



# END OF STRATEGY REPORT: **OUTCOMES OF 3 YEAR STRATEGIC PLAN**

**TOGETHER AGAINST CORRUPTION**

APRIL 2012 – DECEMBER 2015

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APRIL 2012 – DECEMBER 2015

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Supported by



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# ACRONYMS

<b>A2I</b>	Access to Information
<b>ACU</b>	Anti-Corruption Unit
<b>ALAC</b>	Advocacy and Legal Advice Centre
<b>ANSA-EAP</b>	Affiliated Network for Social Accountability in East Asia and Pacific
<b>API</b>	Advocacy and Policy Institute
<b>BIP</b>	Business Integrity Programme
<b>CAMFEBA</b>	Cambodian Federation of Employers and Business Associations
<b>CAS</b>	Cambodia Advance Study
<b>CCAWDU</b>	Coalition for Cambodian Apparel Workers Democratic Union
<b>CCC</b>	Cooperation Committee for Cambodia
<b>CCIM</b>	Cambodian Center for Independent Media
<b>CCJ</b>	Club of Cambodian Journalists
<b>CCSP</b>	Cambodian Civil Society Partnership
<b>CHRAC</b>	Cambodian Human Rights Action Committee
<b>CIS</b>	Corporate Integrity System
<b>CISA</b>	Coalition for Integrity and Social Accountability
<b>CPI</b>	Corruption Perceptions Index
<b>CPN</b>	Cambodian Peace Network
<b>CRRT</b>	Cambodia for Resource Revenue Transparency
<b>CSOs</b>	Civil Society Organisations
<b>CSR</b>	Corporate Social Responsibility
<b>CWDCC</b>	Children and Women Development Center in Cambodia
<b>DFAT</b>	Australian Government Department of Foreign Affairs and Trade
<b>DPs</b>	Development Partners
<b>EITI</b>	Extractive Industry Transparency Initiative
<b>ERA</b>	Election Reform Alliance
<b>GCB</b>	Global Corruption Barometer
<b>GDCE</b>	General Department of Customs and Excise
<b>GYAC</b>	Global Youth Anti-Corruption Network
<b>ICT</b>	Information and Communications Technology
<b>IRI</b>	International Republican Institute

<b>KIND</b>	Khmer Institute for National Development
<b>KYA</b>	Khmer Youth Association
<b>MEF</b>	Ministry of Economic and Finance
<b>MSME</b>	Micro, Small and Medium Enterprises
<b>MoC</b>	Ministry of Commerce
<b>MoEYS</b>	Ministry of Education Youth and Sport
<b>MoI</b>	Ministry of Interior
<b>MoJ</b>	Ministry of Justice
<b>MoU</b>	Memorandum of Understanding
<b>NA</b>	National Assembly
<b>NACC</b>	National Anti-Corruption Conference
<b>NEC</b>	National Election Committee
<b>NIE</b>	National Institute of Education
<b>NIS</b>	National Integrity System
<b>NISA</b>	National Integrity System Assessment
<b>OGP</b>	Open Government Partnership
<b>PFM</b>	Public Financial Management
<b>RUPP</b>	Royal University of Phnom Penh
<b>SIDA</b>	Swedish International Development Agency
<b>NSDP</b>	National Strategic Development Plan
<b>TI</b>	Transparency International
<b>TI-S</b>	Transparency International Secretariat
<b>UNCAC</b>	United Nations Convention against Corruption
<b>UNTAC</b>	United Nations Transitional Authority in Cambodia
<b>VoA</b>	Voice of America
<b>VoD</b>	Voice of Democracy
<b>WMC</b>	Women's Media Center
<b>YETI</b>	Youth Empowerment for Transparency and Integrity
<b>YIS</b>	Youth Integrity Survey
<b>YLP</b>	Young Leadership Programme
<b>YMTA</b>	Youth Movement for Transparency in Asia

# PROLOGUE



This completion report is intended to act as a progress update for TI Cambodia's Board of Directors, Management Team and donors for the period from April 2012 to December 2015. The report starts with an overview of the national context and the current state of corruption in Cambodia. This introduction is followed by a detailed and result-oriented description of the progress made by TI Cambodia, with the key achievements and impacts identified for each of TI Cambodia's strategic goals. The progress updates against TI Cambodia's Results Framework is also provided. The report then carries out a gender-focused assessment of TI Cambodia's operations and projects. The following two parts are dedicated to lessons learned during the implementation of TI Cambodia's projects and to a project risk assessment, with subsequent mitigation strategies. TI Cambodia's financial expenditures for the period from April 2012 to December 2015 are also presented with a comparison between the initially allocated budget and the actual programme expenditures.

The report concludes with a general summary of TI Cambodia's key results and achievements and lays out TI Cambodia's next activities and future challenges.

TI Cambodia's Director of Programmes wrote this report. It was edited and reviewed by TI Cambodia's Executive Director before being sent to the Board of Directors for input and approval.

TI Cambodia would like to thank the Board of Directors, the Executive Director, the Programme Managers and all staff for their input and comments. Finally, TI Cambodia would like to express particular thanks to the people of Sweden and Australia through the Swedish International Development Agency (SIDA) and the Department of Foreign Affairs and Trade (DFAT) of the Australian Government, respectively, for their invaluable financial support.

# CONTEXT AND CORRUPTION IN CAMBODIA

For two decades, Cambodia has been moving forward, making great progress on political and economic fronts. The first national election organised in 1993 under the supervision of the United Nations Transitional Authority in Cambodia (UNTAC) led to the formation of a sound democratic government for the first time in a generation. Cambodia became a Constitutional Monarchy allowing for the creation of civil society organisations (CSOs) and the expansion of development projects. Thanks to the efforts of the government and many development partners, Cambodia's poverty rate fell dramatically from more than 50 per cent in 2004 to roughly 20 per cent in 2011 and the pace of economic growth has remained steady with a GDP growth rate of 6-7% for the last several years.

However, Cambodia's difficult and troubled past has laid down weak political, economic and social foundations, which, in turn, have brought an

unstable governance system. Although the country's economic growth is promising, the commitment of the government to ensuring a genuine democratic system with strong checks and balances has proven weak, with the executive body influencing and controlling both the legislative and judiciary institutions. Indeed, the legislative branch functions poorly compared to international democratic standards and Cambodia's legal framework is either lacking key dispositions or providing some that limit good governance mechanisms. At the same time, corruption, constant political interference, limited financial resources and inadequate staff training undermine the independence of the judiciary and prevent it from providing a fair and equitable access to justice to Cambodians. This malfunctioning of the judiciary leads to impunity and selective justice: the ruling elite and well-connected individuals are protected, while human rights and political activists are intimidated and silenced.



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This situation resulted in Cambodia being ranked as the most corrupt country in ASEAN by Transparency International's 2015 Corruption Perceptions Index (CPI). According to the Global Corruption Barometer (GCB), the public perceives the public sector, the police and the judiciary as the most corrupt institutions. A recent survey by the International Republican Institute (IRI) also revealed a general lack of confidence in the government by the Cambodian population. The level of confidence has dropped from 78% in January 2013 to 55% in November of the same year. Unsurprisingly, the survey pointed out that corruption and nepotism are the root causes of this phenomenon.

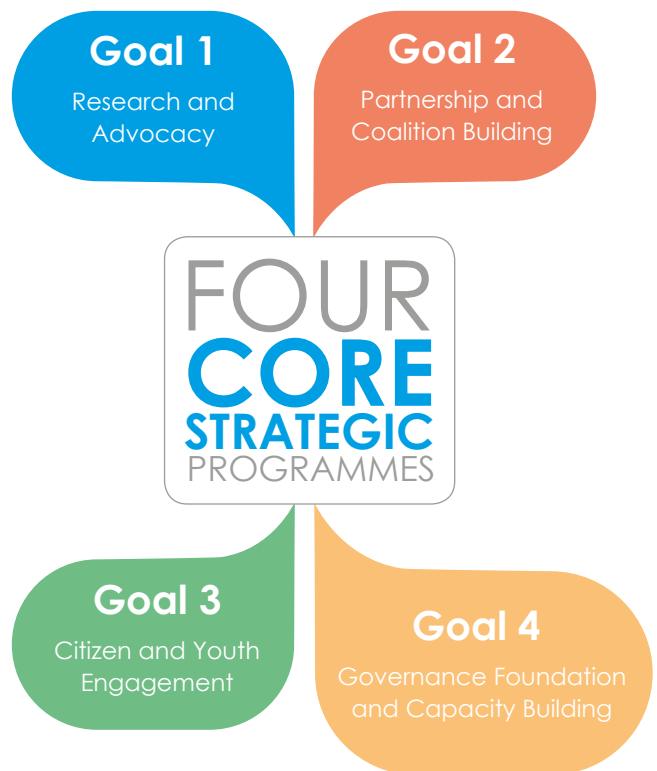
While the Rectangular Strategy Phase III of the government places good governance and anti-corruption at the core of the reform agenda, progress remains to be seen as governance has not yet improved and corruption persists at all levels. The adoption of the 2010 Anti-Corruption Law and the creation of the Anti-Corruption Unit (ACU) were welcomed by all stakeholders and the public, and so was the amendment to ensure the ACU's financial independence. However, a number of obstacles remain in the way of a transparent and effective enforcement of the law.

Indeed, the ACU lacks independence in the appointment of its members, with the Chairperson and Vice-Chairperson being appointed by Royal Decree at the discretion of the Prime Minister. The ACU's accountability is also limited as its activity reports are neither reviewed by the legislature nor made public and the institution does not officially abide by any Code of Ethics or clear staff selection mechanism. As for the Anti-Corruption Law, whistle-blower protection has yet to be defined, while a strict defamation provision contained in the law has the potential to deter whistle-blowers from speaking out. In addition, the provisions of the Anti-Corruption Law regarding the declaration of assets of legislative and executive officials hinder transparency by making these declarations confidential and by failing to require any declaration from family members. Thus, the general Cambodian legal framework still leaves the way open to corruption and non-accountability. Even though judicial and legal reforms are, along with

good governance and anti-corruption, top priorities of the Government's Rectangular Strategy Phase III, the actual implementation of these reforms and the genuine commitment to ensure the independence of the judiciary remain uncertain.

But today, after more than a decade of transition, Cambodians are starting to exercise their rights, and citizens, especially the youth, are demanding change and reform, particularly in terms of good governance and social accountability. With more than 65% of the population under the age of 30 years old, demands from the youth are putting more and more pressure on the government, as clearly reflected in the results of the July 2013 National Election. People's voices against corruption are getting stronger and TI Cambodia is working to unite these voices into a strong social movement against corruption through education, advocacy and constructive engagement with civil society, government institutions and all relevant stakeholders in order to urge for enhanced accountability and social justice.

To realise this ambition and achieve its mission, TI Cambodia has been implementing four core strategic programmes between 2012 and 2015:





# STRATEGIC GOALS – TOGETHER AGAINST CORRUPTION

## OUR VISION

We strive for all Cambodians to live in a society that is free of corruption.

## OUR MISSION

We work together with individuals and institutions at all levels to promote integrity and reduce corruption in Cambodia.

## OUR VALUES

- Integrity
- Accountability
- Transparency
- Solidarity
- Justice
- Democracy

## RESEARCH AND ADVOCACY PROGRAMME

Corruption issues will be identified, and research findings will be used as references to stimulate debate and to formulate advocacy campaigns. Two main research projects will be conducted over a period of two years. The National Integrity System Assessment (NISA) will provide an in-depth assessment of the country's anti-corruption efficacy by evaluating all key governance institutions. The Youth Integrity Survey (YIS) will provide comprehensive information about the attitudes, perceptions and experiences of young Cambodians with regard to integrity and corruption.

## PARTNERSHIP AND COALITION BUILDING PROGRAMME

Combating corruption requires not only political will and government action, but also the collective engagement of all relevant stakeholders. TI Cambodia will work together with individuals and institutions at all levels from the government, media, civil society organisations (CSOs) and the private sector to build a strong social movement across the country and jointly promote integrity and combat corrupt practices.

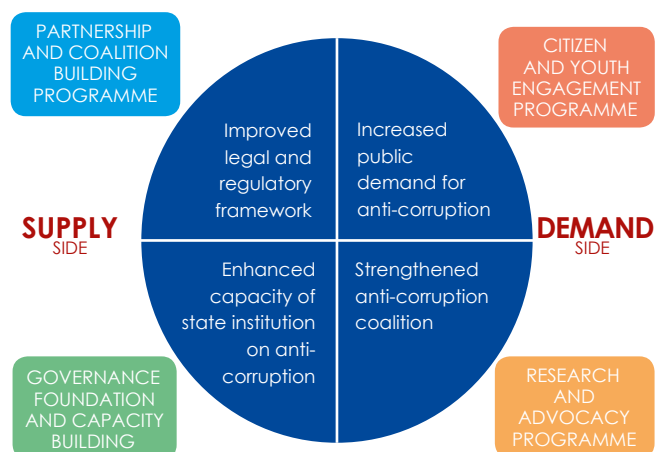
## CITIZEN AND YOUTH ENGAGEMENT PROGRAMME

Ultimately, it is the Cambodian people who have the power to make real impact and influence the government to adopt changes and undertake reforms. TI Cambodia will work with the Anti-Corruption Unit and CSOs to create more opportunities for civil society involvement. Citizens will be equipped with knowledge and skills to implement anti-

corruption initiatives. In a country where more than 65% of the population is under the age of 30, youth play a crucial role and cannot be ignored. TI Cambodia will therefore actively promote integrity amongst young people, partnering with leading youth projects across the country

## GOVERNANCE FOUNDATION AND CAPACITY BUILDING

Strengthening TI Cambodia's governance foundation and building management and staff capacity is essential to effectively plan, implement and monitor projects and deliver TI Cambodia's expected results and impacts. The Transparency International Secretariat (TI-S) and National Chapters are constantly developing innovative anti-corruption methodologies and tools to cope with the complexity of the current context and issues. Therefore, it is crucial that the capacity of TI Cambodia's staff and management team continues to improve in order to remain relevant and develop activities that are consistent with the global movement against corruption.



# GOAL 1: RESEARCH & ADVOCACY PROGRAMME

## OVERVIEW

<b>Duration</b>	1 April 2012 – 31 December 2015
<b>Overall Budget for all programmes/goals</b>	USD 2,625,497
<b>Target area</b>	National
<b>Total Allocated Budget for Goal 1 for three years</b>	USD 346,585
<b>Responsible party</b>	TI Cambodia's Executive Director

## PROGRAMME'S EXPECTED RESULTS

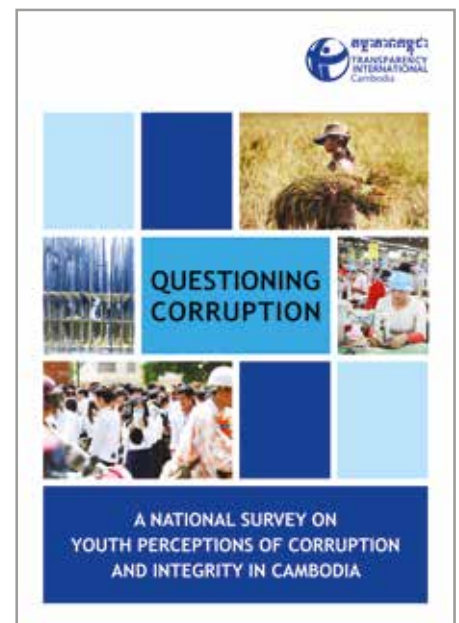
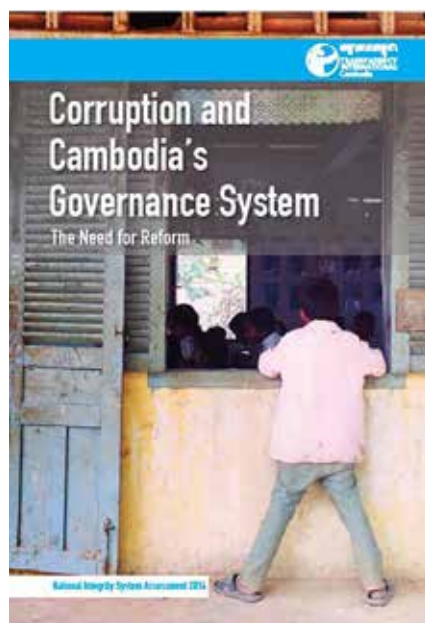
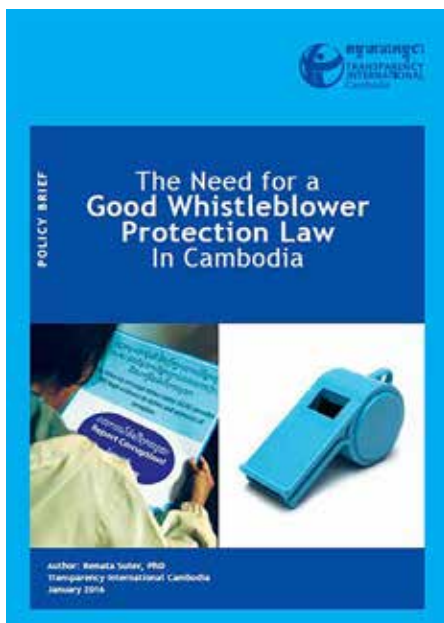
<b>Mission</b>	To work together with individuals and institutions at all levels to promote integrity and reduce corruption in Cambodia
<b>Aim</b>	To diagnose corruption issues and use findings as a reference to stimulate better informed debates and formulate further anti-corruption projects
<b>Expected Results and Impacts</b>	<ul style="list-style-type: none"> <li>• Increased awareness of corruption issues within key institutions, especially of weaknesses and opportunities for improvement</li> <li>• Increased evidence-based advocacy and projects on anti-corruption</li> <li>• Increased momentum and interest from relevant stakeholders and citizens in the fight against corruption</li> <li>• Increased knowledge of youth perceptions on corruption</li> <li>• Increased youth participation in promoting integrity and fighting against corruption</li> <li>• Increased demand and pressure from youth for a corruption-free society</li> <li>• Increased knowledge and understanding of corruption, leading to increased and more effective evidence-based anti-corruption advocacy</li> </ul>

# KEY RESULTS FOR GOAL 1

The expected results of the Research and Advocacy Programme for 2012-2015 have been well delivered. All of the planned activities under this goal within a period from 2012 to 2015 have been executed.

The highlights of this programme include the successful assessment of Cambodian National Integrity System (NISA), Youth Integrity Survey (YIS), and the setup of Online Resource Library. NISA report has been extensively distributed, reaching many relevant stakeholders. The report findings have also been widely disseminated and used as evidence-based references by partners. YIS, the study of youth perceptions on integrity, was thoroughly conducted and successfully launched. The report release drew a broad range of attention from various stakeholders across different sectors. The online library of useful resources was developed. The public can make use of this user-friendly library where over 500 resources can be freely accessed.

The Research and Advocacy Programme has made sound financial expenditures during the reporting period. The allocated budget was well spent. The expenditures were made on right track and on target. USD 346,585 was allocated for 2012-2015 and USD 346,636 which is equivalent to 100% of the total allocated budget, was spent by 31 December 2015.



## ACHIEVEMENTS AGAINST PROGRAMME'S RESULTS FRAMEWORK

Goal 1: Diagnose Corruption Issues and Use Findings as a Reference to Stimulate More Informed Debates and Formulate Further Anti-Corruption Projects		
EXPECTED RESULTS/ IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
1.1 Increased awareness about corruption issues within key institutions and their weakness and opportunities to combat corruption.	<p>At least 50 participants (at least 40% women) from government and relevant stakeholders have increased their knowledge on Cambodian National Integrity System, challenges and opportunity to fight against corruption, by being involved in the project.</p> <p>NISA research report with recommendations published and disseminated</p> <p>A policy paper focusing on key recommendations is developed</p>	<p>The National Integrity System Assessment on "Corruption and Cambodia's Governance System - the Need for Reform" was published and launched on 9 September 2014. Approximately 183 participants (40% of participants were female) from the government agencies, civil society, business and the media attended the event.</p> <p>Prior to the report launch, a number of constructive dialogues with government institutions, including Council of Ministers, National Assembly and Ministry of Interior, were held in order to inform them about the findings and recommendations.</p> <p>The NISA study was widely shared and disseminated to relevant government agencies, civil society organisations, development partners and other relevant stakeholders.</p> <p>TI Cambodia, in consultation with anti-corruption stakeholders and government experts, has developed crucial policy recommendations for all 13 pillars assessed in the report. Three core recommendations were put forward for anti-corruption stakeholders, especially the government to enact:</p> <ul style="list-style-type: none"> <li>• Reform the Judiciary</li> <li>• Pass a Law on Access to Information</li> <li>• Amend the Anti-Corruption Law and further develop the Whistle Blower Protection Legislation</li> </ul> <p>Below are some key notable reforms that have happened or are happening after the NISA report publication, which are clearly in line with what are recommended in the report:</p> <p><b>The National Election Committee</b></p> <p>The National Election Committee is now a constitutionally mandated body (Recommendation 1. Chapter on NEC. NISA)</p> <p>National Election Committee has been restructured: 9 members, represented in equal numbers from political parties with seats in the parliament, in addition to one independent member (Recommendation 3. Chapter on NEC. NISA).</p> <p>NEC has also improved the procedure for selecting electoral officials, to ensure that it is transparent and impartial, although the implementation of such procedure remains questionable (Recommendation 3. Chapter on NEC. NISA).</p> <p>Both parties agreed to dismantle the existing voter registration process. There is ongoing discussion on establishing a permanent bureaucracy to administer voter registration (Recommendation 5. Chapter on NEC. NISA).</p> <p>Computerisation of the registration system: the NEC is now piloting this new model, with the aim of rolling out the system nationwide by 2016. (Recommendation 6. Chapter on NEC. NISA).</p> <p>Campaign Finance Law: NGOs continues to advocate for the establishment of this law (Recommendation 9. Chapter on NEC. NISA).</p>

**Goal 1: Diagnose Corruption Issues and Use Findings as a Reference to Stimulate More Informed Debates and Formulate Further Anti-Corruption Projects**

EXPECTED RESULTS/ IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
		<p><b>Anti-Corruption Institution</b> Whistleblower Protection Legislation: In December 2014, the Anti-Corruption Unit (ACU) and Commission 10th announced that planning was underway to establish whistle blower protection legislation. The government has given the task to the Anti-Corruption Unit, the Ministry of Justice and the Ministry of Interior to lead in drafting the law in consultation with relevant stakeholders (Recommendation 1. Chapter on Anti-Corruption Institution. NISA).</p> <p><b>Business Sector</b> MoU with the ACU: the ACU is now offering companies the possibility to sign a MoU where companies pledge to not committing any corruption offences in Cambodia in exchange for protection and training from the ACU (Recommendation 2. Chapter on Business. NISA). TI Cambodia is also exploring the partnership with ACU to provide technical supports on the Corporate Integrity System (CIS).</p> <p>The Ministry of Commerce (MoC), Ministry of Tourism, and Ministry of Economy and Finance (Recommendation 2 Chapter on Business. NISA) are implementing a series of reforms. Examples include: Certificate of Origin is now available via an online service provided by MoC. Tourism License is also now available via an online service provided by the Ministry of Tourism.</p> <p>A Trademark search is now available online from the MoC. IP and Business Registration is already online, according to the MoC and the business registration will only take 3 days to complete. Tax registration now requires both a photo and fingerprints, which will make it easier to monitor and collect taxes.</p> <p>A new tax incentive scheme where tax officials are given a commission/ "finder's fee" when they close a tax case where a real-regime tax company have been non-compliant with taxation. Basically the tax officials get a percentage of the fine they collect from the companies.</p> <p>The General Department of Customs and Excise (GDCE) during the first quarter of 2015 collected more than \$360 million in revenues for the national budget. According to the department's statement last week, this marks a 13 per cent increase year-on-year.</p> <p><b>Law Enforcement Agencies</b> The Ministry of Interior announced recently that planning was underway to increase the number of the country's female police force from 5 to 30 per cent (Recommendation 2. Chapter on Law Enforcement Agencies. NISA).</p> <p><b>Access to Information Law</b> Through A2I working group, we work with Ministry of Information to ensure the A2I principles will be well integrated in the draft law. The law is being drafted and an online public consultation was initiated by the Ministry to ensure that people's input are collected and incorporated into the law.</p>

**Goal 1: Diagnose Corruption Issues and Use Findings as a Reference to Stimulate More Informed Debates and Formulate Further Anti-Corruption Projects**

EXPECTED RESULTS/ IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
1.2 Increased evidence based advocacy and projects on anti-corruption	At least 1 joint advocacy project with partners initiated to implement the priorities recommended in NISA report	<p>NIS's Advocacy Plan was developed to address the core recommendations.</p> <p>A joint advocacy campaign entitled "<b>iMove against Corruption and Impunity for Poverty Reduction</b>" to advocate for an independent judiciary and an end to the culture of impunity was launched, in partnership with the Cooperation Committee of Cambodia (CCC), the Coalition for Integrity and Social Accountability (CISA), the Advocacy and Policy Institute (API) and the Cambodian Peace Network (CPN), engaging 2,882 participants (around 45% of which were female) from 4 provinces of Svay Rieng, Kampong Chhnang, Kampong Thom and Preah Vihear. A national consultation was conducted in Phnom Penh on 12 November 2014 for relevant stakeholders and experts to discuss the findings of a report outlining four actual impunity case studies.</p> <p>Following the NISA recommendations, a desk research project on whistleblower protection law was implemented in 2015. As a result of the project, a policy brief on whistleblower protection legislation has been developed. The policy paper was presented to the National Assembly's Commission 10 and disseminated to relevant stakeholders on 5th February 2016. The brief will be used as a tool to advocate for the establishment of a good whistleblower protection law in Cambodia. Copies of the translation has been sent to relevant institutions tasked with developing and overseeing the draft law, including the ACU, the National Assembly, Ministry of Interior and Ministry of Justice in December. The policy is available on TI Cambodia's recently launched online resource library.</p> <p>Part of the Research Programme in the next five-year strategic plan is to conduct a sector-based, in-depth study on judicial corruption in Cambodia. In June, a student from the National University of Singapore was recruited to conduct a preliminary literature review on the subject. By the end of her two-month internship, the student submitted a review of major studies on judicial corruption conducted in various countries in the world.</p> <p>In May 2015, the Senate's Commission 10 Chairman requested TI Cambodia to produce a Khmer booklet of the NISA, which represents a shorter and simpler version of the 300-page report. The commission plans to distribute the booklet to commune councilors in Cambodia. Responding to this request, TI Cambodia has been working to condense the main report into a booklet format.</p>

**Goal 1: Diagnose Corruption Issues and Use Findings as a Reference to Stimulate More Informed Debates and Formulate Further Anti-Corruption Projects**

EXPECTED RESULTS/ IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
1.3 Increased momentum and interest from relevant stakeholders and citizens in fighting against corruption	<b>At least 5 civil society organisations</b> have increased their interest in joining the social movement against corruption	<p>Eight key civil society organisations at both national and sub-national levels have partnered with TI Cambodia on anti-corruption. At the national level, we worked with CCC, API and NGO Forum on Open Government Partnership (OGP), Budget Transparency and Law on Access to Information respectively. At the sub-national level, we worked with two key umbrella organisations, the Coalition for Integrity and Social Accountability (CISA) and Cambodian Civil Society Partnership (CCSP), on social accountability and transparency in public service delivery. We used media platforms such as radio and social media to reach out to more citizens and youths. We partnered with the Women's Media Centre (WMC) and the Cambodian Centre for Independent Media (CCIM) to raise public awareness of corruption and empower citizens to take action against corruption through radio talk shows and round table discussion. To reach to more women, we worked with the Coalition of Cambodia Apparel Worker Democratic Union (CCAWDU) to raise garment factory workers' understanding of corruption and its impacts on their lives and society.</p> <p>Through these interventions, we have found that the attitude of people toward corruption has changed. People are no longer tolerating corruption and accepting it as a way of life. People have also expressed their desire to participate in the fight against corruption and demand the government to take immediate action to address the issue of corruption. Based on our YIS report, more than 98% of youths surveyed reported knowing what integrity and corruption are. 99% of the youths surveyed were aware of the harmful impact of corruption on the Kingdom' development while over 67% of them are willing to report and engage in the fight against corruption through different platforms.</p>
1.4 Increased knowledge about youth perception towards corruption	<b>At least 20 organisations</b> attended the YIS dissemination workshop and have increased the knowledge on youth perception toward corruption and the potential of youths in fighting against corruption	<p>The Youth Integrity Survey (YIS), the first of its kind in Cambodia, was launched, receiving 153 participants (33% were females) from a broad range of institutions including from the government, development partners, CSOs, media and youths. The YIS report was widely disseminated to all relevant stakeholders and the public through outreach, media campaign and online platforms. As a result of the study, anti-corruption stakeholders, especially youths are better informed about youth's perceptions toward corruption. By understanding youth's perceptions and thoughts about integrity, each institution will, in turn, be able to address youth's concerns more meaningfully and effectively. The YIS is used as a baseline for TI Cambodia and anti-corruption stakeholders to form and design its own strategy on youth's engagement and empowerment.</p>

**Goal 1: Diagnose Corruption Issues and Use Findings as a Reference to Stimulate More Informed Debates and Formulate Further Anti-Corruption Projects**

EXPECTED RESULTS/IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
1.5 Increased youth participation in promoting integrity and fighting against corruption	<b>At least 2000 youth</b> actively participated in promoting integrity and the fight against corruption	<p>TI Cambodia has well over-succeeded in creating a social momentum against corruption among youths. In just less than three years, over 18,441 citizens and youths and around 2,344 government officials have directly engaged with TI Cambodia and partners in promoting integrity and fighting corruption through various platforms/workshops/youth camps/training/forums/campaigns. Among those youths that TI Cambodia has engaged, at least 5,000 are actively promoting integrity amongst their peers, families and communities. Our youth programme/initiatives have a significant ripple effect on the population at large. Our impacts go beyond just awareness raising and engagement; youths are enthusiastically implementing their own initiatives to further promote integrity among their peers, family and community. 46 youth-led initiatives have been rolled out since 2012, empowering people and creating increasing social demands for integrity, social accountability and anti-corruption across the country and the region.</p>
1.6 Increased demand and pressure from the youth for a corruption free society	<b>At least 500 people</b> seek consultation, advice, report corruption case and submit their complaints through the Advocacy and Legal Advice Centre (ALAC)	<p>Over 447 people have contacted the Advocacy and Legal Advice Centre (ALAC) to report corruption, and sought legal advice from ALAC lawyer through emails, hotlines, an online reporting mechanism (bribespot.com) and meetings in person.</p> <p>Among 447 cases received, about 149 cases are directly related to corruption. Others are related to civil law, criminal law, election, land issues, public services and others. 12 cases were referred to the Anti-Corruption Authorities and 7 cases were referred to CSO partners.</p> <p>One case was successfully dealt with by the authority, which resulted in the dismissal of a school principle and installment of a new leadership of the school, although there was no criminal charge for the accused.</p> <p>5154 people have downloaded Bribespot into their smart phone and computers. Through our Bribespot apps, more than 110t corruption cases were reported from across the country.</p>



**Goal 1: Diagnose Corruption Issues and Use Findings as a Reference to Stimulate More Informed Debates and Formulate Further Anti-Corruption Projects**

EXPECTED RESULTS/ IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
<p>1.7 Increased knowledge and understanding about corruption, leading to increased and more effective evidence-based anti-corruption advocacy</p>	<p><b>At least 400</b> hard copies of both NISA and YIS report are distributed to relevant stakeholders including the national counterparts and individuals in order for them to develop clearer evidence based anti-corruption advocacy. Many more copies of the reports are viewed online.</p>	<p>Cambodia has very limited evidence-based studies/ research on corruption related topics. Therefore, NIS and YIS serve as important sources of information on the state of governance and corruption in Cambodia. These two reports' findings and recommendations are widely referred to by anti-corruption stakeholders in discussion and debates on social accountability and anti-corruption. The reports are also widely disseminated to the anti-corruption stakeholders and the public in hard copies and online. Over 600 copies of the reports/summary report were shared with relevant stakeholders and more and more people are downloading the reports from TI Cambodia's website. The reports are also widely reported by major media in the kingdom, ensuring a broader outreach to diverse audiences. The National Assembly's Commission 10 has called ACU and the National Authority for Malaria and Tuberculosis for a separate questioning session and used/referred the findings and recommendations in NIS report to question the government directions on anti-corruption.</p> <p>A short film on judicial corruption was produced, and released in April 2015 to raise public awareness and stimulate more informed debates on anti-corruption in court. As of December 2015, observable statistics from Facebook revealed the film was watched over 500,000 times. The post also generated over 40,000 "Likes" and more than 1,500 "Comments". It was "shared" over 32,000 times. In addition to online platforms, the film has also been screened during various projects and events organised by TI Cambodia as well as partner NGOs.</p> <p>The second half of 2015 also saw TI Cambodia successfully implement another short advocacy film's project. The film sought to inspire young people to uphold integrity and resist corruption both in their daily life and future career. By late December 2015, the film generated nearly 520,000 views, more than 30,000 likes, nearly 27,000 shares, and a great deal of discussion. TI Cambodia organised a short-essay competition in June 2015, with the aim of inspiring youths to take a more active interest in promoting integrity and fighting corruption. The competition received 140 essay submissions, half of which were in English. The essay award ceremony took place at TI Cambodia office on 17 September. Winning and finalist essays have been featured on TI Cambodia's website and Facebook page, engaging more public interests in the debate about integrity.</p> <p>TI Cambodia has completed building a digital library, and launched 22 October 2015. The online library intends to promote and mobilise interests for objective research into corruption and governance issues in Cambodia with an ultimate aim to raising awareness, stimulating debate and finding solutions. This online database contains a wealth of freely accessible e-books, reports, texts and other resources related to corruption and governance in Cambodia. As of December 2015, 522 sources in 9 topic categories were uploaded into the website and since its launch, the website received 1,348 unique visitor, 24% of them returned.</p>

# IMPLEMENTATION PROGRESS

## NATIONAL INTEGRITY SYSTEM ASSESSMENT (NISA)

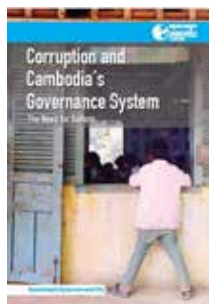
Through NISA, Cambodia's governance system was comprehensively assessed. 13 governance pillars of the Kingdom's governance bodies were diagnosed, allowing relevant stakeholders and policy makers to understand the state of governance institutions' integrity and identify strengths and weaknesses of

together to conduct a nation-wide campaign, calling for better access to justice and independent judiciary and an end to impunity in Cambodia. The report was also well presented to development partners, embassies and the government. TI Cambodia was invited by the National Assembly's Commission #10 to present the findings/recommendations. As a result, the Anti-Corruption Unit, the Ministry of Justice and the Ministry of



each institution in terms of its legal and regulatory framework and practices. The report's findings and recommendations have significantly improved the knowledge of anti-corruption stakeholders and the public about the state of the country's governance and corruption and offered some key priorities for reformation. The report has stimulated more informed debates amongst anti-corruption stakeholders on anti-corruption and intensifies anti-corruption campaigns/projects. For instance, immediately after the report launch, four key partners came

***As a result, the Anti-Corruption Unit, the Ministry of Justice and the Ministry of Interior are working together to draft the Whistle Blower Protection Legislation.***



Interior are working together to draft the Whistle Blower Protection Legislation. The findings have also boosted an effort of the A2I working group to work constructively with the government to pass the Access to Information Law, which the Ministry of Information is taking the lead to draft. The report also triggers a coalition of CSOs and anti-corruption stakeholders to call for the government to implement and enforce existing laws more effectively--in line with a recommendation specifically emphasized in the report. More importantly, the report will

definitely have long-term qualitative impacts on the democratic reform process in the Kingdom. The report will benefit the government---if it is properly consulted and followed--- in realising its Rectangular Strategy phase III and NSDP which clearly single out corruption and poor governance as a deterrent to the country's sustainable development, rule of law and poverty reduction.

#### ◉ NISA ADVOCACY SHORT FILM PROJECT

Following NISA findings, TI Cambodia produced a short film that aims to improve the public understanding of judicial corruption, and stimulate interests from citizens through online discussions. The wide release of the film took place in April 2015 on TI Cambodia's YouTube channel and Facebook page, where it quickly went viral. Observable statistics showed the film garnered over half a million views, more than 40,000 "likes", over 32,000 "shares" and a great deal of discussions. Analysis of the viewers' Facebook profiles reveals that they came from all sectors of the society, from the public to private to civil society. These include government officials working in the Ministry of Justice, the Ministry of Interior, the Ministry of Education, and the Anti-Corruption Unit, and other prominent individuals. A number of people in the judicial sector also shared the film, including prosecutors, judges, lawyers, and court staff. Additionally, the film was shared by a sizable number of garment workers and migrant workers working in Thailand and South Korea (both are vulnerable populations in Cambodia). In addition to online platforms, the film has also been screened during various projects and events organised by TI Cambodia as well as partner NGOs.



#### ◉ WHISTLEBLOWER PROTECTION DESK RESEARCH PROJECT

A short policy paper on whistleblower protection legislation was developed in the second half of 2015. In January 2016, it was published and launched in partnership with all relevant anti-corruption stakeholders. The brief is being used as a tool to advocate for the establishment of good whistleblower protection legislation in Cambodia, which is currently absent. TI Cambodia has also translated important reports, laws and guidelines related to whistleblower protection legislation. Copies of the translation will be shared with relevant institutions tasked with developing



and overseeing the draft law, including the ACU, the National Assembly, the Ministry of Interior and the Ministry of Justice in January. The translated materials will also be made available on TI Cambodia's online resource library.

#### ◉ JUDICIAL CORRUPTION LITERATURE REVIEW

Part of the Research Programme in TI Cambodia's next five-year strategic plan is to conduct a sector-based, in-depth study on judicial corruption in Cambodia. The team has been conducting a literature review to prepare for the study, which is scheduled to take place next year. In June 2015, an undergraduate student from the National University of Singapore was recruited to assist in this task. By the end of her internship, the student submitted a review of major studies on judicial corruption conducted in various countries in the world.

#### ◉ DEVELOPMENT OF A BOOKLET VERSION OF THE NISA REPORT

In May 2015, the Chairman of the Senate's Commission 10 requested TI Cambodia to produce a Khmer booklet, which represents a shorter and simpler version of the 300-page NISA report. The commission intends to distribute this booklet to commune councilors in Cambodia. In response to this request, TI Cambodia has been working to condense the main report into a booklet format. The booklet is scheduled to disseminate in March 2016.

## YOUTH INTEGRITY SURVEY (YIS)

Youths have been viewed as the most important agent of change and potentially are the driver of country's development, peace and stability. They overwhelmingly represent the majority of the population, and for a few generations to come, they will be the leaders. For this reason, understanding their state of mind on integrity and corruption is crucial. The Youth Integrity Survey, the first of its kind, is now the only source, which enables us to confirm our prejudgment on what youth actually think of integrity and corruption in the country and how corruption has been affecting them and shaping their behavior and attitude. YIS report was successfully launched with attendance of 153 participants from

Empowerment. Although it is too early to measure the impacts of this report, without question it will inevitably serve as a valuable source of information for youth engagement programme of stakeholders.

### YOUTH AND CORRUPTION ESSAY COMPETITION PROJECT

In light of the survey's findings, TI Cambodia organised a short-essay competition in June 2015, with the aim of inspiring youth to take a more active interest in promoting integrity and fighting corruption. The competition captured attention of many young people and received 140 essay entries. The essay award ceremony took place at TI Cambodia office on 17 September. The event was widely reported by the local



the government, DPs, CSOs, media and youths. Over 300 copies of the report have been disseminated to partners and it is also available online for audiences to download. The report was also widely covered in the media and through online platforms, ensuring its broad outreach to the wider public. YIS report is also referred to and used as a baseline by TI Cambodia and its partners to inform its strategy on Youth's Engagement and

media. Winning and finalist essays were featured on TI Cambodia's website and Facebook page.

### YOUTH AND CORRUPTION ADVOCACY SHORT FILM PROJECT

The second half of 2015 also saw TI Cambodia successfully implemented another short advocacy film project. The film sought to inspire young people to uphold integrity and

resist corruption both in their daily life and future career. The film was released on TI Cambodia's Facebook page and YouTube channel in September 2015. By late December 2015, the film generated more than half a million views, 30,000 likes, 27,000 shares, and thousands of comments. Just like the previous advocacy short film, Facebook users coming from diverse backgrounds shared the video. This includes government officials, ordinary citizens, celebrities, monks and students.

## ONLINE LIBRARY

TI Cambodia has completed building a digital library, and it was launched in October 2015. The online library intends to promote and mobilise interests for

objective research into corruption and governance issues in Cambodia with the ultimate aim of raising awareness, stimulating debates and finding solutions. Since its launch, the library has received 1348 visitors. This online database contains a wealth of freely accessible e-books, reports, texts and other resources related to corruption and governance in Cambodia. So far, more than 522 initial resources have been collected and made available on the library. The resources are organised into nine topic areas – Access to Information, Anti-Corruption Tools, Forestry and Land, Health and Education, Justice Sector, Legal System, Politics and Government, Private Sector, and Surveys.

The screenshot shows the TI Cambodia Digital Library website. The browser address bar displays <http://ticambodia.org/library/>. The main banner features the TI Cambodia logo and the text "DIGITAL LIBRARY" in large blue letters, with a subtitle: "A Collection of Publications and Texts Related to Corruption and Governance in Cambodia". Below the banner is a navigation menu with links: HOME, ABOUT THE LIBRARY, TI CAMBODIA WEBSITE, CONTACT US, and a language selector for English and Khmer. A search bar is present with the placeholder text "e.g.: corruption, government,..." and a blue "SEARCH" button. The "LATEST ENTRIES" section highlights two reports: "Protecting Peace and Prosperity in Southeast Asia: Synchronizing Economic and Security Agendas" (2016, UNODC) and "World Report 2016 – Cambodia" (2016, Human Rights Watch). The "CATEGORIES" section lists nine topics: Politics and Government, Justice and Legal System, Forestry and Land, Health and Education, Business and Economy, Anti-corruption Laws and Regulation, Labour, Access to Information, and Budget Transparency. A "SUBMIT RESOURCES" section invites users to contribute resources related to corruption and governance.

# GOAL 2: PARTNERSHIP AND COALITION BUILDING PROGRAMME

## OVERVIEW

<b>Duration</b>	1 April 2012 – 31 December 2015
<b>Overall Budget for all programmes/goals</b>	USD 2,625,497
<b>Target area</b>	National
<b>Total Allocated Budget for Goal 2 for three years</b>	USD 489,321
<b>Responsible party</b>	TI Cambodia's Executive Director

## PROGRAMME'S EXPECTED RESULTS

<b>Mission</b>	To work together with individuals and institutions at all levels to promote integrity and reduce corruption in Cambodia
<b>Aim</b>	To build and support partnerships and coalitions of CSOs to fight corruption more effectively
<b>Expected Results and Impacts</b>	<ul style="list-style-type: none"> <li>• Improved coordination and cooperation among anti-corruption stakeholders in highlighting corruption issues and in creating stronger demand for social integrity</li> <li>• Increased knowledge, expertise and experience on anti-corruption tools resulting in more activities and an increased participation of CSOs in fighting corruption</li> <li>• Increased cross-sector networking opportunities and engagement among anti-corruption stakeholders resulting in increased confidence and momentum in fighting corruption from all sectors</li> <li>• Increased awareness about anti-corruption matters as well as on-going anti-corruption activities by different organisations</li> </ul>

## KEY RESULTS FOR GOAL 2

For the period from 2012 to 2015, the planned activities of the Partnership and Coalition Building Programme have been well implemented. The expected outcomes and outputs were delivered.

TI Cambodia has been quite influential in leading the anti-corruption agenda of key umbrella CSO partners and working groups. A strong coalition of CSOs against corruption was built, and we have created some significant impacts on the process of democratic reforms in the Kingdom.

The budget expenditures were on right track and on right target. USD 489,321 was planned for 2012-2015 and USD 489,255, which is equivalent to 100% of the total planned budget, was spent.



## ACHIEVEMENTS AGAINST PROGRAMME'S RESULT FRAMEWORK

Goal 2: Build and Support Partnerships and Coalitions of Civil Society Organisations to Fight Corruption More Effectively		
EXPECTED RESULTS/ IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
2.1 Improved coordination and cooperation among anti-corruption stakeholders in making waves about the corruption issues and stronger demand for social integrity.	<p><b>Anti-Corruption Movement</b> established among different organisations to promote integrity and fight against corruption and</p> <p><b>At least 25 NGOs</b> who work on anti-corruption joint the Anti-Corruption Movement.</p> <p><b>At least 15 business</b> firms supported and engaged in TIC's social movement against corruption through joint initiatives/ plan and anti-corruption campaign.</p> <p><b>At least 30 parliamentarians</b> are convinced and participated in the Anti-Corruption sharing session or dialogues</p>	<p>Together with other civil society organisations, TI Cambodia has built a strong anti-corruption coalition. At the national level, TI Cambodia is actively working with a number of CSO working groups such as the Budget Transparency Working Group, A2I working group, the Election Reform Alliance (ERA), CSO Open Government Partnership (OGP) working group and UNCAC Coalition. We are now working with EITI working group. We have enhanced a strong coalition of key umbrella grass-root CSOs such as the Coalition for Integrity and Social Accountability (CISA) and Cambodian Civil Society Partnership (CCSP) to implement projects that promote social accountability and anti-corruption at the grass-roots level. Through these coalitions of CSOs on anti-corruption, peoples' demands for anti-corruption are increasing.</p> <p>For the past 3 years, we have brought together and built a coalition of more than 170 CSOs, key 5 umbrella CSOs (CCC, NGO Forum, CRRT, CISA and CCSP) and 25 media institutions to demand collectively for social accountability and anti-corruption.</p> <p>With the private sector, we engaged actively with more than 183 companies, SMEs and major chambers of commerce and business associations to promote corporate integrity and enhance transparency in the business community in Cambodia. We have built ourselves a good foundation amongst the private sector to form a Business Integrity Alliance and are engaged with stakeholders from civil society, government and private sector.</p> <p>With the government, we worked in partnership with the Anti-Corruption Unit and the National Assembly and senate. In partnership with the ACU, we raised public awareness on the causes and effects of corruption, boost citizens' engagement against corruption. We worked with the ACU to conduct UNCAC review for Cambodia, resulting in some key recommendations for anti-corruption reforms. With the National Assembly's commission #10, we have worked constructively with them to address some key policy recommendations of the NIS and built the capacity of more than 13 staff of the Commission 10 of both the Senate and the National Assembly on anti-corruption, UNCAC mechanism, anti-corruption law and ALAC. As a result, the Commission and ACU have agreed to work together on the Whistle Blower Legislation. As of now, ACU, Ministries of Justice and Interior are tasked with drafting this legislation. Commission #10 of the National Assembly endorsed the partnership framework proposed by TI Cambodia, which aims to enhance capacity of the commission in fulfilling their role. The permanent committee of the national assembly is reviewing the MoU and it will be signed by the president of the national assembly early next year.</p>



**Goal 2: Build and Support Partnerships and Coalitions of Civil Society Organisations to Fight Corruption More Effectively**

EXPECTED RESULTS/ IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
<p>2.2 Increased knowledge, expertise and experience about the anti-corruption tools resulted in more active and increased participation of the civil society organizations in fighting corruption</p>	<p><b>At least 450 participants</b> of technical persons and policy makers, anti-corruption activists from government agencies, development partners, private sectors, civil society and media sectors have increased their knowledge, expertise and experiences about the causes and consequences of corruption and are able to engage in the fight against corruption.</p>	<p>TI Cambodia has been very well placed as a learning institution. Through partnership with CSOs, media and government, we built knowledge of 802 staff of these institutions and equipped them with knowledge, expertise and anti-corruption tools to advocate for governance reform and demand for anti-corruption more effectively.</p> <p>Together with the ACU and the Anti-Corruption Resource Centre (U4), we built capacity of 108 government staff on anti-corruption strategy and monitoring and evaluating impacts of the government's anti-corruption strategy. With the National Assembly's anti-corruption commission, we helped to enhance their knowledge and expertise in anti-corruption. We also provided trainings to leaders and representatives of more than 40 NGOs on the anti-corruption law, UNCAC, ALAC and social accountability tools. With private sector, we held workshops and conferences to discuss anti-corruption and share experiences. We provided training to young entrepreneurs on the Corporate Integrity System (CIS). Through NIS and YIS, we informed all relevant stakeholders about the current state of governance system in Cambodia and provided them with key policy recommendations, which they can refer to in the dialogue with key stakeholders for reform. We have provided an insightful perspective of young people on integrity and corruption, which will help them to tailor their youth engagement projects more effectively. Through the National Anti-Corruption Conference, we presented the findings of the study on "School Textbook Leakage" to 158 attendees and advocated for transparency and integrity in the education system. As a result of the conference, the Ministry of Education and Sport issued a notice to confiscate the leaked textbooks from the market. We also conducted a series of nationwide campaign with CSOs and more than 2,882 citizens to raise public awareness on corruption in judicial system and call for an end to impunity in Cambodia. We also shared knowledge and skills, through a number of trainings on how to do journalistic reporting related to corruption to 87 professional journalists and potential anti-corruption activists.</p> <p>TI Cambodia has been working with Ministry of Interior to establish a school of governance with the aim of building capacity of public service providers, especially officials at the sub-national level in order for them to provide services more effectively to people under their constituency. A partnership framework is being developed and we aim to get a MoU signed in December 2015. A technical working team was formed and the team will work together with TI Cambodia to produce Results Framework, Action Plan and M&amp;E framework for this particular project.</p>

**Goal 2: Build and Support Partnerships and Coalitions of Civil Society Organisations to Fight Corruption More Effectively**

EXPECTED RESULTS/IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
<p>2.3 Increased cross-sector networking opportunities and engagements among anti-corruption stakeholders resulted in increased confidence and momentum in fighting corruption from across sectors</p>	<p><b>At least 3 grant/joint projects</b> initiated to fight against corruption among anti-corruption stakeholders.</p>	<p>Eight grants were provided to partners at the national and sub-national levels to deliver impacts on different fronts. With a coalition of CSOs, which was led by CCC, we joint force to advocate constructively with the government to foster an enabling environment for CSOs to operate without fear and intimidation by recommending the government to pass their proposed legal and regulatory frameworks that meet the international standard and best practices. With NGO Forum and Budget Transparency Working Group, we advocated and recommended the government to engage CSOs meaningfully in the process of the National Budget development and demand for transparency and accountability in the National Budget Management. With A2I working group, we work constructively with the government to ensure that the A2I's core principles will be fully integrated into the draft law on access to information, which the Ministry of Information is leading. With the Coalition of Integrity and Social Accountability (CISA), we enhanced effective/collective coordination amongst the grass-root CSOs and jointly implemented a social accountability project entitled "Collective Voice against Corruption", which promotes and enhances accountability at the commune levels. With the Cambodia Civil Society Partnership (CCSP), we promoted social accountability and enhanced better service delivery through enhanced capacity of the local authority, local CSOs and Commune Council on integrity, accountability tools and anti-corruption. We co-hosted a three-day training together with 5 CSOs to pilot a multi-stakeholder partnership, which promotes partnership between local CSOs, CC/local authority and local businesses, engaging over 100 participants. Based on NIS's recommendation, TI Cambodia together with CCC, CISA and Cambodian Peace Network (CPN) jointly conducted a nationwide campaign on "iMove against Corruption and Impunity for Poverty Reduction", which successfully engaged over 2,882 citizens and youths in the capital and 4 provinces to demand for an end to impunity and an improved access to justice in Cambodia.</p>

**Goal 2: Build and Support Partnerships and Coalitions of Civil Society Organisations to Fight Corruption More Effectively**

EXPECTED RESULTS/IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
<p>2.4 Increased awareness about anti-corruption matters as well as on-going anti-corruption activities by different organisations</p>	<p>Through <b>at least 25 NGO partners, 15 business firms, and 30 parliamentarians</b>, citizens are more aware of anti-corruption issues leading to increased demands in better social accountability in Cambodia.</p>	<p>Over 66 local NGOs in all provinces have increased their knowledge and awareness of corruption issues and anti-corruption mechanisms through training activities provided by TI Cambodia.</p> <p>In partnership with business associations and private companies, we conducted and participated in 12 trainings and workshops on business integrity, "Corporate Integrity System (CIS)", compliance and taxation to companies and entrepreneurs of all levels and sizes. As a result of the trainings, business sector has better knowledge on CIS and compliance.</p> <p>Sixty lawmakers from the National Assembly and the Senate were engaged in anti-corruption dialogue and session, discussing corruption issues, anti-corruption law, and the adoption of the UNCAC and its review in Cambodia. We also trained commune councilors on transparency, integrity, and good governance.</p> <p>Successful efforts have been made to bring CSOs and different stakeholders to demand for social accountability and hold the government accountable. Together with API, KIND and ANSA, a National Conference was organised in 2014 to present different studies on corruption in education. The conference was attended by representatives of CSOs, media, development partners, youth as well the relevant government institution. In response to one of the findings of the studies, MoEYS issued a Prakas and called for relevant law enforcement agency to take appropriate action against the illegal sale of school textbooks.</p> <p>Through CCSP and World Renew, we provided trainings on social accountability tools to 66 commune councilors in Kampot and Kampong Chhnang.</p>

# IMPLEMENTATION PROGRESS

## NATIONAL ANTI-CORRUPTION CONFERENCE (NACC)

The first National Anti-corruption Conference on “Promoting Integrity and Quality of Education” was organised in February 2014, with the aim of promoting integrity and transparency in the education sector and discussing key reform agenda with relevant stakeholders, especially policy makers from government such as the MoEYS. The conference was organised in partnership with the Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP) and the Khmer Institute for National Development (KIND). 158 participants from 80 institutions including the Government ministries, Development Partners, CSOs, schools, departments of education at the provincial and district levels, and media attended the conference. The conference has drawn significant attention from the MoEYS on the issue of transparency in dissemination of school textbooks and the illegal sale of the “not-for-sale” textbooks in the open market.

A study on school textbook's illegal sale, conducted by ANSA-EAP and KIND, was widely shared and the findings were extensively discussed amongst the policy makers

to address the concerns. The study reveals that although the school textbooks should be, in theory, given to every student free of charge, a significant proportion of students did not receive the books and had to purchase them from the market. Responding to the report's findings, the MoEYS issued an announcement to book sellers and the public, warning them about possible legal consequences if they are found to be involved in the scandal. A Working Group was formed at the national and sub-national levels to monitor and ensure transparency in the delivery of the textbooks to schools and students who are in need of them. The MoEYS has also taken a further step by informing the Ministry of Interior (MOI) of the issue and seeking for its collaboration to prevent this kind of illegal sale and distribution in the future.

## NO IMPUNITY AND ANTI-CORRUPTION CAMPAIGN

Judiciary has been repeatedly viewed as the most corrupt institution in Cambodia. Most of the time, the poor are the victim of this fragile system; their access to justice is denied and impunity thrives. The NISA report indicates that the integrity of the Judicial Sector



is extremely weak, receiving a score of only 16 out of 100 (0 is very weak while 100 is very strong). Judicial reform is urgently needed, and the demand for reform has also been echoed by many other reputable institutions and independent experts. The lack of reform and the politicisation of this sector only further fuel people's frustration, which leads to demonstrations and sometimes violence. Three main umbrella CSOs have joint force with TI Cambodia to advocate for an end to impunity and injustice by organising a nationwide campaign entitled "iMoved against Corruption and Impunity for Poverty Reduction" in four provinces, Svay Rieng, Kampong Chhnang, Kampong Thom and Preah Vihear, engaging more than 2880 people and local public officials to demand for judicial reform and improved access to justice for all. An evidence-based study on several high-profile impunity cases was conducted by a group of experts, and the findings were widely shared with relevant stakeholders and the public. The campaign was also published on social media and covered by local news agencies, which stimulated even more informed debates on judicial corruption and impunity in Cambodia.

TI Cambodia also partnered with a key local CSO to conduct a Court Watch Initiative in Battambang, Banteay Meanchey and Kampong Thom provinces. The initiative aims at collating observable information about court procedures and hearing. This valuable piece of information was analysed and used as evidence to demand for transparency in the court procedures.

## PARTNERSHIP AND COALITION BUILDING

Despite being a young organisation, TI Cambodia has been well recognised as a respectable and leading anti-corruption organisation in Cambodia. Its multi-stakeholder approach has multiplied the impacts of its programmes at the national and sub-national levels to the maximum, by partnering with prominent well-established CSOs that are working on transparency and social accountability at the grass-roots level. This has allowed TI Cambodia to influence changes by tapping into well-resourced partners who have great connection with citizens and local authorities,

while ensuring a moderate financial obligation and ownership. TI Cambodia has worked very closely with two main local umbrella CSOs: the Coalition for Integrity and Social Accountability (CISA) and the Cambodian Community Support Partnership (CCSP); each has a network of around 30 local CSOs.

## PARTNERSHIP WITH THE COALITION OF INTEGRITY AND SOCIAL ACCOUNTABILITY (CISA)

Since its inception, TI Cambodia has partnered with CISA, an umbrella CSO that comprises more than 30 CSOs at the national and sub-national levels. As a well-resourced CSO having good relations with local authorities and communities, CISA represents a voice of many grass-roots CSOs and demonstrates an ability to influence changes at the local level. Without having to re-invest resources and the wheel, TI Cambodia has wisely grabbed an opportunity to work with CISA to enhance its coordination and the capacity of its network on anti-corruption, integrity and social accountability tools and to mobilise public support to influence reform that addresses the concerns of local population. Through CISA, 19 training courses on anti-corruption, transparency and social accountability were provided to leaders of CSOs who have then trained more than 500 others in their constituency. Eight public forums were organised with participation of 417 youths to enable them to raise their concerns to and get responses from the local authorities. 24 commune council meetings were also conducted with 72 youths in attendance, where local authorities took on board their voices and suggestions for consideration. Through CISA, five youth led initiatives were implemented using social accountability tools, engaging hundreds of citizens at the local level. CISA also organised commune dialogues, which saw active participation from more than 380 citizens, where commune council members provided their answers and proposed solutions to people's concerns. CISA has also led a campaign to call for judicial independence and an end to impunity, engaging more than 2880 citizens and youths in four provinces.

More importantly, CISA has played a leading role in bridging the gap of trust between people and local

authorities, diverting possible tensions and improving positive dialogues amongst relevant stakeholders. Enhanced collaboration with the commune councils also proved very beneficial to the local population who wish to see transparency and better access to public services. The trainings on anti-corruption and social accountability, which were provided to the commune councilors, have also changed their attitude toward corruption and, as a result, improved access to public services.

## PARTNERSHIP WITH CCSP

Through CCSP, we built capacity of CSOs and commune councilors on integrity, accountability and anti-corruption. We also enhanced the capacity of citizens on anti-corruption and empowered them to engage in the commune development process. 20 communes in Kampot were selected for this project.

Together with CCSP, we also trained more than 20 focal persons from NGO members at the grass-roots level on transparency, accountability and anti-corruption. They then provided trainings to 36 commune councilors on anti-corruption and good governance. It was also significant to see that anti-corruption strategies were mainstreamed into 20 communal plans, and more than 1,500 citizens participated in public forums about public service deliveries and accountability.

Two commune chiefs whom TI Cambodia interviewed testified to us about the positive impacts of the project on their community. Both of them indicated high commitment to reducing corruption and improving transparency and accountability.



## PARTNERSHIP WITH WORLD RENEW AND OTHER CSOS

In partnership with the World Renew, API, CCC and NGO Forum, we embarked on a new venture in an attempt to foster a Multi-Stakeholder Dialogue to improve good governance and social accountability at the grass-roots level by inviting local authorities, commune councilors, citizens and local businesses to sit together and discuss their common concerns and interests and propose practical solutions, which served the interest of everyone involved. A three-day pilot workshop was conducted in Kampot province to enable all stakeholders at the grass-roots level from the commune councils, local police department, local businesses and citizens from different communes to openly discuss issues of their common interest. The workshop saw a successful interaction and discussion between the participants, particularly on how they could work together to address communities' concerns.

## PARTNERSHIP WITH THE MINISTRY OF INTERIOR

TI Cambodia is providing both technical and financial assistance to the Ministry of Interior to establish a training hub for public officials on good governance, anti-corruption, integrity and anti-corruption. According to the Global Corruption Barometer (GCB 2013), public service is one of the three most corrupt sectors in Cambodia. Therefore, it is crucial to enhance the capacity of public officials on integrity, accountability and anti-corruption, especially at the sub-national level. So far, the teams from both sides are finalising the Memorandum of Understanding (MoU) and TI Cambodia has supported high-level officials from Mol on a study tour to the Anti-Corruption Academy of Malaysia to learn from experiences and best practices of Malaysia and its efforts in combatting corruption. The MoU and the partnership agreement are expecting to be signed in early 2016.

## PARTNERSHIP WITH THE NATIONAL ASSEMBLY'S COMMISSION 10

Given the roles and responsibilities of the National Assembly's Commission #10 as the legislative body to oversee the enforcement of the anti-corruption law, TI Cambodia has worked with the commission to enhance their capacity and anti-corruption and provide technical



assistance in order for them to perform their work effectively. Since the start of our engagement, TI Cambodia and the commission have conducted two key events. 14 MPs and staff of the Commission 10 received an orientation on anti-corruption, UNCAC and key updates on corruption in Cambodia. A national workshop was also organised by the parliament, with the aim of enhancing understanding on anti-corruption and relevant legal frameworks and providing them with key recommendations for reform. More than 400 participants from the Senate, the National Assembly, government agencies, development partners, private sector, academia, CSOs and media attended the workshop. The cooperation framework was finalised and it is awaiting an approval from the president of the National Assembly.

## WORKING GROUP FOR SECTORAL REFORM: SECTORAL WORKING GROUP STRENGTHENED AND ADVOCATED FOR REFORM

TI Cambodia has also been well tapping into existing platforms of key CSO's coalitions and plays a complementary role to enhance the capacity and expertise in a number of sector based initiatives such as the Access to Information, Budget Transparency, Election Reform, Open Government Partnership, Extractive Industry Transparency Initiative (EITI), and CSO Enabling Environment.

## WORKING GROUP ACCESS TO INFORMATION

With A2I working group, which consists of more than 30 NGOs, we worked collectively and in partnership with the Ministry of Information to ensure that the A2I principles will be well integrated in the draft law and a

proper consultation with relevant stakeholders and the public will take place. So far, The Working Group has provided input to the draft law and also conducted a number of public consultations including national and sub-national levels. The Ministry of Information also embraced a public consultation through an online platform, the initiative that received applauses from all stakeholders. MoI has publicly announced that this legislation will be finalised and passed within 3 years.

## WORKING GROUP ON BUDGET TRANSPARENCY

Together with Budget Transparency Working Group, we raised our voice for a transparent and open National Budget Management. So far, we conducted a number of trainings on public budget management to NGO partners to enable them to provide further training to citizens and contribute meaningfully to the Public Financial Management (PFM) process. The Working Group has also shared a number of research findings including the Open Budget Survey's result with key stakeholders and engaged with policy makers for reform. The Working Group also worked with the National Assembly on this issue.

The Working Group is also actively and constructively engaging with the Ministry of Economy and Finance to enhance transparency in the PFM. The group has developed a joint strategic plan on PFM and it has been well integrated in the strategic priorities of each organisation.

In light of this, TI Cambodia and Oxfam are working together to raise public awareness and understanding on the issues around budget transparency and PFM at the national and sub-national levels. A series of weekly radio talk shows were aired on topics related to budget transparency and stimulated debates among the public on the issues. Four youth-lead initiatives were executed by youths in four provinces to engage the commune councils and citizens on issues around budget transparency and accountability. TI Cambodia is also conducting an online campaign to raise public awareness on budget transparency among the public, especially youths.

## ELECTION REFORM ALLIANCE (ERA)

TI Cambodia is a key player in electoral reform and

a core member of ERA. In 2013, TI Cambodia employed the Sample Based Observation (SBO) method to observe the national election. More than 1,000 observers were trained and participated in this SBO, which represents the observation of the polls nationwide. The observation revealed a considerable amount of irregularities during the election, which was also echoed by other prominent election observatory institutions. TI Cambodia and other NGOs formed an Election Reform Alliance (ERA), which comprises a total of 20 NGOs. ERA aims at advocating for an electoral reform. ERA has also constructively worked with NEC on reform. As an alliance, ERA has provided key recommendations for reform to relevant stakeholders. The proposed amendments to the law on national election were presented to relevant stakeholders and NEC. It also provided input on the amendment of the commune election law, presenting a model of a modern voter registration system to NEC.



### OPEN GOVERNMENT PARTNERSHIP (OGP)

With the newly formed CSO OGP working group, we raised awareness about OGP amongst relevant stakeholders, including the government. We are continuing to work with the government to adopt the OGP principles and provide technical supports to the government to become a member of OGP. With a well-resourced movement of TI Chapters in the region, TI Cambodia and CCC can play a leading role in the working group.



### EXTRACTIVE INDUSTRY TRANSPARENCY INITIATIVE (EITI)

We have also started to work with Extractive Industry Transparency Initiative (EITI) working group to demand for transparency, open data and accountability in extractive industry in Cambodia. Although it is still an early stage for TI Cambodia, we have already started working with some key local and international NGOs to build capacity of CSO and government partners. We also planned to work with citizens to demand for the

endorsement of EITI. A workshop on EITI was conducted to share experiences and best practices from other countries and also to give an update on the latest development of the sector in Cambodia.

Under the framework of G7-Germany Fast Track Partnership, TI Cambodia, CRRT and the Ministry of Mine and Energy (MME) organised a National Conference on EITI, which brought together a poll of experts from countries such as Mongolia and Germany to share experiences and best practices on EITI to the government counterparts and CSOs. The conference presented an opportunity for Cambodia to adopt the principles of EITI and receive international support.

### BUSINESS INTEGRITY AND CORPORATE INTEGRITY SYSTEM

TI Cambodia has set a foundation for the partnership with the private sector on business integrity system and how best the private sector can work together to both demand and constructively encourage the government to improve an enabling environment for the business to grow. We have worked closely with a number of major chambers of commerce and business associations to raise their understanding of business integrity, the corporate integrity system (CIS), and compliance and tax system. We have conducted and participated in 8 events during 2015, reaching over 180 private companies and young entrepreneurs. We have expanded our network and are receiving an increasing number of inquiries from companies who needs advice on how to deal with corruption as well as requests for trainings. In addition to this, we have shared two business briefs to the BIP network regarding international anti-bribery standards and how private companies can use the Bribespot application to report corruption. We have increased the number of business integrity events significantly from 1 event in 2013 to 8 events in 2015. This has allowed us to expand our network and strengthen our brand as a key player in business integrity. We have also diversified our services expanding from the CIS and training on how to deal with public services and public officials, to tailored anti-corruption law training for private companies and partial CIS trainings for SMEs. In order to increase our outlets, we have





become a part of National CSR Platform in Cambodia led by Oxfam; this enables us to push for increased compliance and improved anti-corruption policies from a CSR perspective. We will continue to look for more outlets and sustainable initiatives, as the BIP is moving forward. We also support the initiative of the ACU to support the private sector curbing with corruption and a collaboration framework has been put forward to the leader of each institution to endorse.

## SME CORRUPTION PERCEPTIONS RESEARCH

Small and medium sized enterprises (SMEs) are often vulnerable to corruption because they lack the know-how and leverage that bigger companies have. Hence, TI Cambodia decided to launch a research project to improve their understanding of SMEs corruption issues as well as their understanding of business integrity. Over a period of 7 months, 100 Cambodian SMEs were randomly selected and interviewed. The findings in the research confirmed this picture: 57% of the surveyed companies think that corruption is one of the external factors impeding their company's progress and 47% have heard of or experienced corruption issues. The awareness on business integrity was also very low; 63% of the companies have never discussed business integrity in their company. The report and the findings were distributed and discussed at the National Conference on

Business Integrity. TI Cambodia will continue to promote the recommendations in the report as well as using it as the base for development of training materials.

## NATIONAL CONFERENCE ON BUSINESS INTEGRITY

On the 27th May 2015, TI Cambodia organised the first National Conference on Business Integrity; the aim of the conference was to share with the private sector up-to-date information on best practices, SMEs research findings and recommendations within the concept of business integrity.



In addition, the Ministry of Commerce also presented their reform agenda on business registration and certificate of origin. The conference received attendance of 90 participants coming across the private sector. TI Cambodia aims to attract more participants from

the private sector for the next National Conference by possibly co-organising it with stakeholders from the private sector. The National Conference was a good step forward, which has increased awareness of business integrity in the private sector; the conference also helped to further strengthen TI Cambodia's brand among the private sector.

# GOAL 3: CITIZEN AND YOUTH ENGAGEMENT PROGRAMME

## OVERVIEW

<b>Duration</b>	1 April 2012 – 31 December 2015
<b>Overall Budget for all programmes/goals</b>	USD 2,625,497
<b>Target area</b>	National
<b>Total Allocated Budget for Goal 3 for three years</b>	USD 933,669
<b>Responsible party</b>	TI Cambodia's Executive Director

## PROGRAMME'S EXPECTED RESULTS

<b>Mission</b>	To work together with individuals and institutions at all levels to promote integrity and reduce corruption in Cambodia.
<b>Aim</b>	To engage citizens and young people in promoting integrity more actively
<b>Expected Results and Impacts</b>	<ul style="list-style-type: none"> <li>• Increased citizen participation in promoting integrity and in fighting corruption more actively</li> <li>• Constructive engagement with the ACU, leading to a strong partnership and improved collaboration</li> <li>• Increased participation of NGOs and citizens in the provinces in project activities promoting integrity</li> <li>• Enhanced NGO capacities and skills on anti-corruption projects through partnership, resulting in increased NGO and citizen involvement in anti-corruption activities</li> <li>• Increased youth participation through youth-led initiatives to promote integrity and reduce corruption</li> <li>• Incorporation of integrity subjects in the education system (both formal and informal systems) through a partnership with the MOEYS Implementation of school integrity programmes in a dozen schools which will become model schools.</li> </ul>

## KEY RESULTS FOR GOAL 3

The Citizen and Youth Engagement Programme's expected results were delivered as planned. However, some activities under the ACU's work-plan were not implemented. Despite this, most of the key activities were completed, achieving desired outcomes.

Under this programme, awareness and understanding of citizens and youths have been significantly increased regarding corruption and its destructive impacts. Citizens and youths have also been actively engaged in promoting integrity and fighting corruption through a variety of anti-corruption initiatives such as youth camps, training, workshops, and many other youth and public events.

The budget from 2012 to 2015 was spent as planned. USD 933,669 was planned and USD 931,958, which is equivalent to 100% of the total planned budget, was spent by 31 December 2015.



## ACHIEVEMENTS AGAINST PROGRAMME'S RESULT FRAMEWORK

Goal 3: Engage citizens and young people in promoting integrity more actively		
EXPECTED RESULTS/IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
3.1 Increased citizens' participation in promoting integrity and in fighting corruption more actively.	<p>At least 3,000 citizens participated in ACU events in fighting corruption.</p> <p>At least 3,000 citizens in Cambodia increased their awareness on anti-corruption by identifying what are the forms of corruption by end of programme through ACU's activities.</p>	<p>Under Cooperation Agreement with TI Cambodia, the ACU has engaged over 2,900 people in its anti-corruption events in the past years. The public awareness and engagement was raised through anti-corruption activities such as the celebration of International and National Anti-Corruption Day and training on evaluation and monitoring in anti-corruption efforts, which received diverse participation from the public and relevant stakeholders.</p> <p>Through the ACU's various anti-corruption activities and events including the celebration of December 9th, training, dissemination of corruption and anti-corruption messages via posters, stickers, banners, and video spots, more than 2,900 citizens and many other stakeholders have increased their awareness and knowledge of corruption and especially its corrosive impacts through direct engagement with ACU.</p>
3.2 Strong partnership and collaboration between TI Cambodia and Anti-Corruption Unit established and demonstrated TI's approach of constructive engagement.	<p>MoU between TIC &amp; ACU signed.</p> <p>Cooperation agreement with detail activities (on raising awareness on anti-corruption) between TIC &amp; ACU signed.</p>	<p>Despite its new existence, TI Cambodia managed to establish a relationship, bound by a MoU with the Anti-Corruption Unit – the one and only government agency that has a mandate to implement anti-corruption in every aspect, level and sector, and crack down all corrupt offenses in Cambodia.</p> <p>The relationship between TI Cambodia and the ACU is further translated into close partnership and collaboration through Cooperation Agreement on joint work to raise public awareness of corruption and anti-corruption for the period from 2012 to 2015.</p>
3.3 Increased participation from NGOs and citizens in the provinces in project activities that promote integrity and fights against corruptions.	<p>At least 1,000 people contacted ALAC for advice, consultation, reporting case &amp; file complaint by end of the programme implementation.</p> <p>Through ALAC, at least 50 cases were referred to relevant NGOs for further action.</p>	<p>447 people have contacted the ALAC, since its establishment in late 2013, to seek consultation and legal advice, and report corruption and file complaints. The majority of the complaint, 33%, was about the corruption cases related to public services, education, health, land issues pension fund, judiciary and many others. Interestingly, the majority of ALAC's clients were ordinary people, 47%, and civil servants including government officers, police officers, politician and retired were 45%. It is also very crucial to note that 14% of ALAC clients were from the private sector.</p> <p>7 cases have been referred to partner NGOs such as International Justice Mission (IJM), LICHADO, Possibility World and Adhoc. ALAC has signed MoUs with International Justice Mission and Legal Aid of Cambodia and is seeking to broaden its partnership with other NGOs who work on different aspects of problems in Cambodia. TI Cambodia has also been reaching out to grass-roots NGOs in all provinces to enhance their knowledge of corruption and its effects as well as anti-corruption tools, and to install complaint box in their local offices. These NGOs also show high commitment to sharing the knowledge and in particular, anti-corruption tools with their targeted beneficiaries.</p>

Goal 3: Engage citizens and young people in promoting integrity more actively		
EXPECTED RESULTS/ IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
	At least 5 corruption cases from ALAC were sent to ACU for investigation.	During these 3 years project, totally 7 cases were transferred to Anti-Corruption Unit and 5 other cases sent to Commission number 10. Through our Bribespot apps, more than 110 corruption cases were reported from across the country.
3.4 NGO capacity and skills in anti-corruption projects are enhanced through partnership with TI Cambodia resulted in more NGOs and citizens' involvement in fighting against corruption	At least 1 Media Partner will be sub-contracted for broadcasting anti-corruption knowledge & ALAC.  At least 100 callers called in on-air to discuss social accountability and anti-corruption knowledge.	Two local radio media institutions - Cambodian Centre for Independent Media (CCIM) and Women Media Centre (WMC) - have signed on a sub-grant agreement with TI Cambodia to broadcast programmes and talk shows about good governance, integrity, anti-corruption and other social issues. Through these 2 media partners, the public awareness and knowledge of anti-corruption and ALAC has been increased. TI Cambodia also cooperates with 2 more media agencies, Thmey Thmey and Cambodian Club of Journalists, to raise public awareness of corruption issues and anti-corruption.  There are 359 callers phoned into the shows to ask questions, share opinions and discuss social accountability and anti-corruption. TI Cambodia has conducted spot-checks with the callers to ask their views on the shows. The result indicated that the listeners liked the shows, and that their knowledge on anti-corruption increased because of the radio programmes. They also shared what they have learned to their peers, friends and family members.
3.5 Increased youth participation through youth-led-initiatives in promoting integrity and fighting against corruption	By end of FY2015, at least 90 young professional journalists & students from DMC will be trained on social accountability, transparency & anti-corruption skill.  By end of FY2015, at least 6 video clips/spot produced on social accountability.  By end of FY2015, 2 contests on anti-corruption message with poem, song, video clip, essay, drawing or photo were organized.  2 exhibitions of anti-corruption messages at CCF, embassy, etc. will be organized by end of the programme.	87 young professional journalists and students from DMC and other institutes/universities were trained on social accountability, transparency and anti-corruption skills. They were also offered opportunities to put their newly acquired knowledge into use. Participants initiated their own projects to produce news' contents/ story, video clips/spots and online contents to further raise public understanding on anti-corruption and social accountability.  25 educational video clips/spots on corruption, integrity and social accountability were produced. ACU produced 2 video spots and 2 songs broadcasted on TV and online. TI Cambodia produced 14 videos on corruption related subjects and promoted them through media and online. Through journalists, they produced 4 educational videos and 1 investigative report. The Young Leadership participants produced 2 videos to further educate others on corruption issues. The video clips/spots on corruption and its deadly impacts and anti-corruption were widely broadcasted and disseminated on various platforms including exhibitions, TV and social media such as Facebook and Youtube reaching out to millions of people across the country.  1 contest on anti-corruption poems, songs, video clips, essays, drawings and photos were conducted by TI Cambodia and 2 contests were organised by ACU with TI Cambodia's financial support for the past 3 years. The contests engaged many talented young people who wished to share with others their messages about corruption and how badly it affects life.  2 exhibitions were organised to present the educational video spots/ clips and photos produced to more interested citizens, youths and stakeholders at Meta House. 1 youth initiative fair was organised to promote youth led projects and further engage others to take in the fight against corruption

Goal 3: Engage citizens and young people in promoting integrity more actively		
EXPECTED RESULTS/ IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
	<p>At least 10,000 copies of anti-corruption cards will be published to distribute to target at least 7,000 youths &amp; citizens.</p> <p>At least 3 youth events will be organized through youth NGO partner where 300 youths participated. And at least extra 150 youths were convinced to participate in TIC movement on fighting corruption.</p> <p>At least by the end of FY2015, 100 garment/factory workers will be trained on social accountability and at least other 100 workers were convinced to participate in TIC movement of fighting corruption.</p> <p>Through NGO partners, at least 10 training courses on operating CCs office in relation to social accountability, transparency and anti-corruption was conducted to commune councils in 5 communes in selected provinces.</p> <p>At least 1,000 students of NIE participated in social accountability workshop organized by TIC &amp; NIE with support from ACU &amp; MoEYS.</p> <p>At least 1 joint event/initiative organized in collaboration with GYAC and at least 100 youths participated per year.</p> <p>By end of the programme, youth advisory group was established.</p>	<p>15,000 anti-corruption cards were produced for the purpose of allowing citizens as well as private companies to exhibit their strong commitment in the fight against corruption. 8676 people (8089 registered offline and 587 registered online) are now holding the anti-corruption cards and expressed their commitment in the fight against corruption.</p> <p>Youth events/forum and campaigns were organised at national and sub-national levels, directly engaging 3742 youths.</p> <p>A training of trainers was provided to CCAWDU staff, who in turn conducted 20 trainings with 520 garment factory workers (288 females, 55%) on workers' rights, integrity, transparency and anti-corruption.</p> <p>Through CCSP and World Renew, we organized 8 trainings for 292 commune councilors, local authority and local citizens on good governance and social accountability.</p> <p>Through MoEYS, 3 youth forums were organized for 1126 of youths, where social accountability and anti-corruption were taught among other topics.</p> <p>In collaboration with GYAC and 7 TI Chapters in Asia Pacific region, 1 International Youth Camp was successfully organised with participation of 38 youths, 21 of whom were females. As a result of the youth camp, the Youth Movement for Transparency in Asia (YMTA) was formed. 6 sub-grants were provided to YMTA to initiate and implement a youth-led project in their country to promote the fight against corruption in the region. The initiatives are being implemented and expected to engage more youths and raise their awareness. YMTA is now engaging with TI-S on the Youth Strategy 2020. YMTA will be the platform in which anti-corruption will be advocated at both country and regional levels. In the future, YMTA will be expanding to other countries and regions.</p> <p>A youth advisory group was established, comprising professional experts and individuals of diverse backgrounds The youth advisory group played an indispensable role in helping shape the strategy and activities to actively engage and empower youth.</p>

Goal 3: Engage citizens and young people in promoting integrity more actively		
EXPECTED RESULTS/ IMPACTS	PERFORMANCE INDICATORS OF OUTCOMES	RESULTS TO DATE
	<p>3 International Youth Day events organized by end of the programme.</p> <p>At least 3 primary schools in urban areas and outskirts in Cambodia have piloted the School Integrity Programme.</p> <p>The topic of transparency and anti-corruption was shared and introduced in a lecture series in at least 2 universities</p> <p>A WordPress blog was created and functions as a platform to share stories of corruption, raise awareness and take action in the fight against corruption</p> <p>A Facebook page entitled "I am clean" and YouTube channel was created to raise awareness about corruption and mobilise citizens in the fight against corruption through Facebook</p>	<p>International Youth Day event has been conducted twice. The event was well attended each time by youths from different parts of Cambodia. TI Cambodia was planning to organise the third celebration of the International Youth Day but had to cancel it due to budget constraint in year 3.</p> <p>This indicator could not be achieved and TI Cambodia had to adjust this particular activity due to the lack of support from schools and MoEYS to roll-out the pilot of the School Integrity Programme.</p> <p>TI Cambodia and Khemerak University signed an MoU, under which anti-corruption curricula will be developed and introduced.</p> <p>A blog called "Sojarit" was created to share information and raise awareness about corruption.</p> <p>Youth and citizens' awareness of corruption was raised through not only training and workshops but also social media platforms. Facebook page entitled I Am Clean, was specifically created to actively promote transparency, integrity, social accountability and the fight against corruption and engage youths and citizens to share and express their opinions. The page has so far attracted over one thousand followers. Additionally, a Youtube channel was created. The Youtube channel has 429 followers.</p>
3.6 The Ministry of Education, Youth and Sports (MoEYS) agreed to incorporate integrity subjects in the education systems (both formal and informal)	<p>By end of the programme curricula on anti-corruption awareness was developed.</p> <p>Curriculum on anti-corruption integrated by ACU &amp; MoEYS was piloted in at least 5 schools by end of the programme.</p>	<p>A curriculum on anti-corruption for upper secondary schools has been designed and developed by the Ministry of Education, Youth and Sport and the ACU.</p> <p>140,000 copies of student textbooks and 5000 copies of teacher textbooks were printed and disseminated to school all over the country. The curriculum is now being piloted at schools.</p>
3.7 A dozen schools signed up for school integrity programmes and became model schools.	<p>At least 5 more high schools aside from the pilot school replicate the anti-corruption curriculum in their school curriculum by the end of the programme.</p>	<p>A curriculum on Anti-corruption for grade 10, 11 and 12 was produced by the ACU and MoEYS. The curriculum was introduced to teachers, while students are receiving knowledge on the subject based on the schedule of MoEYS. MoEYS and partners will develop anti-corruption curriculum for other grades in the coming years.</p>

# IMPLEMENTATION PROGRESS

## COLLABORATION WITH THE ANTI-CORRUPTION UNIT (ACU)

Collaboration between TI Cambodia and the Anti-Corruption Unit (ACU) progressed well in two consecutive years of the implementation. ACU has implemented a number of activities to raise awareness on integrity and anti-corruption to citizens and youths. We also supported this institution on the production and publication of educational materials. This collaboration stopped in October 2014. However, TI Cambodia and the ACU were still working together in some key educational activities which have resulted in increased awareness and better understanding amongst government officials and the public on corruption and its damaging impacts. TI Cambodia was invited to provide presentations related to various corruption topics as well as findings from its research projects. In

collaboration with the ACU, over 2,900 citizens were educated on the harmful effects of corruption on their lives and society. Two educational spots and two songs on integrity and corruption were produced and broadcasted on TVK and online. Together with SIDA and the Anti-Corruption Resource Centre (U4), we provided training on “Anti-Corruption Strategy and Monitoring and Evaluation” to key management staff of the ACU and its anti-corruption focal points from each ministry. TI Cambodia also supported the ACU and the Ministry of Education (MoEYS) to develop a school curriculum on anti-corruption for grade 10, 11 and 12. The curriculum was finalised, and 140,000 student’s textbooks and 5,000 teacher’s textbooks were printed. The ACU and MoEYS provided trainings of trainers to teachers, and the textbooks are being used in national schools as part of the high-school curriculum.





## MEDIA ENGAGEMENT IN PROMOTING INTEGRITY, TRANSPARENCY AND THE FIGHT AGAINST CORRUPTION

Radio remains a dominant media platform in Cambodia despite the surge of online users and the increase of TV channels. TI Cambodia has made a good partnership with the media and exploited a multi-media platform to maximise the outreach and the impacts of the activities. For the past three years, TI Cambodia partnered with two dominant radio stations, the Cambodian Centre for Independent Media (CCIM) and the Women's Media Centre (WMC), which have media coverage almost all over the country. Each partner provided one-hour air time and show for TI Cambodia at prime time, ensuring the maximum outreach to people in remote areas in Cambodia. We also realised the importance of working with journalists and online media such as the Club of Cambodian Journalists (CCJ) and ThmeyThmey.com and using their network to multiply the outreach and impacts. As a result of the collaboration with the media, TI Cambodia has managed to reach out and engage an audience of diverse people from police officers to local businesspeople, teachers to students, and people with disabilities to ordinary citizens.

### PARTNERSHIP WITH CCIM

Since the inception of our collaboration, CCIM aired 95 live weekly talk shows entitled "the Clean Road" and re-broadcasted them 105 times. The shows provided a platform for dialogues and debates amongst different stakeholders and allowed the public to raise their voices and concerns pertaining to transparency, accountability and anti-corruption. It aimed to serve public interest by creating a space for people to ask questions to and demand accountability from authorities and experts on subject of good governance, social accountability, legal framework, civic education and anti-corruption. CCIM also produced other interesting contents such as arts contests, drama, special report and round table discussion to attract

even more attention from the public and increase debates on the topics.

Furthermore, taking advantage of the power of mobile phone, 14 key messages on anti-corruption were sent twice a month to 4585 subscribers of TI Cambodia, alerting citizens about the harmful effects of corruption on their life and society and calling for their action to demand for anti-corruption reform.



**58% reported that they have gained better understanding of corruption issues and increased knowledge of public services; 65% are aware of the general knowledge of corruption**

Our impact evaluation confirmed that a very high proportion of callers have increased their knowledge in one way or another on the issue of corruption after the show. 58% reported that they have gained better understanding of corruption issues and increased knowledge of public services; 65% are aware of the general knowledge of corruption; 21% have gained better understanding of judicial corruption; and 25% are aware of the reporting mechanism of both the ACU and TI Cambodia. More importantly, 95% of the callers reported that they have shared information and knowledge with their co-workers, friends and family members.

### PARTNERSHIP WITH WMC

WMC is a leading media centre, which works to promote gender equality apart from transparency and social accountability in Cambodia. By working with WMC, TI Cambodia aims to reach out to more women. For the past two years, TI Cambodia worked with WMC to broadcast a radio programme called "New Generation". The show's aim is to promote good governance, transparency and anti-corruption and engage the public in discussions and debates on the issues. As of December 2015, WMC produced 48 live shows with



participation of experts from the government, CSOs and independent individuals. The show also attracted hundreds of callers who raised questions, voices and demanded transparency and accountability. 54 pre-recording audios and 48 promotional spots were produced, and 4 commune-level forums were organised with participation of 400 of people/youths. Another 41 SMS quizzes on topic related to integrity, transparency and anti-corruption were also sent out to the public. Key relevant institutions' representatives were invited to the programme including the Ministry of Interior, the Ministry of Labor and Vocational Training, the MoEYS, the Department of Taxation, the National Center for Mother and Child, ANSA/EAP, CLEC, KYA, KIND, Social Action for Change and VOA.

The New Generation radio talk show has directly engaged a total audience of 799 people, of whom 578 were youths who aired their voices, provided comments and raised questions to the panelists on subjects of concern to them. Four community forums were conducted to enable dialogues on issues of concern between people and local authorities.

**PARTNERSHIP WITH THMEYTHMEY.COM**

With the surge of online users, especially amongst youths TI Cambodia partnered with ThmeyThmey.com to intensify its online campaign with the aim of raising awareness on integrity and anti-corruption to the public. ThmeyThmey.com produced 70 brief articles and 64 analytic stories on good governance and corruption related issues. It also worked with artists to produce 72 cartoons, which featured content on corruption.

*Statistics showed that the articles and cartoons on ThmeyTmey.com have generated over 25 million page views, making it one of the most viewed website in Cambodia.*

Statistics showed that the articles and cartoons on ThmeyTmey.com have generated over 25 million page views, making it one of the most viewed

website in Cambodia. It is expected that the articles and contents on corruption will continue to be read and viewed by millions more people, leading to an improvement in public understanding on corruption issue and its impacts; and increase their demand for anti-corruption.

**ANTI-CORRUPTION TRAINING FOR JOURNALISTS**

Journalists are amongst the most effective agents of change and their voices are greatly impactful on the population. With this in mind, TI Cambodia has implemented a number of projects aimed at training and engaging journalists on issues related to corruption and anti-corruption. As a result, 87 journalists and

potential youth activists were engaged and trained. We partnered with the Club of Cambodian Journalists



(CCJ) to enhance capacity of journalists on anti-corruption legal framework, anti-corruption situation and research findings, and professional journalism. Through a joint project with CCJ, 30 journalists had been trained on tools and tactics in writing anti-corruption articles and anti-corruption law. Moreover, Journalist Award on Corruption Articles was also successfully organised and launched by TI Cambodia and CCJ in year 3. As a result of this project, there were more articles about corruption related issues in the news, leading to an increase in public awareness on the impacts of corruption on society.



**PARTNERSHIP WITH AN INDEPENDENT JOURNALIST GROUP**

Furthermore, TI Cambodia has supported the formation of an "Independent Journalist Group" whose members

comprises prominent professional journalists from both local and international news agencies. The purpose of this group is to promote accurate and independent reporting of information to the public. This project also looks to produce independent investigative reports on issues related to corruption which will be used for advocacy and debate against corruption.



The group has developed a website which is still under construction and produced one story, covering the impacts of economic land concession on indigenous communities. The video was made in Khmer and available on the website ([www.yprojourno.com](http://www.yprojourno.com)).

### YOUTH ENGAGEMENT THROUGH TRADE UNION (CCAWDU)

Garment factories have attracted thousands of workers from across Cambodia. Most workers are young female economic migrants, who dropped out of school to pursue a labor-intensive career at factories in the cities. Regardless of their reasonably low income, they represent the backbone of their family's well-being, and in this



regard they have a significant amount of influence on their family's decision-making and perspective on Cambodia. For this reason, TI Cambodia embarked on an initiative to design a Gender-Based Project aimed at empowering women to demand transparency and accountability from their leaders. Through CCAWDU, we have trained 20 union leaders and staff to join Training of Trainer on anti-corruption, integrity, transparency, anti-corruption tools and reporting mechanism. These 20 trainers have, in turn, conducted another 20 training courses for 520 factory workers, 55% of whom were females.

While it is too early to systematically measure the impact of the project, through our focus group discussions, the impact story revealed an interesting fact about how the knowledge they learned have a ripple effect on their peers, friends, co-workers and family members. The majority who received the training have shared and/or convinced their peers to not pay bribes or ask questions to their leaders on things that concerned them. They also shared information about anti-corruption reporting mechanism of ACU and TI Cambodia.

### YOUTH EMPOWERMENT INITIATIVES

Youth in Cambodia represent the majority of the population. However, their voices are not often heard, and their concerns are not adequately included in the decisions that affect their lives and society as a whole. Youth will inevitably be the leaders of Cambodia. Therefore, building a new generation of leaders that will uphold high integrity and understand the rule of law, democracy, human rights and the destructive impacts of corruption on their country is unquestionably fundamental for Cambodia. For the past three years, youth have been placed high in TI Cambodia's priority agenda as we embarked on a new journey to create a

strong and positive social movement against corruption, where citizens and youth are able to demand for an accountable government that follows rule of law, ensures sustainable development and improves the quality of lives for the population at large.

## YOUTH EMPOWERMENT FOR TRANSPARENCY AND INTEGRITY (YETI)

Three national youth camps on “Youth Empowerment for Transparency and Integrity (YETI)” were organised in three provinces, Kampong Som, Kampong Cham and Siem Reap, where a total number of 260 young leaders from different provinces gathered and went on a week-long intensive programme designed to raise their understanding on good governance, legal and regulatory frameworks, anti-corruption and other soft skills which could nurture them to be a potential leader of their own field in the future. The camp also inspired young



people to take action against corruption and be an active citizen. The post-tests' result indicated a significant increase in knowledge of those young participants on the topics and the majority of them expressed strong desires to take further action against corruption. At the end of the camp, 30 Youth Led-Initiatives were developed and successfully executed, further engaging 4,000 youths from across Cambodia. Youth Led-Initiatives did not only empower youth to take action against corruption but also equip them with soft skills such as project management, financial skill, planning skill and project implementation, which they can further develop and make use for their future career. YETI Alumni in 25 provinces was created and youths are actively communicating with each others.

## INTERNATIONAL YOUTH CAMP ON YOUTH EMPOWERMENT FOR TRANSPARENCY AND INTEGRITY

ASEAN's Economic Community and regional integration present both opportunity and challenges for the population. While the economic benefits



are dominating the rationale for this union, good governance, human rights and rule of law should not be ignored. Taking an advantage of its regional presence through National Chapters, TI Cambodia and 6 other National Chapters of Transparency International initiated an International Youth Camp on "Youth Empowerment for Transparency and Integrity", which was held in Siem Reap in January 2015. 38 youth representatives from 7 National Chapters and 8 focal points from each chapter attended a week-long intensive programme, which included experts' presentations, group works, exercises, debates and the exchange of cultural activities amongst youths from different countries. As a result of the camp, a regional youth network named "Youth Movement for Transparency in Asia (YMTA)" was formed and its management structure was formulated with an Advisory Board and MYTA's youth management team which is coordinated by a secretary. The secretary changes every year and Cambodia has just been elected as the secretary of MYTA for 2016 after Pakistan who coordinated the network in 2015. Each youth

group from each chapter took to their community their proposed youth led-initiative and implemented it in their own country, further engaging more than 300 youths. A joint initiative called "Arts for Transparency" was also executed and further engaged young artists to promote integrity and transparency in the region. The Arts were widely shared and promoted through online platforms.

## YOUNG LEADERSHIP PROGRAMME (YLP)

Since 2013, TI Cambodia has implemented a Young Leadership Programme (YLP). The aim of the programme is to educate and empower a group of young dynamic leaders on various skills necessary for them to take on new challenges as a citizen with high integrity and responsibility, who will one day take a leadership role in their desired field. TI Cambodia has recruited and trained 3 generations of YLP, nurturing and empowering 62 potential young leaders from across the sectors. Youths were given opportunities to meet with high-profile individual experts who shared their insight knowledge on the subjects and inspired youths to be a role



model. They were also given assignment, problem solving exercises, team building exercises, debates and group discussion. They also received additional soft skills such as leadership, communication, conflict resolution and project management skills, which are fundamental for their future. TI Cambodia also provided small grants and opportunities to those youths to put their knowledge acquired into practice by initiating and implementing their own project. So far, 16 youth led-initiatives were successfully implemented, further engaging hundreds of other youths through training, workshops, campaigns and online platforms. The youth led-initiatives also inspired another 3064 people to sign up for TI Cambodia's anti-corruption pledge and card.

### PARTENERSHIP WITH THE MINISTRY OF EDUCATION YOUTH AND SPORTS (MOEYS)

TI Cambodia partnered with the MoEYS to build capacity of the General Department of Youth on youth empowerment and engagement programme, youth mobilisation and project management. Two key MoEYS's staff member were on-job training with TI Cambodia and engaged with us in some youth projects such as the youth camp and youth forums.



Through the General Department of Youth, 2 national public forums were organised to celebrate the International Youth Day, the first of which was organised in Siem Reap and the second one in Phnom Penh with the participation of 1,126 youths from universities and high schools as well as key youth organisations in Cambodia.

### ANTI-CORRUPTION CARD

TI Cambodia's long-term vision of its governance foundation is to ensure that TI Cambodia belongs to and serves the interest of the public. Anti-Corruption Card initiative is to inspire those who want to be a part of TI Cambodia and enable TI Cambodia to head count



its member of the social movement against corruption. Those who hold the card can relate themselves to TI Cambodia and its identity, while they have to commit to upholding the principles of TI Cambodia.

The launch of anti-corruption card was organised on 24th June 2015 with 328 participants including 251 students, 22 monks, 20 journalists, 25 representatives from NGOs and development partners, 7 from private companies, and 3 from 3 embassies. The event was widely covered by all the important media outlets from print to online, and radio to television, such as: Radio Free Asia, Radio France International (RFI), Phnom Penh Post, Post Khmer, Khmer Times, WMC, TVK, Hang Meas TV, SEATV, NTV, CTN, and PPN TV. More than 300 participants registered to get the anti-corruption cards at the event.

200 private companies agreed to engage in this initiative by providing discounts from 2% to 50% to anti-corruption card holders in Phnom Penh, Battambang, Takeo, Siem Reap, Svay Rieng, Sihanouk and Kompong Cham province.

## BETTER SERVICE THROUGH ONLINE APPLICATION (NIPTICT)

ICTs has become one of the main means to access the information for Cambodians. Seeing this, TI Cambodia decided to collaborate with National Institute of Posts,



Telecoms and ICT (NIPTICT) to establish a mobile application aimed at sharing the Public Service Fees on Android phone. The application launch will be organised by NIPTICT in early 2016. It will be

made available on Google play store. It can be used without internet connection and in Khmer to make it easy for Cambodian people living in rural areas and older generation.

This application is expected to be shared with phone shops across the country by NIPTICT team, so that the apps can be instantly installed for free to the phone buyers. NIPTICT considered designing an extra apps to count the number of apps installed by each phone shop in order to track the progress of apps downloader and usage.

## ICT FOR YOUTHS IN THE RURAL AREA

TI Cambodia acknowledges the important role played by ICTs in its effort to engage youths in the fight against corruption. Although social media is commonly used by young urban people, those who live in rural areas are still lagging behind in terms of accessibility to ICTs. The



ICT Initiative's aim is to expand the use of social media (facebook, blog, twitter etc.) among youngsters in the provinces and engage them in civil education in the future. ICT training was conducted with 20 students per province (40 percent were women) in 10 provinces of Takeo, Prey Veng, Kampong Chhnang, Svay Rieng, Kampot, Kep, Kampong Som, Kampong Speu, Kampong Cham and Kandal province. Totally, 401 students were trained, 208 were women (58%). Among those, 188 blogs and 111 Facebook pages were created.

## INTRODUCTION OF ANTI-CORRUPTION CURRICULUM TO UNIVERSITY

Teachers are the most effective influence on students. With this in mind, TI Cambodia provided Training of Trainer to introduce anti-corruption curriculum to teachers/professors at various universities in the hope that they will make use of the content to teach students. An expert on



civic education from TI PNG was invited to provide the training, which was held in partnership with Khemerak University. 55 participants including 28 university lecturers from 6 universities, 4 high school teachers attended a one-day training. The Director of the Department of Curriculum Development of MoEYS also attended the training. The training has also led to future collaboration with MoEYS's Department of Curriculum Development, where the two institutions will work together to develop a curriculum on civic education for the MoEYS. The framework of collaboration has been included in the MoU which is expected to be signed by both institutions in early 2016.

### THE ADVOCACY AND LEGAL ADVICE CENTRE (ALAC)

447 people, almost 76 percent of whom are male, have contacted the ALAC since its establishment in late 2013 to seek consultation and legal advice, report corruption and file complaints. The majority of the complaints, 33%, were about corruption cases related to public services, education, health, land issues pension fund, judiciary and many others. The majority of ALAC's clients were ordinary people, which accounts for 47%, and other 45% are from civil servants including government officers, police officers, politician and retired officials. It is also very crucial to note that 14% of ALAC clients are from private sector.

During these past three years, 7 cases were transferred to the Anti-Corruption Unit and 5 other cases to Commission number 10. The number of cases is double compared to the expected target. However, only 1.6% or 7 cases were transferred to NGO partners such as International Justice Mission (IJM), LICHADO, Possibility World and Adhoc.

Meanwhile, through our Bribespot application, more than 110 corruption cases were reported from across the country.

### SUCCESSFUL CASE HANDLING:

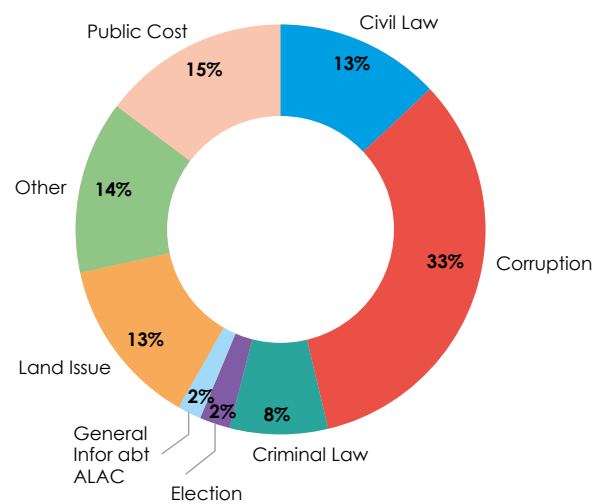
After three months of investigation by the MoEYS, an alleged school principle was removed from his office, while his two deputies were under review and suspended from the government's promotional

scheme for one year. However, no one was charged of committing corruption. A new school principle was elected by all teachers at that school. All teachers who were the whistle-blowers along with others expressed appreciation to the MoEYS and the NA for their intervention on the case and proposed solution.

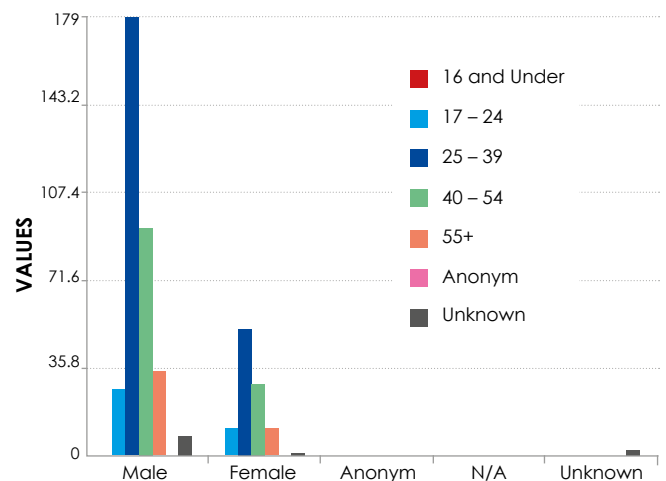
### LESSON LEARNT:

It is important to broaden professional relationship with key government institutions apart from the specialised agency. The approach of ALAC in dealing with cases should be flexible as long as it would not compromise the core principles of ALAC.

TYPE OF COMPLAINT/CONSULTATION



GENDER/SEX BY AGE





# GOAL 4: BUILD GOVERNANCE FOUNDATIONS, OPERATIONAL STRUCTURES AND PROCESSES FOR THE ESTABLISHMENT OF A TI CAMBODIA NATIONAL CHAPTER

## OVERVIEW

<b>Duration</b>	1 April 2012 – 31 December 2015
<b>Overall Budget</b>	USD 2,625,497
<b>Target area</b>	National
<b>Total Allocated Budget for Goal 4 for three years</b>	USD 537,650
<b>Responsible party</b>	TI Cambodia's Executive Director

## PROGRAMME'S EXPECTED RESULTS

<b>Mission</b>	To work together with individuals and institutions at all levels to promote integrity and reduce corruption in Cambodia.
<b>Aim</b>	To build governance foundations, operational structures and processes for the establishment of a TI National Chapter in Cambodia
<b>Expected Results and Impacts</b>	<ul style="list-style-type: none"> <li>• Mobilisation of a qualified Executive Director and a Board of Directors comprised of eminent individuals from diverse backgrounds and expertise</li> <li>• Improved knowledge and skills of the Management Staff and Board through participating in regional and international events organised by TI and its partners.</li> <li>• Increased mutual understanding, trust and confidence as well as credibility among anti-corruption stakeholders.</li> <li>• Development of all legal documents and governance framework.</li> <li>• Legal registration of TI Cambodia with the MoI to receive legitimacy to conduct its anti-corruption work.</li> <li>• On the way towards full compliance with criteria and requirements for TI's Membership Accreditation Policy.</li> </ul>

# KEY RESULTS FOR GOAL 4

## TI CAMBODIA'S GOVERNANCE FOUNDATION

### MANAGEMENT STRUCTURE AND SEGRIGATION OF DUTIES

#### ◦ LEGALITY

TI Cambodia is locally registered as a local Non-Governmental Organisation (NGO) at the Ministry of Interior in July 2011. It is operating under the name of Transparency International Secretariat (TI-S) as a fully accredited National Chapter. TI Cambodia is a member of TI Movement, which has its presence in more than 120 countries worldwide.

#### ◦ BOARD OF GOVERNANCE

According to TI Cambodia's By-Law, the Board of Governance is the highest authority of TI Cambodia. TI Cambodia had 5 founders, one of whom was a monk. The Board of Directors comprises 8 persons, including a Chairman, Vice Chairman, Treasurer and members. Amongst them are two females. The Board of Governance's members are from very diverse backgrounds and expertise. The Board makes key decisions for and give approval to TI Cambodia such as on policies and regulations, strategic plan and its budget, election of board leadership and members, recruitment of the Executive Director and provide strategic decisions/advice to the management team on issues of major concern to TI Cambodia. The detailed ToR is accessible on TI Cambodia's website. Over the past three years, the composition of Board has changed. The Chairmanship changed in 2014 and 4 new members were recruited to replace those who ended the mandate and/or resigned.

#### ◦ SENIOR MANAGEMENT TEAM (SMT)

Senior Management team is the second highest chain of command after the Board of Governance. SMT is accountable to the Board, donors, staff and TI Cambodia as a whole. SMT comprises key leaders within

TI Cambodia included ED, Directors and Managers. SMT has 7 members, 3 of whom are from the Operations Team, and other 3 are from the Programmes. Amongst them, 2 members are females. SMT is fully in charge of day-to-day operations and decisions related to programmes' execution and the delivery of results. SMT also ensures full compliance of internal rules and policies, while guaranteeing efficiency and effectiveness of the organisation. SMT is the assurance of both TI Cambodia's operations and programmes.

#### ◦ STAFF

TI Cambodia started with only 3 staff members under the direct supervision of TI Cambodia's Founders. Only a finance officer worked full-time, while the ED and an intern worked part-time. The initial grant was provided by TI-S to set the foundation of TI Chapter in Cambodia. In April 2012, SIDA came on board and provided initial support to TI Cambodia to establish a full governance structure and system for future operation. KPMG was hired to conduct the assessment of the organisation and provided key recommendations. From June 2012, 7 key staff members were recruited to address the recommendations of KPMG and establish a system for TI Cambodia's operation. In late 2012, 19 staff (10 females), 1 intern and 1 volunteer were on board to kick-start the programmes. In 2013, 24 staff (10 females), 6 interns and 9 volunteers were on board. In 2014, 27 staff (11 females), 5 interns and 5 volunteers were on board with TI Cambodia. In 2015, TI Cambodia employed 29 staff (11 females) and 4 interns.

#### ◦ MEETINGS

TI Cambodia practices a strong check and balance system within the organisation. Every decision was made based on the majority and with proper discussion and consultation with relevant staff. Board of Directors met on a quarterly basis, where they received progress updates on both programmes and operations of TI Cambodia and where key decisions were discussed and made, and key documents were approved.

SMT met on a monthly and ad-hoc basis, where the Director of Programmes and Operations as well as Managers provided progress updates on programmes and operations to ED and key issues were discussed and made decisions. It is also a platform to address concerns of staff through staff's representatives. The Monday Monthly Meeting (MMM) held on first Monday of the month, where both programme and operation teams provided progress updates to all staff. Up-to-date political situation was regularly briefed to all staff. Staff could also raise their concerns as well as ideas directly at this meeting. Programme and Operations Team also held their own regular meeting to ensure the effectiveness and efficiency of the organisation's operation.

### ◉ POLICIES AND REGULATIONS

Thanks to the support of SIDA and TI-S, TI Cambodia has an adequate governance system and policies in place to ensure the integrity of the organisation. Since 2012, TI Cambodia developed relevant policies and continue to develop more policies as we move forward. Until now, TI Cambodia is well equipped with the following policies:

- ◉ Human Resource and Administration Policy
- ◉ Membership Policy
- ◉ Financial Management Policy
- ◉ Office and Property Use Policy
- ◉ Procurement Policy
- ◉ IT Policy
- ◉ Security Risk Management Policy
- ◉ Communication Policy
- ◉ Child Protection Policy
- ◉ Grant Management Policy
- ◉ Conflict of Interest Policy
- ◉ Fund Raising Strategy

These policies are rigorously enforced by all staff and management of TI Cambodia. TI Cambodia has a good management structure and clear segregation of duties amongst staff and management. Every request or payment has to be approved by the Director of Programme and/or Director of Operations after receiving approval from each line Manager, who checked and ensured the accuracy of the requests.

### ◉ CAPACITY BUILDING

From 2012 up to 2015, TI Cambodia provided 6 key training to staff, which included communication, management, team building, fund raising, anti-corruption law and others. Key staff and management of TI Cambodia also went on a total of 41 exchange visits to TI Chapters, TI-S as well as other anti-corruption institutions in order to learn experiences and best practices of others. Additionally, TI Cambodia provided opportunities for staff to learn new soft skills and shared experiences on different topics at the Friday Gathering, which was held bi-weekly. Staff were also given time to attend training of their choice.

These training and exchange visits have equipped staff with skills and capacity to deliver results and ensure smooth operation of TI Cambodia to a high standard. Staff have increased their capacity on Result Based Management, compliance, value for money and ability to manage and deliver results more effectively and efficiently. Staff of TI Cambodia proved capable of coping with new challenges and pressures.

### MANAGEMENT RESPONSES TO KPMG'S RECOMMENDATIONS

All recommendations stipulated in KPMG report were well responded by the Management Team of TI Cambodia. The Management Responses and key documents are accessible at TI Cambodia.

### MANAGEMENT RESPONSES TO THE MID-TERM REVIEW (MTR)

MTR's recommendations were very well addressed and the Management Responses and key documents are accessible at TI Cambodia.

### MANAGEMENT RESPONSES TO TI-S'S ORGANISATIONAL CAPACITY ASSESSMENT TOOL (OCAT)

Since its inception, TI-S has been providing both technical and financial supports to TI Cambodia to make sure a proper governance system is in place in order to ensure transparency and integrity of the organisation. TI-S accredited TI Cambodia as the National Contact of TI-S in 2012. In 2013, TI Cambodia has complied with all conditions of TI-S, and the International

Board of TI-S approved TI Cambodia to become a National Chapter In-Formation. TI Cambodia had to meet required conditions prior to becoming a fully accredited National Chapter. TI-S's team conducted the Organisational Capacity Assessment Tool (OCAT) for the whole governance system of TI Cambodia and its management structure. OCAT report was reviewed by TI-S team, who provided a recommendation to the International Board for approval to accredit TI Cambodia as a National Chapter in 2014. TI Cambodia is now a fully accredited National Chapter of TI, and TI Cambodia is working to become a Membership Based Organisation in 2016. The Membership Policy was reviewed and approved by the Board of Directors and TI Cambodia's first General Assembly is expected to take place in June 2016.

## PARTNERSHIP WITH ANTI-CORRUPTION STAKEHOLDERS

TI Cambodia is well recognised as a leading anti-corruption institution in Cambodia. It has well integrated into a wider anti-corruption movement in the country by partnering with key and well-resourced institutions from the government, NGOs, DPs, media and the private sector. It signed MoUs with ACU, MoI, MoEYS and other key CSO Working Groups such as A2I, Budget Transparency, EITI, OGP and ERA. TI Cambodia is also a member of NGO Forum, CAMFEBA and a close partner of CCC. TI Cambodia, in addition, is an active member of UNCAC Coalition and ASEAN CSR. TI Cambodia's ED is a member of UNCAC's review committee, which is led by the ACU.



# GENDER



TI Cambodia also places gender balance at the heart of the implementation of its projects. TI Cambodia is highly committed to ensuring equal opportunity and creating an enabling environment for both women and men to participate in TI Cambodia's events, workshops, conferences and campaigns throughout all stages. A policy of at least 40%-female participation has been ensured in TI Cambodia's Youth Camps over the past two years, and females have been highly encouraged to take the lead in implementing youth initiatives. At least three women were invited to sit in TI Cambodia's research advisory groups.

TI Cambodia is not only integrating gender concerns into its programme implementation and monitoring and evaluation phase, it has also started to design real female-targeted programmes to enhance women's

engagement in the fight against corruption. The training on integrity and corruption delivered to garment workers (the vast majority of them are female) is one of them.

TI Cambodia also ensured that the perspectives of women were equally represented in the NIS Assessment report and in the YIS, and that their voices and concerns would be heard.

Gender has been seriously taken into account throughout all stages of TI Cambodia's programmes, from planning to implementation and monitoring. TI Cambodia's workforce (staff and interns) is currently comprised of 16 women and 16 men. Women are equally represented at the managerial level, both in the programme and operation fields. Two females are sitting on the Board of Governance.

# LESSONS LEARNED

While TI Cambodia has proved itself to be a successful organisation leading the fight against corruption in Cambodia in terms of its relevance, effectiveness, efficiency and impacts, a number of lessons learned and challenges should be taken into account in addition to how those lessons learned can be addressed and mitigated to ensure the achievement of the expected results of the next strategy. As stipulated in the Mid-Term Review Report conducted by an independent evaluator and the Organisational Capacity Assessment Tool (OCAT) of TI-S, below are some key lessons learned.

## ◉ ENGAGEMENT WITH THE NATIONAL COUNTERPART:

One of the strengths of TI Cambodia is its ability to relate and engage very constructively with key relevant national institutions, particularly the Anti-Corruption Unit (ACU). Regardless of the sensitivity of its work, TI Cambodia was able to partner with the ACU, which resulted in the signing of the Memorandum of Understanding (MoU) and Cooperation Agreement to implement activities which aimed to increase citizens' participation in promoting integrity and fighting corruption. As recommended in the Mid-Term Review report, TI Cambodia has also stepped up its efforts to build relationship through Memorandum of Understanding (MoU) with key government institutions such as the Ministry of Interior (MoI), the Ministry of Education Youth and Sports (MoEYS), the National Assembly and potentially the Ministry of Commerce (MoC). This multi-stakeholder method will bolster our holistic and constructive approach to reform and make TI Cambodia less prone to being accused of having an affiliation with any political parties. TI Cambodia is also engaging with reform-minded individuals who are seen as the reformers within the government institutions.

## ◉ WORKING WITH THE CIVIL SOCIETY:

TI Cambodia has shown itself as a significant ally of other key anti-corruption actors within the civil society groups through its ability to find synergies amongst like-minded organisations and identify the entry points

with significant leverage to promote its agenda for change. However, some key lessons learned are worth mentioning for any future partnership with local civil society organisations. First and foremost importance is a mistrust between the government bodies and CSOs, which has to be narrowed down. While CSOs, who are representing the voice of the people, have contributed significantly to the government's reform efforts and development, they are not fairly recognised by the state party. On the other hand, the lack of reform and progress, made by the government, only fuels public frustration and criticism which the government often view as provocative and unconstructive. A more constructive and meaningful dialogue must be fostered to enhance trust and improve relation amongst the two stakeholders. The second lesson learned is the limited technical capacity of CSOs to deliver results effectively and the lack of cohesion among its members. The third is its inability to ensure both institutional and financial sustainability. For future engagement with CSOs these core elements of truth should be taken into consideration and the responses to these concerns should be genuinely addressed. However, TI Cambodia should intensify its partnership with outstanding CSOs on the ground to raise awareness about corruption and empower citizens to stand up against it while maintaining its modest manpower.

## ◉ THE ADVOCACY AND LEGAL ADVICE CENTRE (ALAC):

ALAC's progress is lagging behind in terms of its limited ability to resolve corruption cases due to both internal and external factors. Although ALAC is a valuable alternative platform for people to access legal assistance on corruption grievances, its success lies entirely on the Anti-Corruption Unit's positive intervention. By law, only the ACU has the rights to investigate and send corruption cases to the court. However, the success of ALAC does not determine mainly by the solution of cases. The purpose of ALAC is more than just the number of cases received or number of cases resolved. The data and information, which were collected from people, are

the valuable assets, and they can be used as concrete evidence for a more meaningful dialogue with relevant institutions for positive reform. The existence of ALAC serves as an alternative and complementary platform for victims and witnesses of corruption to access justice in a country where people almost lost trust completely on judiciary that is viewed as the most corrupt institution. ALAC has responded well to the implementation gap for the past two years. The number of cases has increased more than 40% and it has also broadened relationship with other key government institutions such as the National Assembly's Commission 10.

#### 🔹 THE BUSINESS INTEGRITY PROGRAMME (BIP):

BIP was not a well-thought-through programme of TI Cambodia from the beginning. BIP is also a new area of TI Movement and until recently, only few Chapters chose to integrate it into its strategy. TI Cambodia has vaguely crafted the BIP in the Partnership and Coalition Building Programme with very limited budget and manpower as the starting point. The idea started to change when TI Cambodia hosted the first regional BIP Conference in Phnom Penh and saw an opportunity to adopt the BIP from TI Malaysia, who was the most advanced Chapter on the BIP. Taking advantage of this international expertise from its sister Chapter, the Management Team of TI Cambodia decided to pilot the BIP in Cambodia while foreseeing the challenges ahead. With this limited resources, TI Cambodia was only able to afford a part-time consultant to lead the project with supports from a programme officer. Despite this challenge, TI Cambodia has introduced the BIP well to the business community. It started to talk with key chambers of commerce and business associations and sought for their views on the BIP and the approach in which these institutions would take to implement the Corporate Integrity System. Fortunately in 2013, a BIP Advisor who is paid by SIDA came on board and has been moving the BIP to the next level. BIP team is now well funded with an adequate manpower to move BIP forward. TI Cambodia is also building its internal expertise on the BIP and has adopted its approach to BIP based on the context of Cambodia. Unlike its Malaysia's Chapter, TI Cambodia at least for the time being is not looking to profiteer BIP as the business environment is not

conducive enough for this. Instead, it is building a long-term partnership with all relevant partners including the ACU to promote an enabling environment of business and build capacity of businesses on the Corporate Integrity System.

#### 🔹 EVIDENCE OF ATTRIBUTION AND MONITORING AND EVALUATION:

MTR indicated a lack of factual data on key achievements, which TI Cambodia claimed it has attributed to. In response to this, TI Cambodia has developed a digital database which enables TI Cambodia's M&E Specialist to collect, store and analyse data more effectively. TI Cambodia also developed its internal M&E tools, which the team could use to better capture the impacts of the activities it conducted. Both qualitative and quantitative tools were deployed to underpin both positive and negative impacts of the programmes such as survey, FGDs, spot-checks, report views and data verification, interviews and the Most Significant Change Story (MSC). TI Cambodia's management team also built capacity of the team to make sure that the indicators of the programmes are SMART. Having said this, we have acknowledged that capturing the qualitative impacts of the programmes is not easy, especially the impact of perception and knowledge. TI Cambodia has built its internal capacity on M&E and for its new strategy, and we will be able to perform much better on collecting of evidence of attribution on the impacts of the programmes.

#### 🔹 INTERNAL GOVERNANCE FOUNDATION:

Since its inception in 2012, TI Cambodia placed the internal governance foundation high in its core strategic goals. TI Cambodia's management team knew well that before we could teach others on transparency and accountability, we need to get our house in order and clean first. KPMG was hired to assess TI Cambodia's governance foundation and draw necessary recommendations for improvements. With the support for SIDA, TI Cambodia's team responded very well to all recommendations put forward by KPMG. TI Cambodia is now well equipped with all necessary policies and regulations to ensure the integrity of the organisation, check and balance, transparency and accountability

in its operations. Capacity of TI Cambodia's second tier management also built to ensure the long-term sustainability of TI Cambodia and limit dependency on few leaders of the organisation. TI-S also recommended TI Cambodia to become a membership based

organisation in the near future as a condition for its approval to accept TI Cambodia as a fully accredited National Chapter. From 2016, TI Cambodia will launch its membership policy and invite both individuals and corporates to apply in the membership of TI Cambodia.



# UPDATED PROJECT RISKS AND ACTIONS

## Rating

Probability: The chance of risk occurring [from the lowest (1) to the highest (5)]

Impact: The impact of the risk occurring affecting TI Cambodia's programmes and TI Cambodia as a whole [from the lowest (1) to the highest (5)]

Project Title: Together against Corruption			Donor: SIDA and AusAID			Date: December 2015			
#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES / MANAGEMENT RESPONSE	OWNER	SUBMITTED, UPDATED BY	LAST UPDATE	STATUS
I	Goal 1: Diagnose corruption issues and use findings as a reference to stimulate more informed debates and formulate further anti-corruption projects.								
1	Lack of engagement from the Anti-Corruption Unit and failure to set-up an adequate NISA and YIS advisory group which comprised of all relevant stakeholders including the Anti-Corruption Unit (ACU) of the Royal Government of Cambodia	January 2013	Political	If this risk were to occur, NISA and YIS's indicators would not be achieved leading to expected programme outcomes not achievable and lower impacts achieved for the programme than expected.  Probability: 4  Impact: 3	The TI Cambodia management team has maintained a close and mutual relationship with ACU on regular basis and to avoid any miss-understanding occurred. We remain to be a constructive partner with ACU and regularly engages with ACU.	Programme Manager and Director of Programmes of TIC	Director of Programmes	December 2015	Relation between TI Cambodia and ACU has improved. ACU is still engaging with TI Cambodia on UNCAC and both parties agreed to sign an MoU on BIP

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES / MANAGEMENT RESPONSE	OWNER	SUBMITTED, UPDATED BY	LAST UPDATE	STATUS
1	<b>Goal 1: Diagnose corruption issues and use findings as a reference to stimulate more informed debates and formulate further anti-corruption projects.</b>								
2	The shortage of budget to ensure adequate man power to manage the programme and conduct NISA and YIS	March 2013	Internal-shortage of budget	NISA and YIS's results would be affected leading to poor quality report  Probability: 2  Impact: 3	Although the original budget is tight, the management team has sought for the approval from the Board of Directors and donors to use the budget from others lines to ensure that the Research Team has enough resources to execute NISA and YIS. Some international and national inters volunteers were recruited to support the programme.	Program Manager and Director of Programmes of TIC	Director of Programmes	April 2015	The risk has been mitigated and both NIS and YIS were successfully completed
3	The National Anti-Corruption Council (NACC) and Anti-Corruption Unit (ACU) rejected to participate in the National Integrity System Assessment (NISA)	May 2013	Political	The absence of NACC and ACU's inputs and views on NISA report can lead to poor assessment on the anti-corruption pillars  Probability: 3  Impact: 3	TI Cambodia's management team has repeatedly requested to meet with ACU on NISA. ACU verbally responded that ACU is also under UNCAC review and did not want to be reviewed by other institutions.	Programme Manager and Director of Programmes of TIC	Director of Programmes	September 2015	No change: ACU was unable to contribute to NISA. However, the team was able to interview other government's officials and expert about the Anti-Corruption Council and ACU. Based on the available information, the Anti-Corruption Pillar was assessed properly.

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES / MANAGEMENT RESPONSE	OWNER	SUBMITTED, UPDATED BY	LAST UPDATE	STATUS
<b>II Goal 2: Build and support partnerships and coalitions of civil society organizations to fight corruption more effectively.</b>									
4	Ownership of MoJ on judicial reform is poor and the collaboration on judicial reform proved difficult	August 2014	Political	This will affect TI Cambodia's efforts to work on judicial reform sector  Probability: 3  Impact: 4	TI Cambodia discussed with the MoJ and various partners on collaborating with the MoJ on judicial reform. However, it proved difficult to engage meaningfully with the MoJ on any judicial reforms.	Programme Manager and Director of Programmes	Director of Programmes	September 2015	No-change. We have not done anything concretely with MoJ
5	Limited capacity of NGO partner (Coalition of Integrity and Social Accountability (CISA)) to effectively implement the agreement and its coordination with their members	March 2013	External	This can lead to poor performance of the agreement  Probability: 2  Impact: 3	Regular meetings with partners will be maintained. TI Cambodia also encourages BoDs of CISA to be closely involved in providing strategic guidance to the team. TI Cambodia's monitoring team has regularly monitored the implementation of the agreement.	Programme Manager and Director of Programmes	Director of Programmes	April 2015	The coordination of CISA with its members is significantly improved. Regular updates about its members' activities are shared widely than before. CISA is finalizing its fund raising strategy and looking for more fund alternatives.

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES / MANAGEMENT RESPONSE	OWNER	SUBMITTED, UPDATED BY	LAST UPDATE	STATUS
II Goal 2: Build and support partnerships and coalitions of civil society organizations to fight corruption more effectively.									
6	Delayed in organizing the Anti-Corruption Conference on Education.	August 2013	External	If this was to occur, the conference may not happen and the effort of TI Cambodia to fight against corruption in Education will be limited  Probability: 2  Impact: 3	The programme team and its partners KIND and ANSA had successfully convinced MoEYS to engage in the conference and encourage them to implement the recommendations outlined in the studies	Programme Manager and Director of Programmes	Director of Programmes	December 2014	The conference was successfully organized, leading to some key reforms on education
7	Involvement of some CSOs in politics may do more harm than good to the reputation of TI Cambodia if it closely engages with such CSOs.	September 2013	External	This can cause an unhealthy relationship with the Anti-Corruption Unite and other ministries. They can accuse TI Cambodia as having a political affiliation  Probability: 2  Impact: 3	The Board of Directors and the Management Team of TI Cambodia agreed that TI Cambodia must stay away from its involvement with CSOs whom might have political agenda behind their works and TI Cambodia shall be very selective with regard to which joint statements it should endorsed.	Programme Manager and Director of Programmes	Director of Programmes	December 2015	Although TI Cambodia is a key member of the Election Reform Alliance (ERA), it has been very cautious of what area it shall engage as well as give an endorsement.

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES / MANAGEMENT RESPONSE	OWNER	SUBMITTED, UPDATED BY	LAST UPDATE	STATUS
III Goal 3: Engage citizens and young people in promoting integrity more actively									
8	Failure to cooperate with the Ministry of Education Youth and Sports to pilot the School Integrity Programme in the primary school	February 2013	Political	If this risks were to occur, this indicator to pilot school integrity programme to promote integrity in the education system would not be achieved  Probability: 3  Impact: 5	While TI Cambodia has tried to collaborate with MoEYS to endorse a pilot project on School Integrity Programme. But it has not been successful.	Programme Manager and Director of Programmes	Director of Programmes	30 July 2014	No change. Board of Director of TI Cambodia has approved the change of this activity and use the budget for other key priorities.
9	Lack of collaboration with the Anti-Corruption Unit in implementing the agreed activities under the MoU	December 2012	Political	Some key activities which ACU agreed under the MoU were either delayed or not implemented such as the case study, broadcasting the anti-corruption spots and the celebration of the anti-corruption day, December 9th.  Probability: 3  Impact: 4	The management team is working closely with the focal point of ACU to ensure the strategic directions are given to deal with ACU. Board of Directors of TI Cambodia are also put in the loop about the issues and they constantly provide advice.	Programme Manager and Director of Programmes	Director of Programmes	December 2015	Relation with ACU has improved significantly over the last quarter of 2015

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES / MANAGEMENT RESPONSE	OWNER	SUBMITTED, UPDATED BY	LAST UPDATE	STATUS
<b>III Goal 3: Engage citizens and young people in promoting integrity more actively</b>									
10	Delay in organizing the International Youth Camp	June 2014	Internal funding issue	The delay due to the shortage of funding caused uncertainty when TI Cambodia attempted to create an International Anti-Corruption Youth Network which aims to advocate for ASEAN and Asia Pacific Region to step up against corruption	TI Cambodia has put aside its funds and raised funds from interested chapters. A joint proposal was approved by TI-S and the camp was successfully conducted.	Programme Manager and Director of Programmes	Director of Programmes	30 July 2014	Relation with ACU has improved significantly over the last quarter of 2015  The International youth camp was successfully conducted with 7 chapters involved.
<b>IV Goal 4: Build governance foundation, operational structures and processes for the establishment of a TI National Chapter in Cambodia</b>									
11	Ensure that all TI Cambodia staff are capable and stay relevant which is very crucial to maximize impacts	2012	Internal	While most TI Cambodia staff are highly professional and experienced, some staff members' capacity needs to be developed to implement programmes and deliver results more effectively  Probability: 2  Impact: 3	With the approval from the Board of Directors and Donors, TI Cambodia has put aside its fund to build capacity of staff at all levels	Programme Manager and Director of Programmes	Director of Programmes	December 2015	All TI Cambodia staff are very capable of delivering results as expected in the result framework framework

# SUSTAINABILITY

## INSTITUTIONAL SUSTAINABILITY

TI Cambodia is very fortunate to be a part of a strong and powerful Global Anti-Corruption Movement, which has its presence in more than 120 countries worldwide. TI Cambodia like other chapters is enjoying great autonomy over its strategic directions and finance although we practice the same core principles and values and adhere to a governance system that meets an international standard. This has allowed each chapter to design their priorities based on their country's needs, while taking advantage of available and accessible international expertise, best practices and knowledge on anti-corruption as well as anti-corruption tools. For the past three years, TI Cambodia has adopted a number of practical tools and taken advantage of existing expertise from TI-S and other chapters to maximise the impacts of both programmes and operations. Through training and workshops conducted by TI-S and chapters, TI Cambodia's Board of Directors and management team have acquired significant knowledge on good governance and anti-corruption. A number of research tools were adopted into the Cambodian context, and technical supports were provided to our local research team, ensuring that the research met an acceptable standard and its findings are reliable. TI Cambodia is also a member of other anti-corruption coalitions such as UNCAC and existing platforms such as OGP, EITI and IACC, where the international anti-corruption activists and key players meet to discuss anti-corruption agenda at the global level and share knowledge/best practices on anti-corruption. These networks combined with its local knowledge and expertise in the country make TI Cambodia a relevant and capable partner in the fight against corruption in Cambodia.

TI Cambodia's governance system is very robust and resilient to both internal and external influences. TI Cambodia was able to attract highly qualified and eminent individuals to sit at its management level. Its Board of Directors and management team comprise high-profile individuals from diverse backgrounds and

expertise, gained from reputable institutions such as the UN agencies, DPs and NGOs. Its Board of Governance comprises individuals from the government, the private sector and NGOs, who ensure proper checks and balances within the organisation. With the support for SIDA and TI-S, TI Cambodia equips itself with all necessary policies and regulations to safeguard and preserve the integrity of the organisation. This strong governance foundation ensures that TI Cambodia is strong as an institution and possesses adequate capacity to guarantee effectiveness, efficiency and transparency in its operations and delivering results.

Since the inception of its programmes, TI Cambodia has delegated greater ownership to its partners and encouraged them to take the lead in designing and implementing joint initiatives. These initiatives will, as a result, ensure that anti-corruption issues are well integrated into these partners' agenda in the long run. TI Cambodia works with a number of key partners who are specialised in good governance and corruption-related issues and have been present in Cambodia for three decades such as CCC, NGO Forum, API, CISA, CCIM, WMC and CCSP. Corruption and social accountability issues remain at the top of their priorities, meaning that TI Cambodia's anti-corruption work is taken further independently. We have enhanced capacity of our partners on legal and regulatory framework on anti-corruption and provided them with practical tools on anti-corruption and social accountability, which they could use to maximise the impacts on the ground. This will ensure a greater ownership and a more sustained anti-corruption work on the ground.

Strengthening social demands through education and youth empowerment is also fundamental to ensure the creation and maintenance of a vibrant, a countrywide network of anti-corruption activists. This will help create a momentum for anti-corruption reform in the long term. TI Cambodia's youth led-initiatives have proved to be effective, not only in educating youths on the harmful

effects of corruption on society but also in influencing their attitudes and behaviours towards integrity and moral obligations. TI Cambodia believes and hopes that they will use the knowledge they have gained in good faith and live their lives with integrity.

Furthermore, the NISA report's findings and recommendations will serve as evidence-based references for future reforms and advocacy from all relevant stakeholders in the long term.

## FINANCIAL SUSTAINABILITY

With regard to financial sustainability, donors will remain the main source of funding in the short and long-term strategies of TI Cambodia. However, TI Cambodia has taken some steps to initiate some public fund raising activities from this year onwards, although the expected income will be very modest. Moreover, TI Cambodia is planning to become a membership based-organisation in the near future. TI Cambodia will provide greater ownership to citizens and youths to take part in the decision making process regarding the leadership and strategy of TI Cambodia. This will, in turn, ensure the future existence of TI Cambodia and its programmes' sustainability.



# EXPENDITURE REPORT

TI Cambodia's expenditure against the planned budget from 1 April 2012 to 31 December 2015 was on the right track. USD 2,625,497 were budgeted for the years from 2012 to 2015. USD 2,621,265 (100%) were spent by 31 December 2015.

Budget Code	Line Items	Approved revised Budget 1 Apr 12- 1 Dec 15	Actual Expenses				Balance		Comment	
			Preparation Phase 1 April 12-30 Sept 12	1 Oct 2012- 30 Sept 2013 (Y1)	1 Oct 2013- 30 Sept 2014 (Y2)	1 Oct 14- 31 Dec 15 (Y3)	Total	Amount		Variance %
<b>0</b>	<b>PREPARATION PHASE</b>									
0.0	Personnel Costs	49,243	49,243				49,243	-	0%	
0.1	Job advertisements	2,260	2,260				2,260	-	0%	
0.12	Office Rental	6,600	6,600				6,600	-	0%	
0.13	Utilities	1,104	1,104				1,104	-	0%	
0.14	Communications	2,169	2,169				2,169	-	0%	
0.15	Office supplies	2,404	2,404				2,404	-	0%	
0.16	Gasoline & maintenance	814	814				814	-	0%	
0.17	Repair & maintenance	1,064	1,064				1,064	-	0%	
0.18	Office furniture	5,363	5,363				5,363	-	0%	
0.19	Office equipment	13,408	13,408				13,408	-	0%	
	<b>Sub-total for Preparation Phase</b>	<b>84,428</b>	<b>84,428</b>				<b>84,428</b>	-	<b>0%</b>	
<b>5</b>	<b>Auditing Fee</b>						-	-		
<b>6</b>	<b>Operation cost</b>	<b>11,569</b>	<b>11,569</b>				<b>11,569</b>	-	<b>0%</b>	
		<b>95,998</b>	<b>95,998</b>	-	-	-	<b>95,998</b>	-	<b>0%</b>	
<b>1</b>	<b>GOAL 1: TO DIAGNOSE CORRUPTION ISSUES AND USE FINDINGS AS REFERENCE TO STIMULATE MORE INFORMED DEBATES AND TO FORMULATE MORE PROJECTS ON ANTI-CORRUPTION</b>									
1.0	Personnel Costs	175,294		42,873	52,775	79,580	175,228	66	0%	
1.1	Costs for National Integrity Sys-tem Assessment (NISA) and Youth Integrity Survey (YIS)	104,095		45,704	39,202	19,189	104,095	(0)	0%	
1.2	Cost related to the assessments	13,346		1,924	11,422	-	13,346	-	0%	
1.3	Publications	27,311		452	16,615	10,221	27,288	23	0%	
1.4	Dissemination and advocacy ac-tivities of NISA and YIS	26,539		15	15,637	11,027	26,679	(140)	-1%	
	<b>Sub Total Goal 1</b>	<b>346,585</b>	-	<b>90,968</b>	<b>135,651</b>	<b>120,017</b>	<b>346,636</b>	<b>(51)</b>	<b>(0)</b>	
<b>2</b>	<b>GOAL 2: TO BUILD AND SUPPORT PARTNERSHIP AND COALITION OF CIVIL SOCIETY ORGANIZATIONS TO FIGHT CORRUPTION MORE EFFECTIVELY</b>									
2.0	Personnel Costs	302,593		75,943	93,475	133,109	302,527	66	0%	
2.1	National Anti-Corruption Confer-ence cost for states and non-states actors	46,149		-	5,659	40,490	46,149	(0)	0%	
2.2	Anti-Corruption Networking	11,725		1,009	3,175	7,541	11,725	(0)	0%	
2.3	Cost for join project	128,854		19,109	45,354	64,391	128,854	0	0%	
	<b>Sub Total Goal 2</b>	<b>489,321</b>	-	<b>96,061</b>	<b>147,663</b>	<b>245,531</b>	<b>489,255</b>	<b>66</b>	<b>0%</b>	

Budget Code	Line Items	Approved revised Budget 1 Apr 12- 31 Dec 15	Actual Expenses				Balance		Comment	
			Preparation Phase 1 April 12-30 Sept 12	1 Oct 2012- 30 Sept 2013 (Y1)	1 Oct 2013- 30 Sept 2014 (Y2)	1 Oct 14- 31 Dec 15 (Y3)	Total	Amount		Variance %
<b>3</b>	<b>GOAL 3: TO ENGAGE CITIZENS AND THE YOUTH IN PROMOTING INTEGRITY MORE ACTIVELY</b>									
3.0	Personnel Costs	382,769		92,791	114,784	174,816	382,391	378	0%	
3.1	Partner selection	119		69	50	-	119	-	0%	
3.2	Activities in partnership	221,183		39,016	72,670	109,622	221,308	(125)	0%	
3.3	Activities cost for youth	157,725		39,163	65,584	52,979	157,726	(1)	0%	
3.4	Cost for joint project implementation with the Anti-Corruption Unit	171,873		71,817	69,374	29,223	170,414	1,459	1%	
<b>Sub Total Goal 3</b>		<b>933,669</b>	<b>-</b>	<b>242,856</b>	<b>322,462</b>	<b>366,640</b>	<b>931,958</b>	<b>1,711</b>	<b>0%</b>	
<b>4</b>	<b>GOAL 4: TO BUILD GOVERNANCE FOUNDATIONS AND OPERATIONAL STRUCTURES AND PROCESS FOR THE ESTABLISHMENT OF TI NATIONAL CHAPTER IN CAMBODIA</b>									
4.0	Personnel Costs	194,462		45,792	60,256	88,348	194,396	66	0%	
4.1	Trainer Cost	5,955		4,548	1,407	-	5,955	-	0%	
4.2	Staff capacity building	67,527		24,609	18,258	23,899	66,766	761	1%	
4.13	Office Rental	91,147		28,587	28,750	33,810	91,147	-	0%	
4.14	Utilities	21,279		5,425	6,244	9,378	21,047	232	1%	
4.15	Communications	53,387		16,933	15,628	19,257	51,818	1,569	3%	The underspent is due to the delay in organising CPI 2015 launch. It shall conducted in January 2016
4.16	Office supplies	20,314		7,667	5,546	7,124	20,337	(23)	0%	
4.17	Gasoline & Mainternance	15,827		5,197	4,709	5,534	15,440	387	2%	
4.18	Repair & maintenace	4,403		658	1,505	2,165	4,328	75	2%	
4.19	Office furniture	3,453		1,083	755	1,614	3,452	1	0%	
4.20	Office equipments	27,641		9,878	11,732	6,031	27,641	(0)	0%	
4.21	Vehicle	27,663		27,663	-	-	27,663	-	0%	
4.22	Bank charges	4,592		1,302	850	3,131	5,283	(691)	-15%	The overspent amount is due to the budget underestimation of bank charge related to fund transfer from donors.
<b>Sub Total Supporting Cost for Operations and Facilities</b>		<b>537,650</b>	<b>-</b>	<b>179,342</b>	<b>155,640</b>	<b>200,291</b>	<b>535,273</b>	<b>2,377</b>	<b>0%</b>	
<b>5</b>	<b>FINANCIAL OVERSIGHTS AND AUDITING</b>									
5.1	Auditing Fee	22,803		5,940	8,983	7,880	22,803	0	0%	
6	Other operations costs	199,471		57,136	60,362	81,844	199,342	129	0%	
<b>Total Budget</b>		<b>2,625,497</b>	<b>95,998</b>	<b>672,303</b>	<b>830,761</b>	<b>1,022,203</b>	<b>2,621,265</b>	<b>4,232</b>	<b>0.16%</b>	

Budget vs Actual Expenses	1 Apr 12- 31 Dec 15	SIDA	%	DFAT	%
Total Budget	2,625,497	1,768,606	67%	856,890	33%
Total Actual Expenditure	2,621,265	1,764,375	67%	856,890	33%
<b>Budget remaining</b>	<b>4,232</b>	<b>4,232</b>		<b>0.00</b>	

Statement of Fund Balance	1 Apr 12- 31 Dec 15	SIDA	%	DFAT	%
Total Income from SIDA and DFAT from 1 Apr'12- 31 Dec '15	3,013,070	2,156,810	72%	856,260	28%
Total Interest Income 1 Apr'12- 31 Dec'15	2,217	1,587	72%	630.17	28%
Total Expenditure 1 Apr'12- 31 Dec'15	2,621,265	1,764,375		856,890	
<b>Actual Fund Balance as of 31 Dec 2015</b>	<b>394,023</b>	<b>394,023</b>		<b>-</b>	

# BENEFICIARIES:

From April 2012 to December 2015

		INSTITUTION TYPE							TOTAL
		MEDIA INSTITUTION	CIVIL SOCIETY (NGO, OI, ETC.)	PRIVATE SECTOR	CAMBODIAN GOVERNMENT	FOREIGN GOVERNMENT EMBASSY UN	UNIVERSITY OR SCHOOL	OTHERS/ UNKNOWN	
Plan	Male	-	83	-	-	-	-	-	641
	Female	-	37	-	-	-	-	-	421
	Sex not specified	-	-	-	-	-	-	-	9,110
	Number of Institutions	143	161	738	148	9	-	2,215	-
Direct Achievement	Male	215	585	549	1,302	43	4,410	3,685	10,789
	Female	82	405	597	471	17	3,828	2,711	8,111
	Sex not specified	118	250	282	593	66	238	661	2,208
	Number of Participants from Institution	415	1,240	1,428	2,366	126	8,476	7,057	21,108
Indirect Achievement	Male	-	-	-	-	-	-	-	151
	Female	-	-	-	-	-	-	-	86
	Sex not specified	-	-	-	-	-	-	-	961
	Number of Participants from Institution	10	158	2	-	4	-	-	398

SOCIAL MEDIA	REACHES	LIKES	SHARES	COMMENTS	VIEWS	VIDEO POSTS	SUBSCRIBERS	VISITORS
Facebook	59,494	31,559	249	1,268	11,163	1,190	-	360
Video	1,500,000	52,023	49,022	1,800	793,831	73	11	-
Total	1,559,494	83,582	49,271	3,068	804,994	1,263	11	360

# CONCLUSION

## KEY ACHIEVEMENTS

The Board of Directors, the Management Team and all staff of TI Cambodia are proud to conclude that TI Cambodia's strategic goals for 2012-2015 have been fully realised – thanks to the efforts of all staff of TI Cambodia, the Board, donors, partners and those involved. All planned deliverables have been well achieved despite some notable gaps and challenges. All planned activities were satisfactorily executed to a high standard, making TI Cambodia the leading Social Movement against Corruption in Cambodia and one of the most successful TI Chapters in the region. The following are some outstanding notable impacts resulting from TI Cambodia's programmes for the past three years:

### ► A CREDIBLE ANTI-CORRUPTION THINK-TANK IN CAMBODIA:

Through its Research and Advocacy Programme, anti-corruption stakeholders, partners and the general public have perceived TI Cambodia as one of the most reliable institutions. The findings and key recommendations on reforms of key governance pillars were very well stipulated in the National Integrity System Assessment (NISA) report based on evidence and reliable sources, making it one of the most trusted sources of information, which people can refer to in their debate on integrity and the state of corruption in Cambodia. As a result of NISA, some reforms are being undertaken by the government such as the drafting of the Whistle Blower Protection Legislation, which is being led by the inter-ministerial body: the Ministries of Interior, Justice and the Anti-Corruption Unit (ACU). Our research on SMEs and NISA's recommendations have also led to some reforms of the Ministry of Commerce in its effort to improve the ease of doing business and an enabling environment for investment in Cambodia. Together with ERA, NISA's key recommendations were also referred to in order to reform the National Election Committee (NEC). Although the impact of NISA on the judiciary is hard to trace, CSOs, Development

partners and the UN Rapporteur often referred to its findings and recommendations in the discussions with the government on judicial reform. Youth Integrity Survey (YIS) Report's findings and recommendations were also being referred to by youths, especially youth organisations and it has indeed shaped strategic directions of those CSOs, especially on their Youth Empowerment and Engagement Projects. These key reports will remain to be valuable sources of information on corruption and integrity for years to come before the next research. More importantly, TI Cambodia's online library, which is recently launched, will be the only online resource centre on subject related to governance, corruption, accountability and transparency. With its current 500 resources, people can access this information free of charge, and this online library will continue to expand as we move forward.

It is undeniable that through its evidence-based research and studies, TI Cambodia has stimulated more meaningful and informed debates on anti-corruption in Cambodia amongst relevant stakeholders and policy makers. Corruption has become one of the most talked about subjects in workshops, conferences and online platforms nowadays. We have also seen an increase in projects and initiatives aimed at improving social accountability and tackling corruption, especially at the grass-roots level. Our findings and recommendations have also prompted the National Assembly's commission 10 to call for more transparency in the public institutions and demand for better law enforcement. Development partners have also joint force and intensify its collaboration with the government and CSOs to reduce corruption in Cambodia. Anti-Corruption Working Group amongst DPs was formed, and it has intensified more strategic efforts to fight corruption through its partnership with the government of CSOs. This working group commonly refers to findings and key recommendations of TI Cambodia in their debates on government's reforms.

## ◆ A STRONG ANTI-CORRUPTION COALITION IN CAMBODIA:

Despite its relative young age, TI Cambodia is now being recognised as a leading anti-corruption coalition among CSOs, DPs, Embassies and media. Since its inception in 2012, TI Cambodia has been relentlessly engaged with all existing networks of CSOs and Working Groups by tapping itself into key well-resourced partners at the national and sub-national levels. TI Cambodia has become a reliable partner at both national and sub-national levels to demand for transparency, accountability and anti-corruption. Our works and collaboration with partners such as CISA and CCSP have created significant impacts on the way some commune councilors conducted their businesses and provided services to people. These projects have brought people and local authorities closer to each other, enabling them to start understanding each other more. It also helped to narrow down the gaps in the service delivery to people. With this strong anti-corruption coalition of more than 170 CSOs nationwide, we have brought people's voices and concerns up to the top--that is the policy makers. A nationwide campaign on "iMoved against Corruption and Impunity for Poverty Reduction" has generated great interests from all relevant stakeholders and it triggered even more evidence-based debates on judicial corruption and impunity in the Kingdom. Three infamous impunity cases were studied and its findings have resonated with many more similar cases around the country. As a result of this campaign, the Bavet Governor case was once again came to the spotlight. He was later arrested and put behind bar. TI Cambodia is also being seen as a key member of CSO Working Groups, which are collectively demanding for good governance, transparency and accountability. TI Cambodia and CCC are the leading members of OGP and EITI Working Groups, and we are also playing an active role in A2I, Budget Transparency and Electoral Reform Working Groups.

TI Cambodia and its partners have stepped up more efforts to improve coordination amongst CSOs and the national and sub-national levels. However, challenges remain due to both internal and external factors. Mistrust and competition amongst CSOs are undermining its

effectiveness and cohesion, making it less powerful in advocating for common causes. Government's view on CSOs is not favourable either, and mistrust between the two partners, who are supposed to work together for good, is deepening day by day. The government perceives the concerns that CSOs are trying to address as sensitive and unconstructive. The activities of CSOs that aim at mobilising people's power for change have made the government nervous and uneasy. This has played its part in government's hasty decision to pass the Law on Association and Non-Governmental Organisations (LANGO), without proper consultation with relevant stakeholders and the public. Clearly, the gap of mistrust needs to be narrowed down and mutual trust needs to be enhanced although it is realistically easier said than done. A new constructive approach is strongly recommended to bring these two important players closer and collaborate with each other for common interests. Regardless of the negative view on TI Cambodia by the state party, TI Cambodia will continue to work with the government, policy makers and reformers to make corruption and good governance a priority in the reform agenda.

## ◆ A NEEDED PARTNER OF THE PRIVATE SECTOR IN ENHANCING CORPORATE INTEGRITY SYSTEM:

TI Cambodia's Business Integrity Programme (BIP) is becoming more relevant and in demand among the private sector in Cambodia. Aligning itself with the government's reform agenda and key chambers, BIP is a complementary partner, which companies can rely on to improve their internal compliance amid the government reform on taxation and investment climate. BIP is a member of key foreign chambers of commerce and business associations. We have built capacity of 183 members of business associations and chambers on the Corporate Integrity System (CIS) and Anti-Corruption Law. BIP also provided training to banks, insurance company and an eyewear company on CIS and internal compliance. MoC and the ACU have recently reaffirmed their commitment to tackling corruption and improving business climate through their own initiatives, which is an opportunity for BIP to tap into these projects and makes TI Cambodia a relevant partner. TI Cambodia is expected to sign a MoU with ACU in early 2016.

### ◉ A SOCIAL MOVEMENT AGAINST CORRUPTION:

For the past three years, we have built a network of more than 18,000 citizens and youths from across the Kingdom. A series of youth engagement and empowerment initiatives were executed, which aimed at promoting integrity, social accountability and empowering youths to take action against corruption. A total of 46 youth led-initiatives have been executed, reaching out to more than 40,000 citizens and youths through events and online. 8,676 people are TI Cambodia's anti-corruption cardholders and another 2,754 have signed our Integrity Pledge. TI Cambodia now has a network of young people in 25 provinces, making it one of the most impactful organisations in Cambodia in terms of its outreach. 87 journalists were trained on anti-corruption, professional journalism and empowered to report on corruption issues. The number of citizens and youths engaged with TI Cambodia and openly discussed anti-corruption is more than what we anticipated. The surge in public demand for accountability clearly informs us that the Cambodian people no longer tolerate and accept corruption as a fact of life. It also signals TI Cambodia and its partners that Cambodia is on a dangerous path, if meaningful reforms and concrete responses to people's concerns are not genuinely addressed by the government and stakeholders. The lack of reform and inability of the government to respond to people's demand will fuel people's frustration even more and, if not properly addressed, can lead to continuous unrest, instability and potential violence.

It is not too naïve to say that TI Cambodia, its partners and citizens have broken one of the most sensitive social taboos in Cambodia by putting corruption at the centre of debates amongst policy makers, politicians, investors/entrepreneurs and the general public. For the past decades, public demand for anti-corruption and social accountability was inadequate to pressure the government and people in power for reformation. Only a handful of politicians and groups dared to speak out publically about corruption and its impacts and of course not without consequences. Even the term "corruption" was considered too sensitive to say out loud back then. The government had to use a vague term such as the word "Inactive" when they referred

to corruption in Cambodia. In the media, there were not many articles that covered corruption issues and for some journalists who were braved enough to write about it, they often faced with intimidations and/or legal harassment. All of these started to change nowadays, although space for civic engagement is still confined to non-sensitive issues that are not related to human rights, governance and corruption. There is a strong recognition from all stakeholders that people perceptions toward corruption have changed dramatically. It is undeniable that perceptions and attitude of the Cambodian people toward corruption has changed over the past few years as a result of both government's and CSOs' efforts to control and eliminate corruption. The frustration and intolerance toward corruption among the population and a lack of reforms have grown significantly which sometimes have led to unrest and violence. The recent Youth Perceptions Survey (YIS) 2015 conducted by TI Cambodia revealed an interesting fact. The overwhelming majority of the 1,200 Cambodian youths surveyed, 99 per cent, agreed that corruption is a major obstacle to national development. Youth also overwhelmingly believe they can play a major role in the fight against corruption in Cambodia, and 67% of them said they are willing to report corruption to relevant authorities. This perception is also echoed by a public opinion poll conducted by the International Republican Institute (IRI) 2013 and the Asia Foundation in 2014, which revealed that people considered corruption to be the biggest problem facing Cambodia and the chief reason why the country headed in the "wrong direction". Corruption also took its core at the centre of political debates in the national election 2013, which saw a significant increase in voter turnout, in which more than 30% of the registered voters were youths. The growth of public demand for good governance and accountability was also reflected in the surprising gain of seats by the populous opposition party for 29 seats to 55 seats in the last national election. This resulted in a decrease of seats of the ruling party from 90 in the national election 2008 to 68 in 2013. The change in perceptions certainly has had an impact on the way people voted in the 2013 national election.

## IMPLEMENTATION GAPS

Despite its successes, TI Cambodia also witnessed some delays and gaps of the implementation due a number of factors. The majority of the planned activities in partnership with the Anti-Corruption Unit were not delivered, particularly in year 2 and 3. TI Cambodia was also unable to execute a planned "School Integrity Programme" with the Ministry of Education, Youth and Sports because the schools' principals, whom we discussed with, demanded approval from the Minister of Education, Youth and Sports for this project.

## CHALLENGES AND LESSONS LEARNED

Some lessons learned and challenges were identified for the past three years. The relationship between TI Cambodia and the ACU could have been better, although the sour relationship was well predicted by the management of TI Cambodia considering the nature of the work of TI Cambodia and the principles it stands for. Despite this, the technical teams of both institutions remain in contact on some key programme's implementation.

The capacity of some CSO partners of TI Cambodia remains limited, which has a knock-on effect on the execution of the project. In the future, TI Cambodia will undergo a bidding process to ensure that the best partners will be selected to execute the planned activities. It is worth noticing that the capacity of the existing TI Cambodia's partners has been significantly improved as a result of the partnership.

Partnership with key Ministries should be broadened to ensure the holistic approach and diversity of TI Cambodia's engagement with the supply side. It is realised by the Board and management of TI Cambodia that partnership with MoI and MoEYS is crucial in the future, while it is significant to maintain a constructive relation with the ACU.

## MOVING FORWARD

The next Strategy of TI Cambodia will continue to work constructively with both demand and supply sides. TI Cambodia will continue to engage constructively and broaden our collaboration with key government

ministries such as MoI, MoC, MoEYS, MEF and NA. More efforts will be made to improve accountability, transparency and service delivery at national and sub-national levels. TI Cambodia will step up more efforts to work with the ACU and MoC on enhancing an enabling business environment in Cambodia.

TI Cambodia will remain active with the existing CSO working groups and will take a leading role in PFM, OGP and EITI Working Groups with partners. More activities and joint partnership with CSOs at the grass-root levels will be intensified, particularly to improve the service delivery at the sub-national level. We will engage with more local partners as well as the commune councils to improve accountability and integrity at the commune level.

With an existing network of more than 18,000 people from across the country, TI Cambodia will expand its outreach activities and intensify its engagement to empower youths in more provinces. A better management structure of our youth network will be developed together with some key local CSOs. More youth led-initiatives will be developed, and small grants will be provided to youths to exercise their potentials to demand for transparency and anti-corruption at different fronts.

TI Cambodia is also moving toward a membership-based organisation in the near future. The implementation framework for the membership-based organisation is underway. With the approval from the Board of Directors, TI Cambodia will recruit its first batch members in late 2016 and will hold a first General Assembly in 2017.



# ANNEXES

**ANNEX 1:** TI Cambodia's Financial Expenditure Report

**ANNEX 2:** TI Cambodia's Management Response of KPMG

**ANNEX 3:** TI Cambodia's Management Responses to MTR

**ANNEX 4:** TI Cambodia's Management Responses to OCAT

**ANNEX 5:** The Most Significant Story (MSC)

**ANNEX 6:** Evidence of Attributions



END OF STRATEGY REPORT:  
**OUTCOMES OF 3 YEAR  
STRATEGIC PLAN**

**TOGETHER AGAINST CORRUPTION**

APRIL 2012 – DECEMBER 2015

**Organisation:** Transparency International Cambodia (TI Cambodia)

**Programme Name :** Together Against Corruption (TAC)

**Programme Period:** 1 April 2012 - 31 December 2015

**Donor:** SIDA and DFAT (core funding)

**Reporting Period: 1 April 2012 to 31 December 2015**

Budget Code	Line Items	Approved revised Budget 1 Apr 12- 31 Dec 15	Actual Expenses				Total	Balance		Comment
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<b>0</b>	<b>Preparation Phase</b>									
0.0	Personnel Costs	49,243	49,243				49,243	-	0%	
0.1	Job advertisements	2,260	2,260				2,260	-	0%	
0.12	Office Rental	6,600	6,600				6,600	-	0%	
0.13	Utilities	1,104	1,104				1,104	-	0%	
0.14	Communications	2,169	2,169				2,169	-	0%	
0.15	Office supplies	2,404	2,404				2,404	-	0%	
0.16	Gasoline & Mainternance	814	814				814	-	0%	
0.17	Repair & mainternance	1,064	1,064				1,064	-	0%	
0.18	Office furniture	5,363	5,363				5,363	-	0%	
0.19	Office equipments	13,408	13,408				13,408	-	0%	
<b>Sub-total for Preparation Phase</b>		<b>84,428</b>	<b>84,428</b>				<b>84,428</b>	-	<b>0%</b>	
<b>5</b>	<b>Auditing Fee</b>						-	-		
<b>6</b>	<b>Operation costs</b>	<b>11,569</b>	<b>11,569</b>				11,569	-	<b>0%</b>	
		<b>95,998</b>	<b>95,998</b>	-	-	-	<b>95,998</b>	-	<b>0%</b>	
<b>1</b>	<b>Goal 1: To diagnose corruption issues and use findings as reference to stimulate more informed debates and to formulate more projects on anti-corruption</b>									
1.0	Personnel Costs	175,294		42,873	52,775	79,580	175,228	66	0%	
1.1	Costs for National Integrity System Assessment (NISA) and Youth Integrity Survey (YIS)	104,095		45,704	39,202	19,189	104,095	(0)	0%	
1.2	Cost related to the assessments	13,346		1,924	11,422	-	13,346	-	0%	
1.3	Publications	27,311		452	16,615	10,221	27,288	23	0%	
1.4	Dissemination and advocacy activities of NISA and YIS	26,539		15	15,637	11,027	26,679	(140)	-1%	
<b>Sub Total Goal 1</b>		<b>346,585</b>	<b>-</b>	<b>90,968</b>	<b>135,651</b>	<b>120,017</b>	<b>346,636</b>	<b>(51)</b>	<b>(0)</b>	
<b>2</b>	<b>Goal 2: To build and support partnership and coalition of civil society organizations to fight corruption more effectively</b>									
2.0	Personnel Costs	302,593		75,943	93,475	133,109	302,527	66	0%	
2.1	National Anti-Corruption Conference cost for states and non-states actors	46,149		-	5,659	40,490	46,149	(0)	0%	
2.2	Anti-Corruption Networking	11,725		1,009	3,175	7,541	11,725	(0)	0%	
2.3	Cost for join project	128,854		19,109	45,354	64,391	128,854	0	0%	
<b>Sub Total Goal 2</b>		<b>489,321</b>	<b>-</b>	<b>96,061</b>	<b>147,663</b>	<b>245,531</b>	<b>489,255</b>	<b>66</b>	<b>0%</b>	
<b>3</b>	<b>Goal 3: To engage citizens and the youth in promoting integrity more actively</b>									
3.0	Personnel Costs	382,769		92,791	114,784	174,816	382,391	378	0%	
3.1	Partner selection	119		69	50	-	119	-	0%	

3.2	Activities in partnership	221,183		39,016	72,670	109,622	221,308	(125)	0%	
3.3	Activities cost for youth	157,725		39,163	65,584	52,979	157,726	(1)	0%	
3.4	Cost for joint project implementation with the Anti-Corruption Unit	171,873		71,817	69,374	29,223	170,414	1,459	1%	
<b>Sub Total Goal 3</b>		<b>933,669</b>	<b>-</b>	<b>242,856</b>	<b>322,462</b>	<b>366,640</b>	<b>931,958</b>	<b>1,711</b>	<b>0%</b>	
<b>4</b>	<b>Goal 4: To build governance foundations and operational structures and process for the establishment of TI National Chapter in Cambodia</b>									
4.0	Personnel Costs	194,462		45,792	60,256	88,348	194,396	66	0%	
4.1	Trainer Cost	5,955		4,548	1,407	-	5,955	-	0%	
4.2	Staff capacity building	67,527		24,609	18,258	23,899	66,766	761	1%	
4.13	Office Rental	91,147		28,587	28,750	33,810	91,147	-	0%	
4.14	Utilities	21,279		5,425	6,244	9,378	21,047	232	1%	
4.15	Communications	53,387		16,933	15,628	19,257	51,818	1,569	3%	The underspent is due to the delay in organising CPI 2015 launch. It shall conducted in January 2016
4.16	Office supplies	20,314		7,667	5,546	7,124	20,337	(23)	0%	
4.17	Gasoline & Maintenance	15,827		5,197	4,709	5,534	15,440	387	2%	
4.18	Repair & maintenance	4,403		658	1,505	2,165	4,328	75	2%	
4.19	Office furniture	3,453		1,083	755	1,614	3,452	1	0%	
4.20	Office equipments	27,641		9,878	11,732	6,031	27,641	(0)	0%	
4.21	Vehicle	27,663		27,663	-	-	27,663	-	0%	
4.22	Bank charges	4,592		1,302	850	3,131	5,283	(691)	-15%	The overspent is due to the underestimation of budget allocated for bank charge for fund transfer from donors.
<b>Sub Total Supporting Cost for Operations and Facilities</b>		<b>537,650</b>	<b>-</b>	<b>179,342</b>	<b>155,640</b>	<b>200,291</b>	<b>535,273</b>	<b>2,377</b>	<b>0%</b>	
<b>5</b>	<b>Financial Oversight and Auditing</b>									
5.1	Auditing Fee	22,803		5,940	8,983	7,880	22,803	0	0%	
6	Other operations costs	199,471		57,136	60,362	81,844	199,342	129	0%	
<b>Total Budget</b>		<b>2,625,497</b>	<b>95,998</b>	<b>672,303</b>	<b>830,761</b>	<b>1,022,203</b>	<b>2,621,265</b>	<b>4,232</b>	<b>0.16%</b>	

The expenditure for the whole programme period 1 April 2012 to 31 December 2015 were on the right target. The total budget was almost spent as planned. The remaining budget is USD 4,232 which is equal to 0.16%)

Budget vs Actual Expenses	1 Apr 12- 31 Dec 15	SIDA	%	DFAT	%
Total Budget	2,625,497	1,768,606	67%	856,890	33%
Total Actual Expenditure	2,621,265	1,764,375	67%	856,890	33%
<b>Budget remaining</b>	<b>4,232</b>	<b>4,232</b>		<b>0.00</b>	

Statement of Fund Balance					
Total Income from SIDA&DFAT from 1 Apr'12- 31 Dec '15					
	3,013,070	2,156,810	72%	856,260	28%
Total Interest Income 1 Apr'12- 31 Dec'15	2,217	1,587	72%	630.17	28%
Total Expenditure 1 Apr'12- 31 Dec'15	2,621,265	1,764,375		856,890	
<b>Actual Fund Balance as of 31 Dec 2015</b>	<b>394,023</b>	<b>394,023</b>		<b>-</b>	

Please note that the fund balance in the amount of USD 394,023 is the grant from SIDA to cover TI Cambodia's workplan from 1 January to 31 June 2016

**Organisation:** Transparency International Cambodia (TI Cambodia)

**Programme Name :** Together Against Corruption (TAC)

**Programme Period:** 1 April 2012 - 31 December 2015

**Donor:** SIDA and DFAT (core funding)

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#### Statement of Fund Balance

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## Addressing KPMG Capacity Assessment's Findings and Recommendations"

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Transparency International Cambodia

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End of Strategy Report

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Phnom Penh, 28 February 2016

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[www.ticambodia.org](http://www.ticambodia.org)

## I. Executive Summary

Transparency International Cambodia (TIC) has developed a three-year program strategy aiming to achieve four main strategic goals as the following:

- Goal 1: Diagnose corruption issues and use findings as a reference to stimulate more informed debates and formulate further anti-corruption projects.
- Goal 2: Build and support partnerships and coalitions of civil society organizations to fight corruption more effectively
- Goal 3: Engage citizens and young people in promoting integrity more actively.
- Goal 4: Build governance foundations, operational structures and processes for the establishment of a TI National Chapter in Cambodia.

TIC had submitted a program proposal to a few donors including the Swedish International Development Cooperation Agency (Sida) and the Australian Agency for International Development (AusAID). Both Sida and AusAID favoured the proposal and are committed to provide core funding to TIC to implement the program. As part of its due diligent process prior to giving the funding, Sida had contracted KPMG to do the capacity assessment of TIC.

The assessment attempted to assist Sida to understand the internal operational, financial management and procurement control system of TIC preceding the grant approval. The assessment was performed to:

- i) Examine the systems for operational and financial management control, including the procurement process and procedures;
- ii) Provide any necessary recommendations for improvement of TI Cambodia's processes of change and systems development.

Despite the many strengths with TIC that were discovered by KPMG during the assessment, some key findings were also found where improvement are needed in order to strengthen the capacity of TIC in its operational and financial management control. While KPMG recommended Sida to provide core funding support to TIC, it also recommended that TIC takes necessary steps to address some important areas. Those key recommendations by KPMG formed the basis for TIC to develop Action Plan in respond to them which was approved by Sida and was referred to as Annex 4 in the Core Funding Agreement between Sida and TIC.



Sida had provided a core funding to TIC to implement the Action Plan which was considered as a "Preparation Phase" covering the period between April through September 2012. The progress to be made by TIC shall be reviewed during the first Annual Review Meeting which shall be held no later than 15 November. At this meeting the Action Plan for implementing the recommendations by the KPMG Capacity Assessment (Annex 4) will be reviewed. Conditions for further use of the contribution are that TIC presents the following documents, approved by Sida:

1. Improved Results Assessment Framework, including specific goals and performance indicators
2. Framework, procedures and guidelines to select and provide financial support to partner organizations.
3. Fund Raising Strategy.
4. Revised Financial Management Manual, including procurement regulations.

This Summary Progressive Report below is produced to provide an update to Sida regarding the activities undertaken by TIC during the Preparation Phase and will be used as the reference for the Annual Review Meeting to be held on November 15, 2012 as stated in the Core Funding Agreement.

For convenience and easy reading, this progressive report is presented using the same format of the Action Plan by adding the third column (to the right) to show the Achieved Results and or Progress to date as shown below:

Rec.#	Key activities to address findings/recommendations	Expected Results	Achieved Results/Progress to date
<b>A. Organizational Structure and Management System</b>			
Rec. A1	A.1.1: Develop Logframe/results framework and Annual Plan that includes specific goals, objectives and performance indicator	A.1.1: An Annual Plan with clear and precise goals, objectives and measureable performance indicators is developed and shared with the donor(s)	Result Framework is done, please refer to document sent to donors in 2012: (Annex 2-Result Framework) Annual Work Plan is done, please refer to: (Annex 3 –Annual Work Plan 2012-2013)
Rec. A2	A.2. 1: Recruit Director of Program, Finance Manager, HR & Admin Manager	A.2.1: Qualified and competent Director of Program, Finance Manager, HR & Admin Manager are recruited by May 1	Done, please refer to: (Annex 4-TIC Staff Biographies), which was sent in 2012
	A.2.2: Recruit Director of Operations, Communications Advisor, M&E Officer, Program Managers, Program Officers and Project Assistants, etc.	A.2.2: Qualified and competent Director of Operations, Communications Advisor, M&E Officer, Program Managers, Program Officers and Program Assistants are recruited	All required staff have been recruited since January 2013, please refer to:  (Annex 4-TIC Staff Biographies) which was sent in 2012
Rec. A3	A.3.1: Develop Monitoring Tool to track and report program implementations and results	A.3.1: Practical and easy to use Monitoring Tool is developed	M&E Framework is done, please refer to (Annex 5-M&E Framework), which was sent in 2012
	A.3.2: Develop framework, procedure and guidelines to select and provide financial support to partner organizations	A.3.2: A Procedure and Guidelines to select and provide financial supports are developed	Done, please refer to: (Annex 6-Draft sub grant management guideline), which was sent in 2012
Rec.	A.4.1: Develop Fund Raising	A.4.1: A Comprehensive Fund	Done, please refer to:

A4	Strategy	Raising Strategy is developed which allows TI Cambodia to raise fund from both non-for profit Development Partners, Corporations and individuals.	(Annex 7- Draft Fund Raising Strategy), which was sent in 2012
Rec. A5	A.5.1: Set up Internal Audit Function	A.5.1: A qualified Internal Auditor recruited to strengthen the internal oversight and controls	<p>Since late 2014, TI Cambodia has set up an internal audit team who underwent training and the first audit was conducted in April 2015 and the second one was conducted in August 2015. From July 2016, an Internal Audit Officer will be recruited to work for TI Cambodia. TI Cambodia also practices best internal management standard within the organisation:</p> <ul style="list-style-type: none"> <li>-Segregation of duties between staff.</li> <li>-Level of authorization (prepare, verified, certified, approval)</li> <li>-Director of Operations and Director of Program play roles as the internal auditor because they review all programs/operation expenses</li> <li>-Procurement committee which consists of relevant staff and varied from one procurement to another (annex 8-procurement committee memo)</li> </ul>
<b>B. Financial Management and Control System</b>			
Rec. B1	B.1.1: Review and amend Financial Management Manual to improve financial management and control systems including a more comprehensive procurement section that meets international standard	B.1.1: Improved and more comprehensive Financial Management Manual is developed that address weak points and areas of gaps including internationally accepted standard of procurement identified by KPMG	<p>Done, please refer to:</p> <p>(Annex 9-Authorised signature amendment memo), which was sent in 2012</p> <p>(Annex 10- financial forms)</p> <p>(Annex 11-Draft procurement manual), which was</p>

			sent in 2012
Rec. B2	B.2.1: Separate/Segregate authorities and accessibility between petty cash safe key holder and petty cash manager	B.2.1: Clear separation of authority and accessibility between these two positions and responsibilities that will result in improved internal control and treasury system	Done, the Finance Manager keeps the safe box's key while Finance Officer keeps the safe box's code.
Rec. B3	B.3.1: Develop comprehensive Terms of Reference (ToR) and Guidelines for recruitment of an external auditor which supplement the Financial Management Manual	B.3.1: Comprehensive ToR and Guidelines for selecting external auditor is developed which meets best practice and international standard	Done, Please refer to: (Annex 12-Term of Reference of external auditor), which was sent in 2012
Rec. B4	B.4.1: Develop Charts of Accounts for all Programs and Operations Line Items as applicable in the proposal	B.2.1: A complete Charts of Account for all Programs and Operations Line Items are developed	Done, please refer to: (Annex 13-Donor account code and TIC chart of account)
Rec. B5	B.5.1: Purchased Licensed Accounting Computer programs	B.5.1: Licensed Accounting Computer programs are purchased and installed in Accounting computers.	Done, please refer to (Annex 14-Receipt/invoice of QB license), which was sent in 2012
Rec. B6	B.6.1: Switch from Accrual Basis to Cash basis	B.6.1: A more simple recording and financial system are adopted	Cash basis with exceptional accrual for some certain items

# Management Response

## TI Cambodia's Mid-Term Review

### ANNEX 3

No.	Recommendation	Statement	Response	Action	Responsibility	Follow Up
1	The development of a second tier of strong leadership should be further encouraged so that it can take over the role of executive directorship when that eventuality occurs. This includes the second tier management representing the organisation more in external forums and building its abilities in strategic thinking.	Agreed	Both the Board of Directors and Executive Director are building capacity of the second tier management team in strategic thinking and planning, communication and fund raising. Moving forward a Deputy Executive Director will be appointed.	A training on "Effective Communication Skills" has been conducted. A training on "Proposal Writing and Fund Raising" has been conducted. Opportunities for the second management team to represent TI Cambodia at high level meetings/events/workshops have been provided.	Board of Directors Executive Director Director of Programmes Director of Operations	30th December 2015
2	TI Cambodia should continue its move to becoming a member-based organisation. Its constituency should include private individuals including the youth, CSOs and the private sector. However, initially charging fees (beyond symbolic amounts) for the foreseeable future would be premature and a disincentive to join.	Agreed	This is in line with TI-S's recommendations based on the Organisational Capacity Assessment Tools (OCAT). TI Cambodia will working toward becoming a membership-based organisation in its next five year strategy 2016-2020.	Approval from TI Cambodia's Board of Directors on the framework was obtained. Approval from TI Cambodia's Board of Directors on "Membership Policy Appointment" was obtained. Membership Programme Manager was recruited. Implementation guideline has been developed.	Board of Directors Executive Director Director of Programmes Director of Operations	Recruiting Membership Programme Manager will be done in February 2015. Membership Policy will be approved by the Board in March 2015 and the Implementation will be done in 30th December 2015
3	TIC should further explore strengthening synergies amongst its various goals. Goals 2 and 3 particularly need to explore how they can exploit each other's target groups and build on one another's successes.	AM	The synergy among the goals has been encouraged throughout the years. We have seen good collaborations so far and agreed that more opportunities can be explored to strengthen the synergy. Goal 1, 2&3 will regularly meet to explore strengthening synergy.	Work plans have been shared among the team and regular meetings have been conducted to inform and consult with each other.	Director of Programmes and Programme Managers	On-going
4	Information technology should have a greater role in the operation of the monitoring and evaluation system and the various databases (of e.g. activists or youth). This has been identified as an area of weakness by TIC itself during the OCAT exercise of June 2014. This will enhance the system of reporting, monitoring and evaluation, and provide more efficient access to information in-house.	Agreed	An online reporting database will be developed for TI Cambodia as a whole.	An online-reporting database has been developed by an expert. Orientation were provided to staff on how to input the information.	M&E Coordinator	30-Mar-15
5	A qualified auditor should be asked to assess the progress made by TIC on the six recommendations made by the KPMG assessment related to TIC's Financial Management and Control System and also the effectiveness of its Internal Audit Function. As the organisation is externally audited annually, those auditors would be better placed than this MTR to assess the robustness of the financial systems in place.	Agreed	TI Cambodia's Financial Management and Control System and its Internal Audit Function will be included in the ToR of the next annual auditor	Including TI Cambodia's Financial Management and Control System and its Internal Audit Function in TI Cambodia's next annual audit.	Director of Operations	28-Mar-15

No.	Recommendation	Statement	Response	Action	Responsibility	Follow Up
6	TI Cambodia should work with the National Assembly's 10th Commission including providing support for its staff, development of the 10th Commission's strategy, and highlighting priorities based on evidence if it is approached.	Agreed	TI Cambodia is in contact dialogue with the Management of 10th Commission on a possible MoU as well as collaborations on ad-hoc basis.	Both technical and financial supports to the 10th Commission have been provided. Official collaboration with the National Assembly's 10th Commission through MoU and	Executive Director Director of Programmes Goal 2's Programme Manager	On-going
7	TI Cambodia should routinely identify and opportunistically engage with reform-minded individuals within government bodies who display an active interest in anti-corruption issues and reform. This means broadening engagement with government agencies beyond those it is currently working with.	Agreed	Professional relationship with reform-minded officials will be sought and maintained, especially with some key government ministries such as the Ministry of Education, Youth and Sports, Ministry of Interior and Ministry of Commerce.	Both institutional and individual relationship with relevant government institutions and reform-minded individuals have been strengthened.	Board of Directors Executive Director Director of Programmes Goal 2's Programme Manager	On-going
8	TIC needs to reach out to other donors; emphasising preference for pooled funding. Simultaneously it should resist the temptation to be swayed away from its focus areas or agenda by development partners offering projects with differing priority sectors, unless strategic opportunities exist to pursue them.	Agreed	Meeting with and briefing to donors are already put in the plan for the up-coming months, especially after the launch of NIS report.	Meetings with key foreign embassies and development partners on NIS and TI Cambodia's strategy were organized.	Board of Directors Executive Director Director of Programmes Director of Operations	30th January 2015
9	Sweden and Australia are respected Development Partners amongst the donor community and well placed to encourage others (European and others) to support TIC. Both development partners should actively promote the development of relationships between TIC and like-minded Development Partners.	For donors to respond	TI Cambodia will discuss with both donors about this.	Meetings with both SIDA and DFAT were organized.	Executive Director	28th February 2015
10	TIC should invest time in informing Development Partners such as USAID or World Bank of TIC's work, even if limited opportunities for partnering exist. This promotes diffusion of the knowledge of TI Cambodia's work and possible collaboration with them or their networks.	Agreed	TI Cambodia's management team will be more proactive in informing and engaging DPs on anti-corruption dialogues.	Briefing about TI Cambodia's strategy with DPs held.	Executive Director and Director of Programmes	On-going
11	The Swedish embassy should continue to urge the Cambodian government to take the necessary reforms in its legal framework which would enhance human rights. These include, but are not limited to, amendments to the Anti-Corruption Law article 20 regarding whistle-blowing, introduction of a law on access to information, on complaint handling procedures and the proposed law on NGOs.	For donors to respond	na	na	na	na
12	TIC needs to provide greater evidence that it is changing attitudes to corruption in the country, amongst the media and CSOs. So far, such evidence is anecdotal. Evaluation methods and tools to gauge attitudinal and behavioural change should be tested and applied so that TIC can develop a body of evidence that its work is indeed having tangible results beyond awareness raising.	Agreed	M&E Reporting system will be developed and more assessment on TI Cambodia's qualitative impacts will be conducted among its partners	An online-reporting database developed. Both quantitative and qualitative impact assessments have been conducted regularly.	M&E Coordinator	On-going

**Recommendation:** lessons and recommendations from the evaluation.

**Statement:** overall response to suggestions and recommendations.

**Categories of statements:** A=Agreed, AM=Agreed with Modification, NA=Not Agreed.

**Response:** A more elaborated response to suggestions and recommendations.

**Action:** action to be taken according to the response.

**Responsibility:** person/department responsible for implementing management response.

**Follow-up:** deadline for actions to be taken.

## Transparency International Cambodia Management Response to OCAT Result Conducted by Transparency International Secretariat (TI-S)

On June 20 and 21, 2014, there was an Organizational Capacity Assessment Workshop conducted by TI Cambodia with the participation from all senior management team (SMT) members, staffs, and Ms. Samantha Grant, a TI's regional coordinator for South East Asia, on the first day and together with BOD members on the second.

The purposes of the Organizational Capacity Assessment Tool (OCAT) are to critically reflect on organizational core capacities, identify existing capacity that can be deployed in support of the strategic plan, identify what capacity needs to be further developed to increase the chapter's impact and sustainability.

Out of 4, TI Cambodia humbly scores 2.9 for the overall assessment. All staff members discussed and agreed that the identified strengths reflect reality. The strongest capacities identified are staffing and volunteer resources; financial reporting; relationship with donors; mission, vision, values and goal, strategy, board ethics, executive leadership, and the organization's independence of executive officer/director, while limited board involvement in fundraising, weak internal coordination, and communications, funding model, transparency, database and reporting system, and relationship with the state are the weakest capacities. The weaknesses are thoroughly discussed amongst the groups, and even after the workshop, the SMT are now taking serious steps to address those weaknesses by coming up with solutions, which are put into a concrete action plan.

*Table 01: OCAT Result - Summary of Capacities with the Highest and Lowest Scores*

Capacities with the Highest Scores	Capacities with the Lowest Scores
<i>Ability to Organize</i>	
<ul style="list-style-type: none"> <li>• Staffing and volunteer resources</li> <li>• Financial reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Board involvement in fundraising</li> <li>• Funding model</li> <li>• Internal coordination</li> <li>• Communications</li> <li>• Database and reporting system</li> </ul>
<i>Ability to Relate</i>	
<ul style="list-style-type: none"> <li>• Donors</li> </ul>	<ul style="list-style-type: none"> <li>• Government</li> </ul>
<i>Ability to Be</i>	
<ul style="list-style-type: none"> <li>• Mission</li> <li>• Shared values</li> <li>• Vision</li> <li>• Overarching Goals</li> <li>• Overall strategy</li> <li>• Ethics</li> <li>• Passion</li> <li>• Organizational and People Leadership</li> <li>• Dependence</li> </ul>	<ul style="list-style-type: none"> <li>• Membership composition and size</li> </ul>
<i>Ability to Achieve</i>	
<ul style="list-style-type: none"> <li>• Creating Demand</li> </ul>	
<i>Ability to Adapt and Learn</i>	
	<ul style="list-style-type: none"> <li>• Opportunities and incentives for learning</li> </ul>





ANNEX 4

	with ACU		significantly, leading to the signing of a new MoU on BIP and the collaboration on the drafting of the Whistle Blower Legistaltion		
	Broadening Strategic Collaboration With Key Gov't Inst.		TI Cambodia signed a MoU with MoI and is planning to sign MoUs with MoEYS and ACU. We are seeking partnership with MoC, MEF, NAA and GDT		
	Constructively Engagement with Relevant Gov't Inst.		TI Cambodia is actively and constructively engaging with key Gov't Inst as well as reform-minded individuals.		
<b>Membership-based Org.</b>	TI Cambodia is becoming a Membership Based Organisation from 2016. TI Cambodia plans to organize its first General Assembly in early 2017		Institutional and Individual Membership Policy approved by the Board, implementation guideline finalized and the first batch of members will be recruited in 2016		
<b>Opportunities and Incentives for Learning</b>	Seeking for External Fund for CB	BOD & SMT	TI-S Fund approved on capacity building on Fund Raising Strategy. Through TI-S, EU funded TI Cambodia on Security and Risk Mitigation.		

ANNEX 4

<p>Enhancing Implementatio ns of Internal CBP</p>	<p>Capacity Assessment conducted and Plans Implemented</p>		
<p>Providing External Edu. Opportunities</p>	<p>Key relevant staff received training on BIP, EITI, OGP and Anti- Corruption Strategy oversee</p>		

- Note:**
- FS = Fundraising Strategy
  - SP = Strategic Plan
  - CB = Capacity Building
  - CBP = Capacity Building Plan

## THE MOST SIGNIFICANT CHANGE STORY (MSC)

<b>Name</b>	<b>Mr. Khoun Eart</b>
<b>Age</b>	<b>48 years old</b>
<b>Occupation</b>	<b>First Deputy Commune Chief</b>
<b>Location</b>	<b>Kampot Province</b>

### ***“The Deputy Commune Chief who Stands-Up against Corruption”***

Khuon Eart has been working as a local authority official for 15 years, starting from a Commune Assistant all the way to the First Deputy Commune Chief. As a representative of Kampung Bay Sangkat in Kampot city, Kampot province, he attended a three-day training on “Good Governance and Anti-corruption” which was organised in early 2015 by CWDC in cooperation with Transparency International Cambodia.

After joining the training, he noticed some notable changes in himself as well as in others around him. As he put it, “Good governance, anti-corruption and transparency are what authorities work on. They are sensitive to the government, and we are ordered to work on them nowadays.” Besides carrying out his own duty in anti-corruption, Khoun Eart also admitted that in the past both the people and the commune officers did not understand clearly the anti-corruption law and the public service fees. As a result, people would always pay to facilitate public services, and the officers would accept the money. However, after he attended the training, he did not only improve his knowledge related to corruption and good governance, but he also changed the way he implemented his work in his institution. More importantly, he shared information widely with the local people and informed them about anti-corruption and public service fees.

After the training, Khoun Eart distributed 500 copies of posters illustrating the public service fees to hundreds of families and encouraged them to go and seek out public services by themselves without using middlemen. As a result of his efforts in sharing the information, he observed that more people came to ask for and receive the public services on their own. He also encouraged people to report corruption or any dissatisfaction with the work of any commune officials. He said, “I told them if they want to criticise any officers, please do not be afraid. They could report this through the accountability

box or write a letter to the Commune Chief. No one will reveal his or her identity. However, instead of writing a letter, they can report it to me directly.” After he encouraged people, he noticed that more people participated in reporting corruption. For example, there was a case in which an officer took money from villagers when measuring the land, and then they reported it to him. He took immediate action by summoning that officer for questioning and warning. He said to that officer, “In the future, do not take the money from the villagers even if they offer it to you!”

In addition to educating villagers on corruption and public service fees, Khoun Eart also shared the knowledge he received from the training with his colleagues. Evidently, he included presentations in the agenda of a Commune Council monthly meeting, which was attended by many relevant authorities such as Police Chiefs, School Principals, Head of Health Centres, Commune Councilors, Village Chiefs, and Commune Officers. Interestingly, those authorities put the knowledge gained into real practice. To illustrate it, Khoun Eart recounted one case of a female teacher at Mohasamaki School who was accused of taking money from the students. The School Principal and Commune Chief conducted an investigation, summoned the teacher, gave her a warning and asked her to sign a letter pledging not to do it again. Since then, Khoun Eart has not seen any case like that happening at Mohasamaki School again.

Khoun Eart earned a lot of respect from people and became an expert in good governance and anti-corruption. He was often invited to speak at Radio FM 99.7 on topics related to good governance and anti-corruption. The listeners also gave positive feedback, saying that his explanation was easy to understand.

Khoun Eart is strongly committed to the fight against corruption in the name of local authority leader. As he said, “I am committed to reducing corruption as much as possible and I do this for my good reputation.” Moreover, he believes that a country cannot be developed unless corruption is reduced as much as possible. Thus he thinks that his changes and the cooperation from people are very important if we want to change a system.

Emphasising his strong commitment in fighting against corruption, he clearly stated that he planned to incorporate education on good governance and anti-corruption in the annual development plan of Kampong Bay Commune with the aim to improve the knowledge of people, and strengthen the performance of local authority to be more effective.

## THE MOST SIGNIFICANT CHANGE STORY (MSC)

<b>Name</b>	<b>Mr. Phea Disco</b>
<b>Age</b>	<b>20 years old</b>
<b>Occupation</b>	<b>Student</b>
<b>Location</b>	<b>Battambang Province</b>

### *“TI Cambodia has empowered me to empower others”*

Aged 20, Phea Disco is a fourth year university student in Battambang province. Disco joined in Transparency International Cambodia’s event to celebrate the National and International Anti-Corruption Day for his first time in December 2013. For him, one of the great influences he received from attending Transparency International Cambodia’s programmes is that he has changed and cared more about the country development, which in turn has led him to actively participate in promoting integrity, good governance as well as the fight against corruption in Cambodia.

Through the programmes organised by Transparency International Cambodia, Disco has learned a lot about anti-corruption and good governance. “First, I learned what corruption is. I learned about the different types of corruption and the forms it takes. I also learned about what I can do to contribute to the reduction of corruption,” he explained. This acquired knowledge changed Disco’s mindset and attitude toward corruption. “The most significant change is that I dare to express my ideas and take action to promote integrity and good governance in Cambodia,” said Disco. For this reason, he had initiated and implemented many projects and activities that he thought would help to promote integrity in the society.

The first project that he and his friends successfully planned and implemented was a project aimed at strengthening good governance and anti-corruption in Phnom Sampov Commune, Battambang Province. This project comprised of three main activities. The first one was a cycling campaign by about 30 youths with the purpose of disseminating information about corruption to people in the targeted commune, discussing their issues and needs and bringing them up to the Commune Council. The second activity involved distributing anti-corruption leaflets and copies of public service fees in the same targeted commune. The third activity was the monitoring of planning and implementation in the

commune's development plan. This whole project resulted in the following outcomes. People were very active in the discussion about their issues and needs. Then the posters of public service fees were publicly displayed, and the Commune Council meetings were conducted regularly. Additionally, the local public health center also paid more attention to the people than before.

Another one of Disco's important achievements was the successful distribution of Transparency International Cambodia's anti-corruption cards. Disco and his team managed to attract 28 companies and private schools to cooperate in the anti-corruption card initiative. He played the leading role in distributing the cards to around 2,000 youths and citizens in Battambang Province. In addition, he and his team also successfully organised a workshop on corruption and good governance with hundreds of students in attendance.

Furthermore, satisfied with Disco's projects and believing in his capacity, some private schools and companies financially sponsored him to organise workshops to raise awareness among students at universities about anti-corruption and good governance. Moreover, what Disco felt very proud of was that many universities in Battambang have agreed to provide discounts on tuition fees to students holding the anti-corruption cards. As a result, many students with the anti-corruption card have benefitted a lot from the initiative. Disco also participated in writing articles to strengthen good governance in Cambodia.

This is what happened after Disco understood the role and potential of youth participation in developing the country. As he said, "Youth have the role to develop society. Changing the mindset related to corruption is the best thing that ever happened to me."

## THE MOST SIGNIFICANT CHANGE STORY (MSC)

<b>Name</b>	<b>Ms. Sok Chanthy</b>
<b>Age</b>	<b>56 years old</b>
<b>Occupation</b>	<b>First Deputy Commune Chief</b>
<b>Location</b>	<b>Kampot Province</b>

### *“I No Longer Take Kickbacks”*

“Before, when they gave me 5,000 riels, I took it, but now I don’t do that anymore”. These were the exact words Sok Chanthy said regarding the thank-you money she was usually offered for issuing a birth certificate in the past. In 2014, Sok Chanthy, First Deputy Commune Chief in Tropang Sangkae Commune, Chhuk District, Kampot Province, was assigned to participate in a training on good governance and anti-corruption, which was organised by CWDC and funded by Transparency International Cambodia. She described the training focusing on transparency and good governance as relevant to her role and daily work.

After attending this training, she and her team as well as people in the commune had changed their attitude toward corruption remarkably. She said that she had realised and stopped committing corruption, and she understood good governance well. She added that she found it easier now to explain the terms of good governance and corruption to the villagers, while she did not dare to do so in the past because she herself did not understand them clearly.

With poor living conditions, Chanthy always accepted 2,000 riels or more from people who came to have marriage certificates, birth certificates or other documents issued. However, after the training, she stopped taking such money. As an example, a woman who was still recovering from childbirth and whose husband had gone to work in Thailand came to get a birth certificate issued for her newborn child at the Commune Hall. Having sympathy for her, Chanthy prepared the birth certificate and brought it to the woman’s house. Chanthy was offered 5,000 riels by the woman, but she rejected it despite the woman’s insisting that she accept it. It was not only Chanthy, but one of her colleagues who did not attend the training, who also stopped taking unofficial payments from people. Her colleague also displayed a list of public service fees at the corner of her desk after she learned about the public service fees and law on anti-corruption from Chanthy.

Another remarkable change resulting from her participation with CWDC was the increased awareness of people in Tropang Sangkae commune related to the public service fees. Chanthy and her team worked with CWDC to disseminate information in three different villages about administration fees for public services, telling people to pay correct official fees and ask for a receipt for any fee paid.

During her three mandates in Tropang Sangkae commune, she noticed that in the last two years, around 70% of 1,062 families had an increased understanding of public services, compared to the past which was less than 50%. She continued that 5 out of 10 people depended on a middleman to help obtain a public service for them, which caused them to pay more than the actual service fee. However, now 8 out of 10 come to get administrative services by themselves. The increase in people's awareness of public services was mainly due to the efforts of Chanthy and her colleague.

Chanthy stressed that, "transparency and good governance cannot be achieved by the action of one person alone but the collective action of everyone around us." Her strong commitment and understanding of the law, which she received from the training, are the main motivation that has changed her mindset toward corruption. Chanthy stated that if a society had a corrupt leader, nothing would be improved, but if we all had a commitment to do good deeds, our society would become better.



## EVIDENCE OF ATTRIBUTION

**Impact from the Research Advocacy Programme:** The National Integrity System Assessment (NISA) report was officially launched on September 9, 2014. Following the publication of the report, a number of government institutions have implemented varying degrees of reforms. These include the National Election Committee, Anti-Corruption Institution, the Ministry of Commerce and the Ministry of Interior. Some changes that have taken place within these institutions closely match with what were recommended in the NISA report. However, it is difficult to produce a clear-cut, “evidence-based” conclusion that the reforms were directly due to the NISA, precisely because none of the institutions undertaking the reform publicly gave credit to this document.

Nonetheless, we maintain that this document has contributed to the reforms. Prior to the launch of the report, TI Cambodia has conducted consultations with a wide range of stakeholders, including the above government institutions, opposition party and civil society organizations. These meetings served to inform these key actors about the issues in each assessed institution and specific ways to reform it.

These dialogues were constructive and impactful. In the case of the National Election Committee (NEC), for example, recommendations to reform this body were happily accepted and endorsed by the main opposition party, Cambodia National Rescue Party (CNRP). The CNRP later on played a key role in restructuring the NEC to its current form, through negotiation with the ruling Cambodian People’s Party. The CNRP also endorsed the report’s recommendation on the need for whistleblower protection legislation in Cambodia. Since its creation, the National Assembly’s anti-corruption commission, chaired by lawmakers from the CNRP, has been pushing the Anti-Corruption Unit to establish this law. The head of this commission has always made it clear to TI Cambodia that the commission’s effort has been informed by this NISA document.

**Impacts from Partnership Building and Citizens and Youth Engagement Programmes:** To understand the impact of the programmes, TI Cambodia conducted an internal final evaluation, using Focus Group Discussions (FDGs), in-depth interview and the Most Significant Change (MSC) methods. The results of this assessment indicate that the programmes have produced many positive impacts.

We learn through FDGs with youths in Phnom Penh, Battambang and Kampong Cham that most youths involved in TI Cambodia’s activities such as Youth Camp and Young Leader Programme (YLP) are highly active in fighting corruption. The youths interviewed also said they gained a great deal of knowledge and experiences through TI Cambodia’s projects. These knowledge allowed some of them to successfully manage and implement TI Cambodia’s small grant projects, which aimed at mobilizing other youths from their community to work together to combat corruption. The evaluation also shows that these youths are passionate about sharing what they have learned about corruption and anti-corruption to friends, families, teachers, and co-workers.

Youths interviewed also reported that they have changed themselves by refusing to give bribes to local authorities and teachers. They have, moreover, changed others. One female youth in Kampong Cham said she has changed some of the corrupt practices in her community. For example, she managed to teach some of the villagers about corruption, and the need to stop paying extra money to the communal authority to obtain public services. The results, she said, were positive, with some citizens no longer engaged in this type of corruption. Youths in Battambang, meanwhile, have organized many activities to promote anti-corruption with other youths and citizens such as providing training to universities’ students studying at Build Bright University (BBU) and University of Management and Economics (UME). They also initiated public forums at commune halls and other campaigns to deliver anti-corruption messages to the public.

Through these youths, a number of private universities and schools in Battambang decided to provide a discount to students who are holding TIC Anti-Corruption cards. These include UME, Dewy University and International University.

Through FGDs with radio listeners in Battambang and Kampong Cham, we learn that TI Cambodia's radio programmes, including Clean Road and The New Generation, are important messengers. Through the programmes, knowledge of the listeners on good governance, corruption and how to fight corruption has been significantly improved. Listeners said they became active in fighting corruption after listening to them. They also shared these new knowledge with their neighbours, friends, and students. They have, in addition, encouraged other villagers to listen to these programmes. Moreover, some radio listeners applied the various methods to fight corruption---as taught in these radio programmes---when faced with demand for under-the-table money. As a case in point, one female listener in Battambang was able to identify corruption in her school through the radio programme. As a result, she stopped paying money for her in-class's exam paper and informed her classmates not to pay as well. Another listener, who is a middle school teacher, in Battambang, also shared radio contents with his students as well as his villagers. He also helped other fighting corruption at commune hall when commune clerk demanded more money than the fee set by the government.

Through FGDs with factory workers, we are able to document several key impacts. Workers who attended training on integrity and transparency with TIC partner, CCAWDU, said they gained a great deal of knowledge on this topic. This knowledge changed the way they think and behave. Most participants, who are worker representatives or union leaders, said they have been sharing this new knowledge with their co-workers and other people on integrity and transparency, problem solving and negotiation skills. Some workers have already successfully applied this tool, for example, when negotiating with factory owner over the issues of pregnant workers' lay off, and corruption in overtime payment.

Through FGDs with commune councillors and FGDs with citizens and youths in Kampot, Kampong Cham and Svay Rieng, we noticed that commune councillors are happy with TI partner NGOs' activities such as public forums, trainings on good governance, integrity and transparency. A commune chief in Svay Rieng said her team's understanding about corruption has been significantly enhanced. She added that she is proud of TI Cambodia's projects, for teaching commune councillors and local citizens about good governance, integrity and transparency. She also said trust between commune councillors and citizens have greatly improved after both sides joined trainings and public forums organized by TI partner NGO, PDP.

Meanwhile, TI Cambodia's media partners CCJ, ThmeyThmey, CCIM and WMC said TI Cambodia's anti-corruption programmes have reached a significant number of people throughout the country and even oversea. Many listeners of CCIM and WMC also confirmed this during FGDs.

## Impact of TI Cambodia's Governance Foundations and

**Capacity Building Programme:** The programme has successfully delivered as planned, and produced significant positive impacts on the organization. TI Cambodia's strategic plan was well designed and is in line with the Millennium Development Goals and the goals of various key stakeholders, including the government and donor countries. This strategic plan proved instrumental in guiding TI Cambodia's activities over the past three years. The establishment of the Advocacy and Legal Advice Center (ALAC) is just one example.

Aside from the generous funding from our key international donors, TI Cambodia has been operating effectively, due in part to the establishment of a clear governance structure, the recruitment of capable staff and the development of a series of internal policies. These policies include Human Resources and Administration policy, Financial Management policy, Procurement policy, Grant Management policy, Child Protection policy, Security Risk Management policy, IT policy, and Office and Property use policy.



The fact that TI Cambodia was recognized by the Ministry of Interior and granted the status of official National Chapter by Transparency International Secretariat are also evidence of the impacts of the programme. Moreover, despite its relatively young age, TI Cambodia has cultivated a reputation as one of the leading civil society organizations in the country in terms of efforts to fight corruption, clear democratic principles, work ethics, and networking. As a result, TI Cambodia has secured commitment from a number of key donors to implement its new strategic plan for 2016-2020. More importantly, TI Cambodia has built a wide range of networks across the country and sectors, including the government, business, civil society organization, citizens, and the media.