Feeding Information System





# CHAPTER 1: OVERVIEW



# 1.1

## Introduction

Digital Transformation entails leveraging Information and Communication Technology (ICT) systems to enhance process efficiency and improve the overall user experience. In the context of the Cambodian Social Protection System, the term “user” pertains to beneficiaries receiving benefits from national social assistance programs and social security schemes.

The digital transformation in social protection offers benefits to all stakeholders involved. For instance, automation through ICT can streamline operational processes for operators and stakeholders. Moreover, management and policymakers can leverage timely and accurate data, while beneficiaries can experience increased convenience in accessing social benefit packages from the social protection system.

### 1.1.1 National Social Protection Policy Framework 2016 – 2025

The efforts to enhance the existing social protection system align with the National Social Protection Policy Framework 2016-2025, which delineates areas requiring reform to ensure income security, poverty reduction, financial stability, and sustained economic growth for individuals. This policy framework, emphasizing both social assistance and social security, encompasses various components and key objectives poised to benefit from digital transformation. The overarching aim of this framework is to enhance the efficiency, effectiveness, accountability, transparency, and stakeholder coordination within social protection systems. Specifically, digitizing and harmonizing target group identification and registration systems are essential steps to eliminate redundancy and ensure streamlined benefit provision. By embracing digital transformation in social protection, substantial contributions can be made toward achieving the comprehensive goals of social protection system reform efforts.

### 1.1.2 Digital Economy and Society Policy Framework 2021 – 2035

In 2021, the Royal Government of Cambodia introduced the Cambodia Digital Economy and Society Policy Framework 2021-2035, with a vision to cultivate a vibrant digital economy and society that accelerates economic growth and enhances social welfare. This framework is grounded on two fundamental pillars: advancing infrastructure to support digital transformation and fostering trust and confidence in the digital ecosystem. Moreover, it comprises three core pillars: promoting digital citizen development, enhancing digital government services, and facilitating digital business growth. Policy initiatives are crafted to optimize the benefits of the digital economy and society while minimizing associated risks or adverse impacts.

The ongoing efforts in digital transformation in social protection align seamlessly with the overarching goals outlined in the aforementioned digital economic and social policy framework. By modernizing social protection systems through ICT adaptation, significant strides are made toward realizing the objectives of the digital economic and social policy framework, particularly in nurturing digital citizenship and advancing digital governance.

### 1.1.3 Situational Analysis: Digital Transformation in the Social Protection

In 2021, the General Secretariat for the National Social Protection Council initiated a comprehensive situational study. This study involved conducting interviews with key stakeholders within the social protection system to assess the current status of digital transformation within their respective institutions or units. The interviews, meticulously crafted after thorough analysis and evaluation, delved into several key areas. These included inquiries about the types of digital systems currently in use, the challenges encountered during the digital transformation process, and the long-term development plans of the institution or unit. Additionally, development partners actively engaged in the social protection system were consulted to understand their activities and efforts aimed at supporting social protection operators. This collaborative approach seeks to gather valuable insights and perspectives from stakeholders and development partners alike, ultimately informing strategies and initiatives geared towards advancing digital transformation within the social protection landscape.

The study identified the following key observations:

**Extensive Digitalization Efforts:** Various social protection operators have embraced digital solutions, with many initiatives developed by their respective ministries and institutions. Additionally, some digital solutions are provided by relevant development partners. There is a growing trend of support for digital transformation among actors within the Cambodian social protection system, with significant backing from various development partners. Despite this progress, it was noted that each operator in the social protection system has its IT team. However, these teams have not yet fully contributed to the digital transformation strategy due to limitations in their knowledge and experience. While some operators have mature processes in place for utilizing ICT systems, others are still in the process of developing such capabilities. Notably, more mature social protection actors often possess ICT systems that support end-to-end processes seamlessly.

**Absence of a Common Vision and Strategy:** Presently, there is a lack of a unified vision and strategy within the social protection landscape. The technical team is exploring information technology systems that can operate collaboratively across all social protection actors. However, individual social protection actors have primarily been developing their information technology systems tailored solely to the provision of specific social protection services, whether through social assistance programs or social security schemes. Moreover, ICT development efforts have primarily centered on enhancing information technology systems and digital infrastructure, with limited attention given to critical factors such as ICT policy formulation and human resources development.

**Capability and Capacity of Human Resources:** Human resources play a crucial role and are a significant factor contributing to various challenges within the social protection landscape, including the lack of cybersecurity in information technology systems. These challenges are predominantly divided into two main sections:

1. **Limited Number of Positions and Resources:** There is a shortage of positions available for officers within this sector, coupled with limited resources. This scarcity hampers the effectiveness and efficiency of operations within the social protection system; and
2. **Qualifications and Experience:** Furthermore, the qualifications and experience of officers tasked with these responsibilities are not yet fully aligned with the demands of the working conditions. This misalignment poses additional hurdles in effectively addressing the evolving challenges within the social protection domain.

Moreover, the demand for ICT professionals remains high in the job market. However, social protection actors struggle to offer competitive compensation packages compared to the private sector, making it challenging to recruit and retain staff over the long term. This further exacerbates the existing human resource challenges within the social protection landscape.

**Isolated Operation of Information Technology Systems:** The prevailing issue within the social protection landscape is the operation of information technology systems in isolated silos. While some institutions have established links between their IT systems, the approach to harmonization and interoperability remains deficient. For instance, interconnections between certain IT systems are established based solely on individual needs, resulting in fragmented and unsustainable data management practices. Furthermore, there is a lack of interoperability at the ecosystem level, and the full potential of leveraging data within the social protection system has yet to be realized. The complementary nature of IT systems within a shared ecosystem and the value derived from utilizing data effectively are not fully harnessed at present.

## STRENGTHS

1. The Digital Social **Protection Technical Working Group** consisting of representatives of key social protection ministries has already been **established** and can further guide the development of this subject.
2. There are numerous **digital transformation** undertakings **ongoing** at most of the social protection actors; this demonstrates understanding of the benefits of digital transformation and **willingness** to undertake the needed improvements. Notable is also that there are digital transformation **experience** and **capacity** which can be built upon.
3. **Development partners** active in supporting the development of Cambodia's national social protection system is **keen** to also extend **support** in the sector's digital transformation journey. This brings additional much needed resources.



## WEAKNESSES

1. **Human resources** in the digital social protection are generally **lacking**, with social protection actors hindered by limitations both in terms of quantity and quality.
2. Gaps in digital social protection policies and legal frameworks hinder further development.
3. There is a general lack of attention paid to cyber security due to the complexity of the subject.
4. Data are mostly locked in silos. ICT systems are operating at the without using data for insights and decision making. Obstacles include willingness to share data among stakeholders and technical interoperability between ICT systems.
5. Ongoing digital transformation efforts are undertaken without a holistic and sector-wide view; efforts are not harmonized. There is not yet enough willingness to think in a cross-sectoral way that goes beyond the needs of individual social protection stakeholders.
6. Some legacy ICT systems will require substantial resources to modernise.



**The Imperative for Policies, Guidelines, and Digital Standards:** There is a pressing need to establish comprehensive policies, guidelines, and digital standards to steer the action and progression of ICT infrastructure within the social protection system. Beyond setting digital standards and policies, it is essential to define parameters related to data management, computing technology, interoperability between information systems, ICT project management, investment priorities, cybersecurity, and data protection. This holistic approach ensures consistency among individual operators and fosters a cohesive digital ecosystem within the social protection domain.

Furthermore, the status of digital transformation within social protection can be further elucidated through a comprehensive analysis of its strengths, weaknesses, opportunities, and threats (SWOT Analysis), as detailed in the summary below.

## OPPORTUNITIES

1. There is **high level support** for the subject, as the Government of Cambodia places high importance on digital transformation as a driver for further development.
2. Cambodia has a **mature** official **data exchange platform** called CamDX.
3. The Ministry of Economy and Finance has a sophisticated **data centre** which social protection actors, especially the GS-NSPC can potentially **capitalise** upon for hosting sector-wide type application systems.
4. Social protection for migrant workers across borders relies on cross border data exchange to operate; modernising ICT systems in social protection can contribute towards the goal of extending protection to migrants.



## THREATS

1. Digital transformation efforts require substantial resources which may not be so forthcoming.
2. There is a shortage of digital talents in Cambodia while social protection actors must compete with the private sector to attract these talents.
3. Cyber security risks increase with the increasing digitalisation of the national social protection system.
4. Digital transformation of the social protection sector will need considerable commitment from all actors operating the national system across a long period of time, but some may have other more urgent priorities.
5. There is still a general lack of understanding on the complex subject of digital transformation and the opportunities it brings.
6. The general Cambodian population's digital literacy is still limited (rural-urban and young-old divide), resulting in limited take up and emphasis on data privacy.
7. There are still gaps in digital enablers such as digital identity, government to person payment system, natural language processing for Khmer which hinders use of artificial intelligence, and regulations in subjects like digital signature, and technology and hosting standards.





# 1.2

## Benefits of the Strategic Plan

The Digital Transformation Strategic Plan in Social Protection is designed to enhance benefits for three key stakeholders: beneficiaries of the social protection system, operators of the national social assistance programs and social security schemes, and policymakers.

### Benefits for Beneficiaries



**Transparent Authentication of Beneficiaries:** Introduction of a unique social protection identifier (SPID) for multiple social protection programs or schemes ensures transparent authentication;

**Elimination of Duplicated Work:** Prevention of redundant registrations and data collection for individual social assistance programs and social security schemes;

**Faster Application Approval and Transfer:** Expedited approval and transfer of benefits packages to beneficiaries by social protection service providers;

**Improved User Experience:** Enhancement of user experience through accurate, convenient, and transparent processes;

**Increased Access to Target Population:** Enhanced coverage of social protection services through improved registration and identification mechanisms for beneficiaries; and

**Expedited Resolution:** Facilitation of digital grievances and complaints for faster resolution.

## Benefits for Operators



**Elimination of Duplicated Work:** Streamlined registration process for multiple social protection programs or schemes through a single registration portal, reducing redundancy;

**Maximizing Inclusiveness:** Enhanced inclusivity through identification of existing beneficiary data in the Social Registry, ensuring comprehensive coverage;

**Validated Information:** Expedited verification of beneficiary identification, leading to a decrease in fraud, overuse, or duplication of benefits;

**Strengthening Existing Systems:** Utilization of necessary modules reduces costs and development efforts, thereby fortifying existing systems;

**Provision of Effective Social Protection Services:** Automation facilitates beneficiary identification, registration, approval, and transfer of benefit packages, enhancing service efficiency; and

**Robust Grievance Redressal System:** Automation of procedures improves the grievance redressal system, ensuring swift resolution of issues.

## Benefits for Policymakers



**Comprehensive Insight:** Gain a holistic view of all beneficiaries, potential beneficiaries, and benefits offered by various social assistance programs and social security schemes, facilitating informed decision-making;

**Maximizing Inclusivity:** Identify the target population and beneficiaries, guiding policy decisions aimed at achieving universal coverage within the social protection system;

**Effective Implementation and Monitoring:** Enable effective project monitoring accessible to all stakeholders, enhancing transparency and accountability in implementation;

**Data-Driven Decision Making:** Utilize data and analysis for evidence-based policymaking, fostering more informed and strategic decision-making processes;

**Leveraging Digital Infrastructure and ICT Systems:** New social protection operators can utilize the existing Social Protection Registry to expedite the launch of social assistance programs or social security schemes, thereby reducing implementation time and costs; and

**Enhancing Harmonization:** Minimize fraud, data fragmentation, and management issues to promote harmonization among all stakeholders within the social protection ecosystem.

# CHAPTER 2: DIGITAL SOCIAL PROTECTION TRANSFORMATION STRATEGY





## 2.1

### Vision, Mission, and Values

The vision, mission, and values outlined in this Strategic Plan document are aligned with the applicable policy and regulatory framework, which includes:

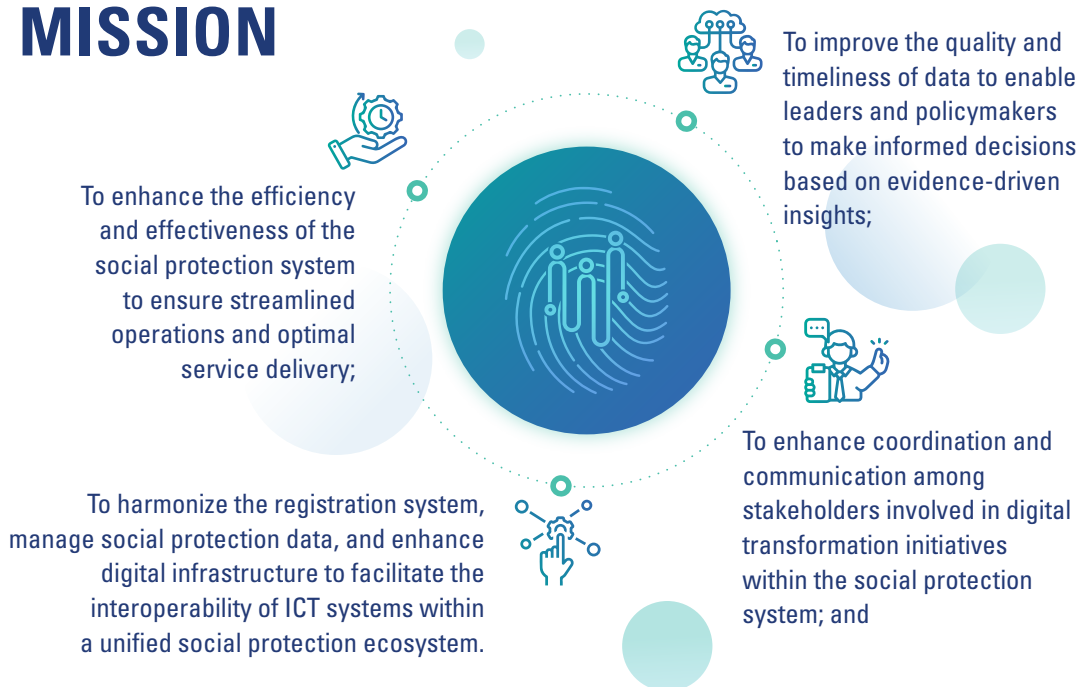


## VISION

“To expand the scope of digital utilization to the fullest extent, aiming for the comprehensive digitalization and harmonization of social protection systems. This endeavour seeks to significantly contribute to the reduction of poverty, vulnerability, and inequality, while also enhancing social inclusiveness, human resources development, and stimulating national economic growth.”



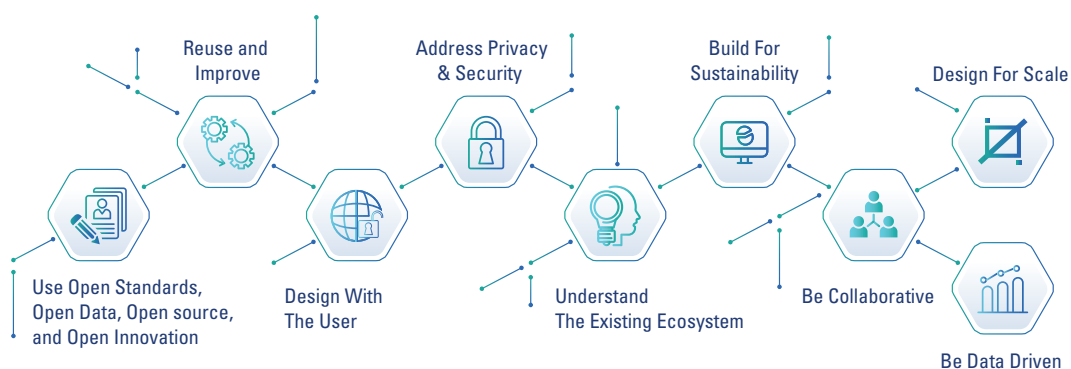
# MISSION



# VALUES

- **Collaboration:** Recognizing that successful digital transformation in social protection relies on the active collaboration among all stakeholders involved;
- **Adherence to Digital Development Principles:** Ensuring that the digital transformation approach aligns with the ***Principles for Digital Development***, which encapsulate the collective experiences of digital development practitioners;
- **Focus on Efficiency and Accuracy:** Emphasizing that the primary objective of digital solutions is to reduce the workload of all operators, enhance data management and accuracy, and improve the convenience for the target population benefiting from the social protection system;

- **Adaptability to Local Context:** Ensuring that adopted digital solutions are applicable and adaptable to the Cambodian context, aligning with local conditions, and being highly cost-effective;
- **Cybersecurity and Data Protection:** Prioritizing cybersecurity and data protection in all digital solutions to safeguard sensitive information and maintain privacy; and
- **Utilization of Social Protection Registry:** Establishing the Social Protection Registry as a **single source of truth** for all relevant operators within the social protection system, adhering to the ***Once-Only Principle***. This principle ensures that citizens or businesses provide data only once, allowing for transparent identification across all social protection operators while guaranteeing data privacy.



## 2.2

### Strategic Goals Overview

To attain the outlined Vision and Mission, the strategy consists of the following Strategic Goals:



#### Strategic Goal 1: Strengthen Policy and Legal Frameworks in Digital Social Protection

To achieve the first strategic goal, five priority actions are identified:

- Priority Action 1: Develop the Policy on the Unique Registration and Identification for Social Protection;
- Priority Action 2: Develop the Policy on the Data Standards, Data Processing, and Exchange between Social Protection Actors;
- Priority Action 3: Develop the Policy on the Data Protection and Cybersecurity;
- Priority Action 4: Develop the Policy on the Architecture, Infrastructure, Technology Stack, and Hosting of ICT Systems in Social Protection; and
- Priority Action 5: Develop the Policy on the Adherence Monitoring Framework.



## **Strategic Goal 2: Develop Capacity for the Digital SP core actors**

To achieve the second strategic goal, three priority actions are identified:

- Priority Action 1: Conduct the Human Resource Capacity Gap Analysis;
- Priority Action 2: Develop the Capacity Development Plan; and
- Priority Action 3: Increase the Capacity of the Target Population to Use Digital Tools and Services in the Cambodian Social Protection System.



## **Strategic Goal 3: Improve Information Technology Systems and Digital Infrastructure**

To achieve the third strategic goal, four priority actions are identified:

- Priority Action 1: Conduct Information Technology Systems and Digital Infrastructure Gaps and Prioritization Analysis;
- Priority Action 2: Develop Investment Plan for Improving ICT Systems;
- Priority Action 3: Develop a Plan to Develop and Improve ICT Systems; and
- Priority Action 4: Improving Registration of the Social Protection Programs and Schemes.



## **Strategic Goal 4: Strengthen Stakeholder Coordination of Digital Transformation Efforts**

To achieve the fourth strategic goal, two priority actions are identified:

- Priority Action 1: Develop Operating and Cooperation Mechanism between Social Protection Actors; and
- Priority Action 2: Develop Informal Information Exchange Platform for all Social Protection ICT Practitioners.

The implementation of the strategic goals and priority actions will be carried out in adherence to the relevant regulations, policies, and guidelines established by the Royal Government.

## 2.3

### Strategic Goals Components

#### 2.3.1 Strengthen the Policy and Legal Frameworks in Digital Social Protection

The situation assessments underscore the critical need to enhance the policies and legal framework governing the digital social protection system comprehensively. Present gaps in this framework have impeded the digital transformation within the social protection domain due to the absence of clear policies and legal guidelines pertaining to the digital landscape. Consequently, social protection actors have developed their ICT systems independently, resulting in challenges related to harmonization and interoperability across all systems. In the absence of minimum standards, essential functions of the ICT system within social protection, such as cybersecurity and data protection, remain largely unaddressed.

The first strategic goal is to fortify the formulation of policies and legal frameworks tailored to the entire digital social protection system. This strategic objective will prioritize adherence to and compliance with the policies and policy framework outlined in the Cambodia Digital Economy and Society 2021-2035. This overarching framework is designed to serve society as a whole, transcending specific sectors, thereby ensuring alignment with broader societal objectives and aspirations.



#### **Priority Action 1: Develop the Policy on the Unique Registration and Identification for Social Protection**

The ability to accurately register individuals and prevent fraud is of utmost importance in the social protection system. Ensuring that the intended benefit packages reach eligible recipients is crucial for maintaining the financial stability of the system and fostering trust among stakeholders. Inadequate identification measures may lead to fraudulent activities, where individuals impersonate others to wrongfully obtain benefits, posing a threat to the overall integrity of the system. Identification becomes particularly critical in social security systems such as healthcare, occupational risk, and pension schemes, given the significant financial implications involved. The sheer volume of benefit packages and contributions necessitates robust identification protocols to safeguard against misuse and ensure fair distribution.

Presently, various social protection operators employ different methods to identify members, beneficiaries, or the target population. While identification numbers are commonly used across all operators, disparities exist in the issuance of personal identification codes,

membership cards, or other identification mechanisms. These range from photo ID cards to those utilizing QR codes or facial recognition technology, indicating a lack of consistency in approach.

The overarching objective of this priority action is to develop a comprehensive policy for the entire social protection system regarding identification protocols. This policy aims to strengthen and harmonize existing approaches across all operators, fostering uniformity and efficiency in the identification process.



### **Priority Action 2: Develop the Policy on the Data Standards, Data Processing, and Exchange between Social Protection Actors**

The urgent need for common standards in ICT systems within social protection systems is evident, including the establishment of minimum data requirements, operational guidelines for data processing, especially in inter-agency contexts, and protocols for data exchange utilizing CamDX. Currently, each social protection entity independently defines and structures their data according to specific needs, leading to unplanned data exchanges occurring on an ad hoc basis or directly between individuals. Although data exchange occasionally utilizes the CamDX data exchange platform, its utilization remains limited.

This priority action seeks to develop a clear policy addressing this issue to ensure that data is standardized and aligned across all social protection actors and their respective ICT systems. By establishing common standards and protocols, this initiative aims to streamline data processing and exchange processes, enhancing efficiency, interoperability, and overall effectiveness within the social protection system.



### **Priority Action 3: Develop the Policy on the Data Protection and Cybersecurity**

Data protection is paramount within the social protection system, given its involvement in the collection, processing, and storage of individuals' identity data. With diverse datasets and large volumes of records encompassing millions of people, ensuring the security and privacy of this data is crucial. However, challenges persist, including data being collected without proper consent and limited awareness among operators and the public regarding data protection rights and concerns due to the absence of appropriate guidelines.

In today's digital landscape, cybersecurity concerns are escalating, compounded by the limited capabilities of social protection actors in cybersecurity and the vulnerability of ICT systems to cyber-attacks. Strengthening cybersecurity measures is imperative to prevent serious disruptions to operations resulting from cyber-attacks or unauthorized access to sensitive data. Developing robust data protection and cybersecurity policies for the social protection system is essential. These policies will be crafted in alignment with the approaches

and activities outlined in the legal framework and the national strategic plan of the Ministry of Posts and Telecommunications. By adhering to established frameworks and strategic plans, the policies will ensure comprehensive protection of data and ICT systems within the social protection domain, safeguarding against potential threats and vulnerabilities.



#### **Priority Action 4: Develop the Policy on the Architecture, Infrastructure, Technology Stack, and Hosting of ICT Systems in Social Protection**

Policies regarding the architecture, infrastructure, technology stack, and hosting of ICT systems within the social protection sector must undergo refinement and consolidation into a comprehensive policy document. This document should encompass additional details, including definitions of minimum infrastructure standards, recommended technologies, and thorough explanations of communication layers. Furthermore, it should address how data and operating systems are deployed, considering various methods such as storage in personal data centers or through services procured from external providers.

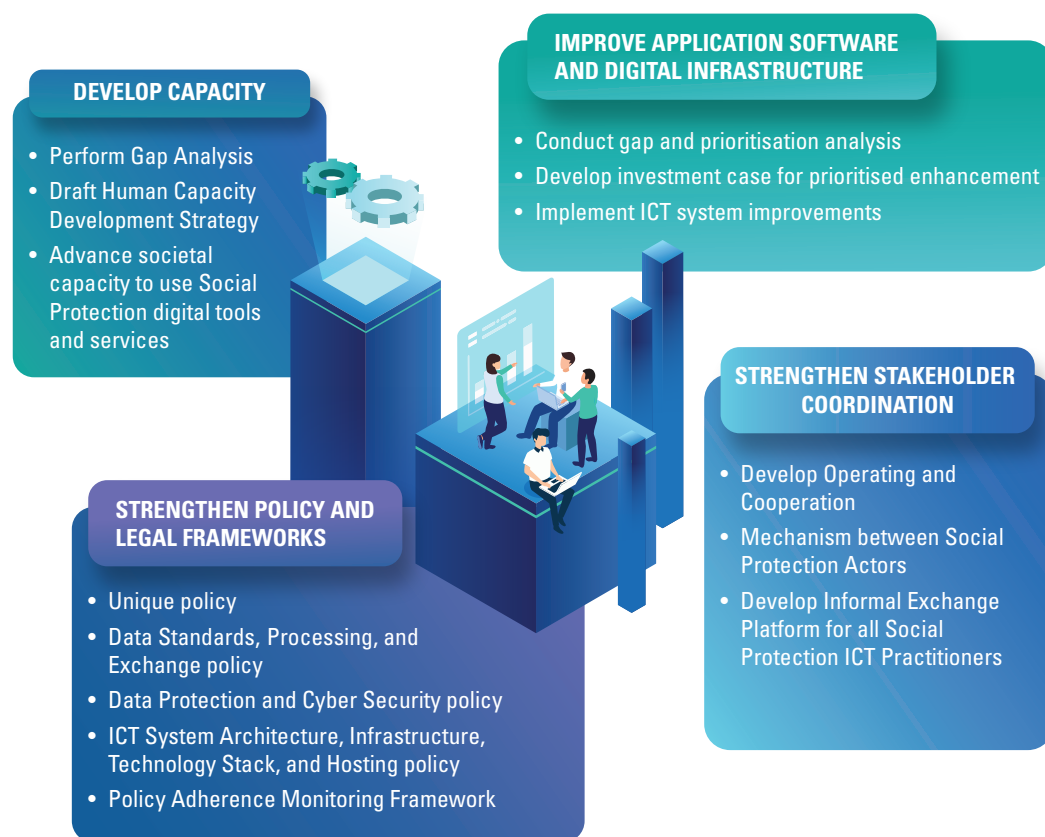
Lack of a clear definition of ICT architecture may lead social protection actors to develop disparate ICT systems without a holistic perspective. This can hinder the adoption of appropriate approaches and technologies essential for establishing a secure ecosystem within digital social protection. Therefore, the policy document should provide clear guidelines to ensure alignment with the broader objectives of digital social protection, facilitating the creation of a protected and interoperable ICT infrastructure across the whole digital social protection.



#### **Priority Action 5: Develop the Policy on the Adherence Monitoring Framework**

This priority action aims to ensure the consistent implementation of various policies within the social protection sector. Given the diverse ICT systems operated by different social protection actors, implementing new policies can be time-consuming and resource-intensive. To address this challenge, a framework for monitoring and evaluating policy implementation will be established. This framework will enable responsible entities, such as the Royal Government's Technical Working Group for the Harmonization of the Social Protection Registration System and Data Management, to monitor the implementation of policies related to digital social protection. Additionally, the framework will identify any gaps in policy implementation and highlight the need for additional resources. To address these gaps, additional resources required for policy implementation will be outlined in the development plan. This plan will contribute to the achievement of the second strategic goal of the digital transformation strategic plan.

## 2.3.2 Develop Capacity for the Digital SP core actors

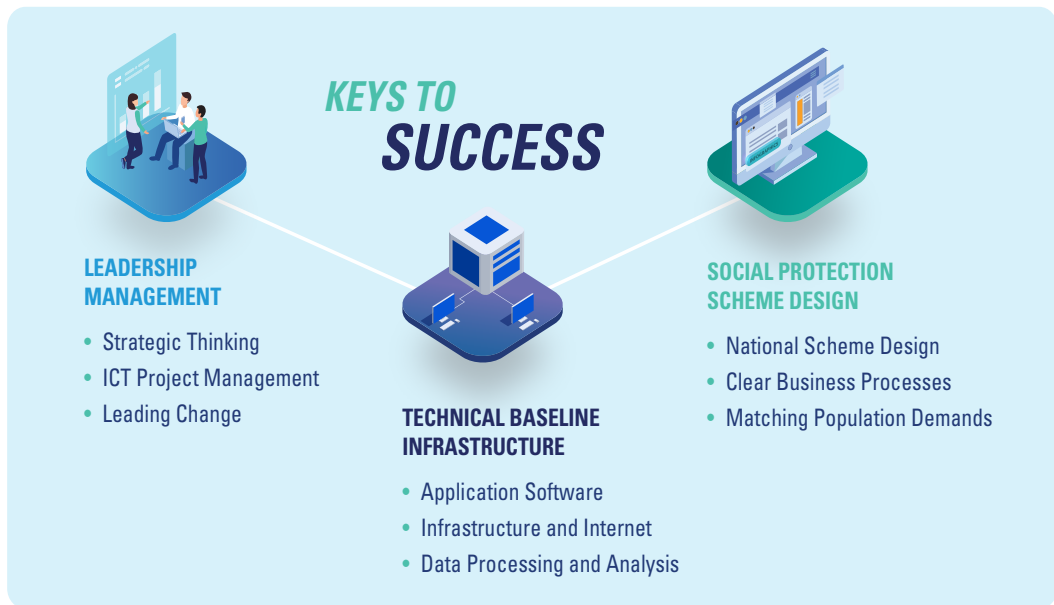


The situation assessments underscore the critical importance of enhancing human resource capacity, as digital transformation and social protection systems are still emerging concepts in Cambodia. Integrating and disseminating knowledge on these topics is essential for the successful digital transformation of the social protection system.

The lack of human resources can be categorized into two main areas:

- **Existing Staff:** Social protection actors require additional positions and officers to effectively implement digital transformation initiatives. Recruiting professionals as contract staff may be considered to address this need.
- **Qualifications of Staff:** Current staff members' qualifications are limited in digital-related fields, as their skills are primarily focused on other areas. While some staff may possess ICT skills, they often lack key knowledge related to strategy development, project management, and policy making. Successful digital transformation efforts require a diversified workforce with a range of competencies and skills, as interdisciplinary teams are crucial for achieving success in the social protection systems' digital transformation endeavours.





*Diagram: Diverse Knowledge and Competencies required for Social Protection Digital Transformation*

The second strategic goal aims to bolster human resource capacity to ensure an adequate workforce capable of driving the successful digital transformation of the social protection system. The following priority activities will be implemented in accordance with international best practices, fostering opportunities for mutual learning and knowledge exchange



### **Priority Action 1: Conduct the Human Resource Capacity Gap Analysis**

An analysis of human resource capacity gaps in the social protection system will be conducted to identify key areas such as staffing needs, barriers to accessing additional resources, challenges in maintaining and developing human resources, and mismatches between current employee qualifications and actual needs. This analysis will encompass all social protection actors and serve as the basis for developing a framework for capacity development and qualifications within the system.



### **Priority Action 2: Develop the Capacity Development Plan**

The identification of gaps in the second priority activities will inform the development of inter-institutional capacity development plans within the framework of the National Social Protection Council. These plans will prioritize key human resource capacity building initiatives, including investment planning, contracting arrangements for staff, collaboration with the Ministry of Civil Servant for recruitment and retention, enhanced cooperation with development partners, and engagement with the private sector.

Furthermore, the inter-institutional capacity development plan will encompass activities aimed at enhancing the knowledge and skills of existing officials or staff. This includes training on digital transformation, digital social protection, basic ICT knowledge, project management, and other relevant practices based on digital development principles. Active collaboration and learning from international experiences, including participation in events such as the Universal Social Protection Forum 2030 Digital Convergence<sup>1</sup> and engagement with initiatives like [www.socialprotection.org](http://www.socialprotection.org), will enable Cambodian digital social protection operators to broaden their perspectives and glean valuable insights from the international arena.

Crucially, the establishment of a community of practitioners within the social protection system will be pivotal for the successful implementation of the inter-institutional capacity development plan. This community will serve as a platform for disseminating information and facilitating collaborative learning through the sharing of experiences and skills. A common knowledge sharing system will be developed within this community, utilizing user-friendly platforms that are widely used in Cambodia to effectively provide knowledge to social protection operators.



### **Priority Action 3: Increase the Capacity of the Target Population to Use Digital Tools and Services in the Cambodian Social Protection System**

As the momentum for digital transformation in social protection grows, it's crucial to ensure that people have the necessary skills to effectively utilize digital systems. In Cambodia, digital platforms have been introduced for select social assistance programs and social security schemes, such as the NSSF and IDPoor system. With the continued expansion of digital financial systems, Government-to-Person Payments are expected to become more widespread, facilitating efficient and convenient access to social protection services for individuals.

The adoption of online portal will enhance the efficiency of interactions between individuals and national social assistance program and social security scheme operators, eliminating geographical barriers and enabling easy access to information, assistance, and solutions. To support this transition, key activities aimed at enhancing people's awareness and capacity in utilizing digital social protection services will be implemented. These activities are particularly important for individuals with low levels of digital literacy and include advocacy campaigns, grassroots awareness-raising initiatives, and capacity-building efforts targeting local intermediaries such as village, commune, and Sangkat authorities.

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<sup>1</sup> Universal Social Protection 2030 ([www.usp2030.org](http://www.usp2030.org)) is a global partnership to advance attainment of Sustainable Development Goal 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable. Within, the Digital Convergence Initiative ([www.sp-convergence.org](http://www.sp-convergence.org)) works on building a global consensus on standards and guidelines for social protection information systems.

### 2.3.3 Improve Information Technology Systems and Digital Infrastructure

At the heart of the digital transformation in social protection lies the ICT systems, encompassing devices such as servers, computers, and smartphones running software capable of exchanging data over the Internet or computer networks. These ICT systems facilitate streamlined workflows, automate calculations, deliver accurate and timely data, alleviate administrative burdens, and enhance user experience. The digitalization process offers myriad benefits for both end user operating national social assistance programs and social security schemes, as well as the beneficiaries or target population of social protection services. Notably, digital systems contribute to increased transparency and accountability across the entire system.

Some operators of the national social assistance programs and social security schemes, such as the Ministry of Planning (IDPoor), NSAF, and NSSF, have already achieved a high level of digitalization, while others are in the early stages of transitioning from manual and paper-based record keeping. Most social protection operators fall somewhere between the initial and advanced stages of digitalization. Among these operators, various digital devices and infrastructures are employed, and differing approaches are adopted regarding the technology stack and system operation and management. Strengthening backup data storage is an area that requires further attention. Overall, while individual social protection operators have made strides in digitalization, concerted efforts toward harmonizing the entire social system are yet to materialize. Systematic data exchange between operators using CamDX and the full utilization of shared services such as payment gateways and integrated registration have not been fully realized.

To bolster information technology and digital infrastructure, the General Secretariat for the National Social Protection Council has developed an ICT system architecture grounded in international best practices. This architecture provides a conceptual framework guiding the integration of diverse ICT systems and directing development efforts toward achieving a harmonized system.

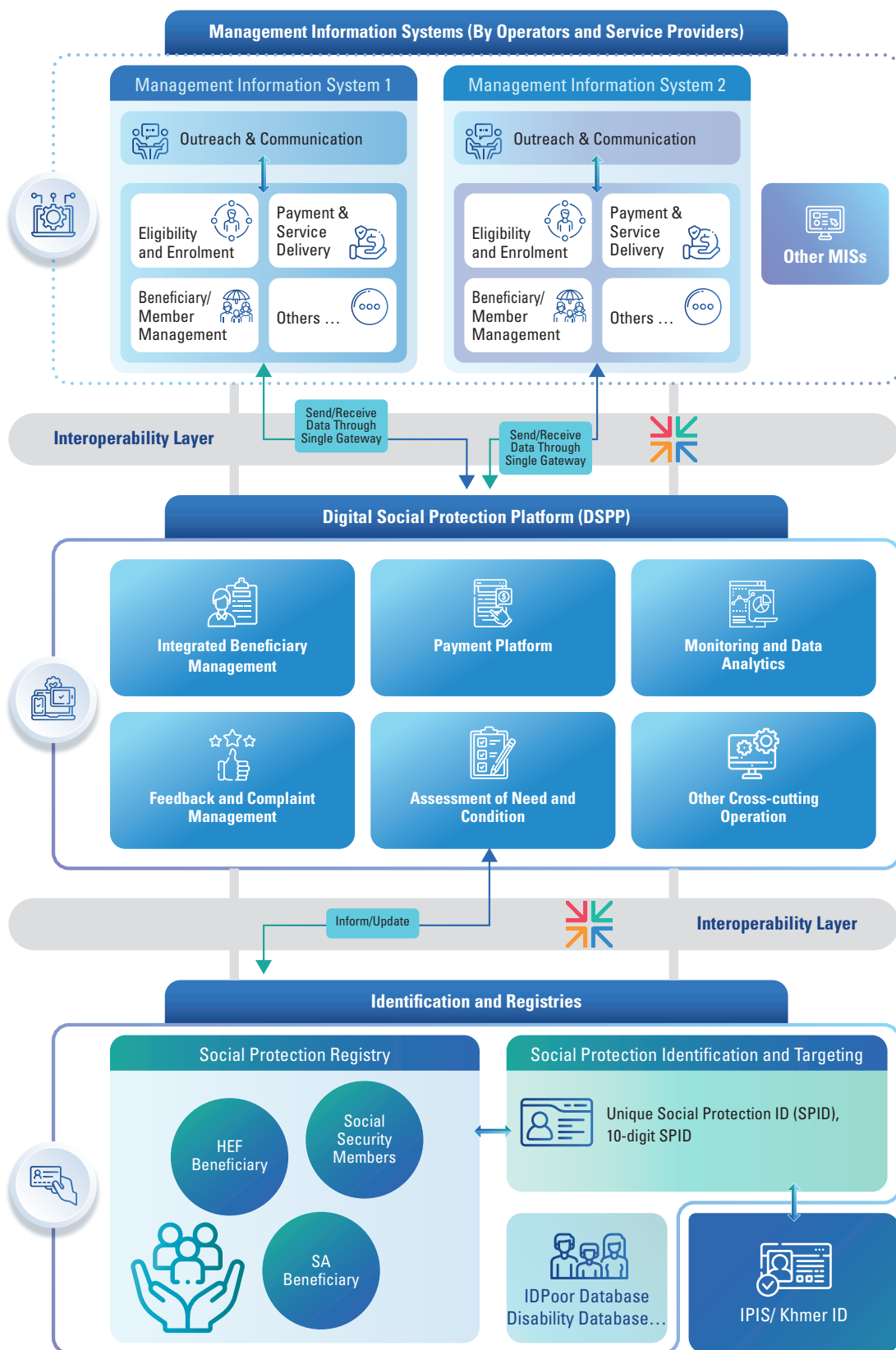


Diagram: Draft ICT System Architecture for Cambodia Social Protection System

The third strategic goal will focus on improving information technology systems and digital infrastructure towards a harmonized ICT system architecture.



### **Priority Action 1: Conduct Information Technology Systems and Digital Infrastructure Gaps and Prioritization Analysis**

A more comprehensive picture of the situation is necessary to inform an ICT application software and infrastructure improvement plan. The first task is to commission such an analysis that looks deeper into the situation at each social protection actor on items such as:

- Types of ICT application systems deployed (functions and features, software and database languages used, shortcomings, etc.);
- Infrastructure set-up;
- Overall ICT operating environment;
- Capacity and gaps of the ICT department;
- Cybersecurity levels;
- Data access and exchange mechanisms;
- Future development plans and funding gaps; and
- Lessons learned from the digital transformation experience over the last years.

This analysis will encompass an examination of available and existing digital systems, including an assessment of human capabilities. Over the past decade, NGOs and development partners in numerous countries have played a pivotal role in designing and implementing national social assistance programs and social security schemes aimed at supporting target populations. The digital tools, capabilities, and skills inherent in these initiatives can also play a significant role in contributing to and enhancing the digital transformation in social protection.



### **Priority Action 2: Develop Investment Plan for Improving ICT Systems;**

The current projects aimed at improving digital systems and infrastructure lack a clear plan, often relying on the specific needs, resources, and feasibility of implementation of individual social protection operators. Additionally, most investments in digital system and infrastructure improvements are supported by development partners, highlighting the need for more systematic collaboration to ensure that existing resources are allocated to address the most pressing areas.

Based on the findings of the analysis, development plans and investments for further improvement of ICT systems and digital infrastructure will be formulated. This ICT development plan will serve as a crucial foundation for securing additional investment and

coordinating assistance from development partners. The Technical Working Group for the Harmonization of the Social Protection Registration System and Data Management of the Royal Government, along with the General Secretariat for the National Social Protection Council, will actively support and work towards securing funds and resources to support these activities. Emphasizing the sustainability of investments will be a key element in this plan.



### **Priority Action 3: Develop a Plan to Develop and Improve ICT Systems**

Upon approval of the plan to develop and enhance the ICT system, its implementation will commence, necessitating proficient ICT project management skills. It is anticipated that these priority activities will be spearheaded by the team or ICT department of the respective social protection actor, with additional support from the Technical Working Group for the Harmonization of the Social Protection Registration System and Data Management of the Royal Government, as well as the Digital Social Protection Core Working Group of the General Secretariat for the National Social Protection Council. The execution of these projects presents a significant opportunity for digitalization across the entire social protection system. Active involvement of other stakeholders will enable them to garner additional support and glean insights from best practices through collaborative endeavours.

Various activities aimed at developing and enhancing specific ICT systems and digital infrastructure are already in progress. These activities will be integrated into the overarching plan and further refined through the acquisition of additional resources and collaborative implementation efforts. Concurrently, utmost priority will be placed on ensuring the successful completion of projects and documenting the lessons learned from these endeavours. Projects targeting the development and enhancement of ICT systems within the social protection system include:

- Integration of Social Protection Registry by combining the Social Registry with the Beneficiary Registry;
- MoP's IDPoor system (fine-tuning towards On-Demand IDPoor and an Equity Card Holder mobile application);
- PCA's PMRS (back-end performance improvements of the Patient Management and Registration System - PMRS);
- NSSF beneficiary management and human resources system (restructure/update of existing system);
- MoSVY CTP (fine-tuning towards the upcoming Family Package);
- MoEYS scholarship and SFIS (planned improvements towards further automation); and
- MoSVY's Disability Identification System.

The advantages of ICT development and improvement plans are as follows:

- The projects are driven by the ICT system owners (respective social protection actor) but can rely on support from other actors such as the Digital Social Protection Technical Working Group under the NSPC;
- Improve data sharing within and between social protection actors using CamDX as the data exchange gateway where feasible, contributing to the entered data Only-Once principle;
- Digital tools as means to provide fast, convenient, and friendly customer (beneficiaries and users of the social protection system) service;
- Automate business processes resulting in reduced work burden by social protection operators;
- Development direction is towards a harmonized and interoperable overall national social protection ICT system;
- Improved identification of vulnerable groups and beneficiaries; and
- Enhance backup / fail-safe features of the many missions' critical infrastructures used in the system.



#### **Priority Action 4: Improving the Registration of the Social Protection Programs and Scheme**

Registration entails enrolling individuals into the specific national social assistance programs or social security schemes, involving an identification process to verify their eligibility for benefits. The integration of digital tools in social protection systems has streamlined this process, enhancing service quality and efficiency for beneficiaries and the target population. The establishment of digital connectivity among all current national social assistance programs and social security schemes through the Social Registry, capable of generating a Social Protection ID (SPID), will expedite and enhance transactional flows compared to traditional methods. Therefore, the integration and utilization of SPID within the registration systems of other operators will be implemented.

**SPID** will facilitate interoperability among all existing ICT systems and bolster identity verification beyond reliance solely on Khmer identity cards. Serving as a central communication point for all social protection system operators, SPID will enable the identification of target populations and beneficiaries, ensuring maximum coverage and environmental efficiency while mitigating data fragmentation during registration.

In the long term, this digital solution will enable public registration to access available national social assistance programs and social security schemes. The **Digital Social Protection Platform**, accessible through a secure online account, will provide tailored information on social

protection benefits offered by the Royal Government. Individuals can utilize this account to request social protection services, exchange personal information, monitor application processes, or apply for benefits.

Identity records registered through the **Single Registration Portal** of the Digital Social Protection Platform will be stored in the Social Registry and automatically transmitted to social protection operator databases for various operational purposes.

The development of the **Social Registry** will progress incrementally, utilizing identification records from existing databases of the target population and beneficiaries, as well as records of eligible individuals not yet registered in social assistance programs and social security schemes.

## 2.3.4 Strengthen Stakeholder Coordination of Digital Transformation Efforts

Active cooperation among all stakeholders is crucial for the successful implementation of the strategic plan for digital transformation in social protection, given the scale of the task and the numerous responsible actors involved. The fourth strategic goal aims to enhance coordination and collaboration among all stakeholders in the social protection system.

Key stakeholders encompass government institutions, NGOs, and the private sector, all of which contribute to strengthening the social protection system for the Cambodian people through interventions or digital policies.

These stakeholders can be categorized into two groups:

- *Stakeholders actively involved in the operation or service delivery and benefit provision.*
- *Stakeholders not directly engaged in operations but playing a strategic role in the digitalization of the social protection system.*





### **Priority Action 1: Develop Operating and Cooperation Mechanism between Social Protection Actors**

The institutional mechanism established by the Royal Government for harmonizing the social protection registration system and data management is responsible for monitoring the implementation of this strategy. Within this mechanism, responsible teams in various areas are formed to ensure effective execution.

Each operator's ICT team or department is responsible for planning and making decisions related to the strategy at their institutional level. These teams play a crucial role in project monitoring and promoting efforts to implement the strategy within their respective organizations.

Additionally, development partners and NGOs are invited to provide comments, input, and support as needed to facilitate the successful implementation of the strategy. Their collaboration is essential for leveraging resources and expertise to achieve the goals of the digital transformation in social protection.



### **Priority Action 2: Develop Informal Information Exchange Platform for all Social Protection ICT Practitioners**

An informal information exchange platform facilitated by the NSPC Digital Social Protection Core team will be established to enable ICT practitioners in the social protection system to share experiences and learn collaboratively. This platform will serve as a community hub for ICT practitioners, aligning with the first priority activity of the second strategic goal. Furthermore, a document storage channel will be implemented to manage and maintain the team's learning resources effectively. This centralized repository will house essential files and documents related to the team's activities and initiatives. The community of practitioners will foster collaborative thinking and consensus-building on various issues related to digital transformation in social protection. Through this platform, mutual support and knowledge sharing among practitioners will be cultivated, contributing to the overall success of digital initiatives in the social protection system.

# CHAPTER 3: STRATEGY IMPLEMENTATION



# 3.1

## Key Actors and Roles

The Royal Government's coordination mechanism for the harmonization of the social protection registration system and data management will serve as a platform for decision-making and regular monitoring of the strategy's implementation progress. This mechanism will involve ICT working groups, including the ICT departments of all key social protection actors, providing a forum for active technical-level discussions. Given that many priority activities under this strategy directly involve the working groups or ICT departments of social protection actors, this arrangement will facilitate active collaboration and implementation efforts. Through regular meetings and discussions within these working groups, stakeholders can exchange insights, address challenges, and ensure alignment with the overall strategic goals of digital transformation in social protection.

In terms of spearheading day-to-day operations in relation to the strategy's implementation, two groups are key:

- The **GS-NSPC**, specifically the Digital Social Protection core group, will coordinate activities, and leadership development work which is system-wide such as digital social protection policies drafting and development of system-wide ICT infrastructures, and report progress of the strategy's implementation; and
- At each of the relevant social protection actors' level, the respective ICT departments (e.g., NSSF, MoSAVY, NSAF, PCA, MoEYS, and similar ICT departments) will drive activities which are concerning the ICT systems under their purview while coordinating their actions with each other through the ICT Department Manager's Subgroup. Activities might include upgrading ICT systems to adhere to minimum standards, improving functions and features of ICT systems so that they can further automate business processes, and building the capacity of staff members.

The strategic plan implementation efforts can benefit from support from development partners. To ensure effectiveness, support, and additional resources from development partners will be coordinated and diverted to high-priority areas of work. Deliberations are to be through the following format:

- High-level interaction with development partners on this strategy is envisioned to take place at the formal **NSPC – DP coordination mechanism**; and
- Once development cooperation projects are in effect, operational and technical level interactions will take place at the working level directly with relevant operational staff members while technical level discussions can happen at both the Digital Social Protection Technical Working Group and/or ICT Department Managers Subgroup.

## 3.2

### Monitoring and Evaluation

Monitoring and Evaluation ensure that the development progress is on track and is constantly adapted to the latest requirements and learnings.



#### Operational Plan and Monitoring Framework

The Digital Social Protection Technical Working Group aided by the ICT Department Managers Subgroup shall develop an **annual operational plan** to prioritize and guide the various initiatives set forth in this strategy. The operational plan shall detail the activities, milestones, time frame, budget, responsible actors, outputs, and key performance indicators that should be produced. The activity implementation progress shall be routinely evaluated by the Digital Social Protection Technical Working Group.



#### Strategic Evaluation

This strategy's time frame is in line with the *National Social Protection Policy Framework*. The progress of implementing the strategic plan will be reviewed on annual basis in line with the annual operation plan above. At the end of the National Social Protection Policy Framework's timeframe, the *Digital Transformation in Social Protection Strategic Plan* shall be **reviewed** and **updated** to reflect the strategic direction set forth in the next version of the *National Social Protection Policy Framework*.

# Annex 1:

## Matrix of Strategic Goals and Initiatives

Strategic Goals	Initiatives	Milestones	Year for Implementation
<b>Strengthen Policy and Legal Frameworks in Digital Social Protection</b>	<b>Priority Action 1:</b> Develop Policy on Unique Identification for the Social Protection	Policies for the whole social protection system with a focus on strengthening and harmonization of digital approaches are available.	2024 – 2026
	<b>Priority Action 2:</b> Develop Policy on Data Standards, Data Processing, and Exchange between Social Protection Actors	Policies on Data Standards, Data Processing, and Exchange between Social Protection Actors are available.	2024 – 2026
	<b>Priority Action 3:</b> Develop the Policy on Data Protection and Cybersecurity	Social protection actors have solid knowledge on cybersecurity. Related policies are available and utilized for all SP stakeholders.	2024 – 2026
	<b>Priority Action 4:</b> Develop Policy on Architecture, Infrastructure, Technology Stack, and Hosting of ICT Systems in Social Protection System	Policies which define the Social Protection ICT system architecture are available.	2025 – 2027
	<b>Priority Action 5:</b> Develop Policy on Adherence Monitoring Framework	A policy adherence monitoring framework is available. Regular tracking does happen.	2025 – 2029
<b>Develop Capacity for the Digital SP Core Actors</b>	<b>Priority Action 1:</b> Conduct the Human Resource Capacity Gap Analysis	A systematic human capacity gap analysis will be performed including the development of a capacity, and competency framework for the ICT departments of different government social protection actors.	2024 – 2025
	<b>Priority Action 2:</b> Develop the Capacity Development Plan	Trainings on digital transformation, digital social protection, foundational ICT knowledge, project management, and best practices will be conducted.	2024 – 2025
	<b>Priority Action 3:</b> Increase the Capacity of the Target Population to Use Digital Tools and Services in Cambodian Social Protection System	Population's awareness and capability to avail digitalized services is visible and enhanced.	2025 – 2026

Strategic Goals	Initiatives	Milestones	Year for Implementation
Improve Information Technology Systems and Digital Infrastructure	<b>Priority Action 1:</b> Conduct Information Technology Systems and Digital Infrastructure Gaps and Prioritization Analysis	An analysis that will look deeper into the situation at each social protection actor on the existing software and infrastructure will be conducted.	2025 – 2026
	<b>Priority Action 2:</b> Develop the Investment Plan for Improving ICT Systems	From the gap analysis findings, a development of investment plan for further advancement of the application software and infrastructure strengthening journey will be developed.	2025 – 2026
	<b>Priority Action 3:</b> Develop a Plan to Develop and Improve ICT Systems	<p>The ICT improvement plan is envisioned to have the following qualities:</p> <ul style="list-style-type: none"> <li>• Improve data sharing within and between social protection actors using CamDX as the data exchange gateway where feasible, contributing to the entered data Only-Once principle;</li> <li>• Digital tools as means to provide fast, convenient, and friendly customer (beneficiaries and users of the social protection system) service;</li> <li>• Automate business processes resulting in reduced work burden by social protection operators;</li> <li>• Development direction is towards a harmonized and interoperable overall national social protection ICT system;</li> <li>• Improved identification of vulnerable groups and beneficiaries; and</li> <li>• Enhance backup / fail-safe features of the many missions' critical infrastructures used in the system.</li> </ul>	2025 – 2029
	<b>Priority Action 4:</b> Improving Registration of the Social Protection Programs and Schemes	The social protection registration and data management harmonization project is implemented by launching a social protection registry and a digital social protection platform with the participation of all social protection operators.	2025 – 2029

Strategic Goals	Initiatives	Milestones	Year for Implementation
<b>Strengthen Stakeholder Coordination of Digital Transformation Efforts</b>	<b>Priority Action 1:</b> Develop Operating and Cooperation Mechanism between Social Protection Actors	Regular meetings among Social Protection actors take place; Development Partners can actively contribute to strategic and technical discussions.	2025 – 2026
	<b>Priority Action 2:</b> Develop Informal Exchange Platform for all Social Protection ICT Practitioners	An information exchange platform is available which covers ongoing digital initiatives from Government Stakeholders, Development Partners and the private sector related to Social Protection.	2025 – 2029

# Annex 2:

## **KINGDOM OF CAMBODIA NATION RELIGION KING**

### **Decision on the Establishment of Technical Working Group for Social Protection Registration and Data Management Systems Harmonization**

#### **The Royal Government of Cambodia**

- Having seen the Constitution of the Kingdom of Cambodia;
- Having seen the Preah Reach Kret No. NS/RKT/0918/925 on 05 September 2018 on the Appointment of the Royal Government of the Kingdom of Cambodia;
- Having seen the Preah Reach Kram No. NS/RKT/0320/421 on 30 March 2020 on the appointment and adjustment of the composition of the Royal Government of the Kingdom of Cambodia;
- Having seen the Preah Reach Kram No. NS/RKM/0618/012 on 28 June 2018 promulgating the Law on the organization and functioning of the Council of Ministers;
- Having seen the Preah Reach Kram No. RKM/0196/18 on 24 January 1996 promulgating the Law on the Establishment of the Ministry of Economy and Finance;
- Having seen the Preah Reach Kret No. NS/RTK/0617/448 on 15 June 2018 on the establishment of the National Council for Social Protection;
- Having seen the Anukret No. 488 /ANKR/BK on October 16 2013 on the organization and functioning of the Ministry of Economy and Finance;
- Having seen the Anukret No. 75 /ANKR/BK on 25 May 2017 on the revision of the Anukret No. 488 on 16 October 2013 on the organization and functioning of the Ministry of Economy and Finance;
- Having seen the Anukret No. 03 /ANKR/BK on 08 January 2018 on the establishment of the Executive Committee and the General Secretariat for the National Social Protection Council;
- Having seen the decision No. 003 SHV on 30 January 2018 on the organization and functioning of the General Secretariat for the National Social Protection Council;
- With referring to the request of the Chairman of the National Social Protection Council.



**HEREBY DECIDES****Article 1.–**

Established a technical working group to oversee the social protection registration and data management systems harmonization, comprising the following members:

- |     |                            |  |               |
|-----|----------------------------|--|---------------|
| 1.  | <b>H.E. Chan Narith</b>    | Secretary-General of the National Social Protection Council  | Chairman      |
| 2.  | <b>H.E. Kong Marry</b>     | Advisor to the Deputy Prime Minister, Minister of Economy and Finance, and a member of the Working Group on Drafting the Digital Government Policy Framework | Vice-Chairman |
| 3.  | <b>Mr. Yin Malina</b>      | Vice Director Department Identity of Ministry of Interior  | Vice-Chairman |
| 4.  | <b>H.E. Sok Som Ang</b>    | Director General of Administration and Finance, Ministry of Health   | Member        |
| 5.  | <b>H.E. Ouk Vandy</b>      | Adviser and Deputy General Director of the General Department of Information and Communication Technology of the Ministry of Posts and Telecommunications    | Member        |
| 6.  | <b>Mr. Prak Mov</b>        | Deputy General Director of the General Department of Civil Service, Ministry of Civil Service  | Member        |
| 7.  | <b>Mr. Yok Samedy</b>      | Deputy Secretary-General of the National Social Protection Council   | Member        |
| 8.  | <b>Mr. Lao Veng</b>        | Deputy General Director of Technical Department Of the Ministry of Social Affairs, Veterans and Youth Rehabilitation   | Member        |
| 9.  | <b>Mr. Pol Chandara</b>    | Deputy General Director of the General Department of Labor of the Ministry of Labor and Vocational Training  | Member        |
| 10. | <b>Mr. Nea Sophal</b>      | Director of Personnel Department of the Ministry of Education, Youth and Sports  | Member        |
| 11. | <b>Mr. Keo Ouly</b>        | Director of IDPoor Department, Ministry of Planning  | Member        |
| 12. | <b>Mr. Taing Nguonly</b>   | Executive Director of Techo Startup Center Representing the Digital Business Research Center   | Member        |
| 13. | <b>Mrs. Keout Pichenda</b> | Director of Payment Certification  | Member        |
| 14. | <b>Mr. Phen Rithipol</b>   | Deputy Director, Department of Budget Formulation, Ministry of Economic and Finance  | Member        |
| 15. | <b>Mr. Chi Sour</b>        | General Director of Information Technology Office of the National Social Security Fund   | Member        |
| 16. | <b>Mrs. Vann Achitta</b>   | Director of General Affairs Department of the General Secretariat of the National Social Protection Council  | Secretary     |

The technical working group shall have additional members as deemed necessary.

## Article 2.–

The technical working group shall have roles and responsibilities as below:

- Conduct an in-depth analysis of the current social protection registration and data management systems;
- Develop strategies and action plans to integrate or harmonize existing social protection registrations and data management systems while safeguarding personal data privacy;
- Provide recommendations to the Executive Committee of the National Social Protection Council and collaborate with relevant institutions, including state entities, development partners, and private organizations, to prepare, set up, and modify social protection registration and data management systems for seamless interoperability;
- Regularly report progress on the development of social protection registration and data management systems to the Executive Committee and the National Social Protection Council; and
- Fulfill any additional duties assigned by the National Social Protection Council.

## Article 3.–

The technical working group responsible for harmonizing social protection registration and data management systems, as outlined in Article 1, shall attend meetings upon invitation by the Chairman. Alternatively, they may appoint a representative with the authority to act on their behalf. In the Chairman's absence, authority shall be delegated to the Deputy Chairman to preside over Technical Working Group meetings.

Additionally, the technical working group has the discretion to invite representatives from relevant ministries, institutions, development partners, and the private sector for discussions as needed.

## Article 4.–

The minister overseeing the Office of the Council of Ministers, the Minister of the Ministry of Interior, the Minister of the Ministry of Economy and Finance, the ministers from all relevant ministries, and the directors of relevant institutions, along with the members of the technical working group as specified in Article 1, shall assume responsibility for implementing this decision in accordance with their respective duties from the moment of its signing.

Phnom Penh, Date Month, 2020

**Prime Minister**

Copied and Distribution:

**SAMDECH AKAK MOHA SENA PADEI TECHO HUN SEN**

- Ministry of Royal Palace
- Secretariat of Constitutional Council
- Secretariat of Senate
- Secretariat of National Assembly
- Secretariat of Royal Government of Cambodia
- Cabinet of Samdech Akak Moha Sena Padei Techo **HUN SEN**
- Cabinet of Deputy Prime Ministers
- As prescribed in Article 4
- Royal Gazette
- Archives- Records.