

Transparency International Cambodia
Annual Report
January-December 2017

Supported by



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

**Swiss Agency for Development
and Cooperation SDC**



Table of Contents

1. Narrative Report	2
Corruption context	2
Problem analysis	2
Results achieved in relation to the planned results	6
<i>Results achieved under PAT.....</i>	<i>6</i>
<i>Progress towards achieving planned results/objectives under PAT</i>	<i>9</i>
<i>Results achieved under other TI Cambodia's Strategic Priorities</i>	<i>12</i>
<i>Progress towards achieving planned results/objectives</i>	<i>25</i>
Risks and Mitigation	26
Cross-cutting issues	26
Lessons Learned	28
Conclusions	28
Priority Areas and Action Points for the Coming Year	30
2. Financial Report and Audit (to be annexed)	30
3. Work plan for the following year (to be annexed)	31
4. Annexes:.....	31

1. Narrative Report

Corruption context

Corruption is defined by TI as the *“abuse of entrusted power (be it political, economic or social, within or outside Government) for private gain”*. Corruption can involve a wide range of activities – kickbacks, bribery, embezzlement, fraud, nepotism, negligence of duty, misuse of public or institutional funds and extortion.

Transparency International Cambodia has reconfirmed the prevalent state of corruption in Cambodia through its in-depth assessment on the National Integrity System (NIS) in 2014, covering the entire integrity system of all 13 governance pillars. None of the 13 governance pillars reached the threshold score of 50 out of a possible 100, reaffirming that the Cambodian public integrity system is too weak to uphold the rule of law. While the overall theoretical legal framework, to safeguard independence and accountability of institutions, is relatively valid, the sound implementation of the policies is seldom translated into practice.

Over the past several years, Cambodia has enjoyed impressive economic growth with a high annual GDP and per capital GNI growth rate. The RGC has sustained a GDP growth rate of 7.6% between 1994-2015. The World Bank reported Cambodia as one of the ten fastest-growing economies in the world over the past 20 years, moving Cambodia from a low income to lower- middle income country in 2016. Cambodia has reduced its poverty rate at an impressive level from over 50% in 2002 to 9.5% in 2016. Cambodia also significantly increased its human development and it is now considered a medium human development country, ranking 143 out of 188 countries on the Human Development Index. The main obstacles for further development, include the country's narrow economic base, which ensure that Cambodia is highly vulnerable to economic shock, persistent deprivations, lack of inclusive governance and respect for human rights and high vulnerabilities to nutritional neglect, health scares, deforestation and climate change and un- coordinated urbanization, according to the 2017 United Nations' Common Country Assessment. These challenges will continue to undermine Cambodia's growth. The 2017 UN assessment also emphasised public accountability and civic participation as one of the four priority areas: 1) expand economic and social opportunities, 2) promote sustainable living, 3) manage urbanization and 4) strengthen accountability and participation, which the government should focus on to reduce vulnerabilities and sustain growth. In 2017, the setback in democracy and the continuous attempt of the ruling party to shrink civil society space stunned international communities and has forced them to withhold financial aid for some government institutions and threaten to lift existing preferential trade agreements, which Cambodia has benefited from for the past two decades. Without preferential trade agreements, Cambodia would experience a slowdown in economic growth and potentially a knock-on effect on jobs and the social economic foundation, affecting the lives of many ordinary Cambodians and local businesses.

Problem analysis

Poor democratic reform, law enforcement and low level of public participation in promoting integrity, transparency and fighting corruption are major problems, which have led to weak integrity system within Cambodia's governance system.

A number of structural elements contribute to enabling corruption in Cambodia to flourish and grow unchallenged:

Inadequate legal, policy and regulatory frameworks and poor law enforcement.

Cambodia's public integrity system is too weak to uphold the rule of law in order to ensure sustainable development and high living standards for the population at large. Each of the 13 institutions studied suffers from a lack of resources and is unable to function independently from both internal and external influences. There is no clear evidence that mechanisms ensuring transparency, accountability and integrity are in place and that public institutions are capable of performing their core functions and duties effectively. While the legal framework is relatively robust within some institutions, there are significant implementation gaps. In the long term, this environment of inadequate legal, policy and regulatory frameworks coupled with weak law enforcement will lead to a lack of social accountability. Law enforcement agencies, the police and the judiciary, were singled out as the most corrupt institutions by Cambodians. This was highlighted in the 2016 Corruption Perceptions Index, based on 8 different data sources from internally recognised research think tank worldwide. This has led to a social environment where bribing officials and police for preferential treatment is common, granting impunity to those who can afford and leaving the poor with limited access to justice. Strengthening the integrity mechanisms in public institutions to restore public trust by improving social accountability is key to battling corruption.

Low level of public participation and involvement in demanding good governance and anti-corruption reforms, particularly among citizens and youth at the grassroots level.

Cambodia has a young and dynamic population. It is estimated that over 65% of the population is under the age of 30. This demographic change provides a very promising perspective for Cambodia. However, a number of barriers have deterred citizens from fully holding their government and people in power to account. The recent Youth Integrity Survey (YIS), reflecting 71% of youth surveyed, highlighted that they had little or no knowledge of the government's role and of the regulations in place to promote integrity and prevent corruption. The study also showed a lack of public trust in public services and state institutions.

The recent International Republican Institute (IRI)'s assessment on "Vulnerabilities to Corruption Assessment (VCA) found that despite the existing legal frameworks and significant donor assistance, local governments at the sub-national level (Kampot) still struggle to understand their roles and responsibilities to their citizens. Likewise, citizens lack the understanding of how to engage and work with their local officials on issues that are affecting their lives. A study conducted by UNDP and BBC Media Action also confirmed the lack of civic education and participation of citizens and youth in social, political and economic affairs. To improve governance in Cambodia, citizens have to be aware of their rights and duties and the responsibility of the government. The low level of public participation impacts the effectiveness of public service delivery, especially at the local level. It is strategically important for TI Cambodia and its partners to intensify the Citizens/Youth Empowerment Programme in order to increase citizens'/youth's understanding and knowledge of good governance, integrity, and corruption and its effects on their lives and society. This initiative will also improve citizens/youth participation on accountability, anti-corruption and enhance their demands for positive reforms.

Social norms and cultural practices hindering participation by citizens, youth and women in the public decision-making processes.

Social norms and cultural complexity in Cambodian society have limited the potential for democratic participation. The hierarchical structure in both the family and workplace has limited the space for people, particularly youth and women, to question their leaders, fully express their views and meaningfully contribute in the decision-making affecting their lives and society as a whole. We need to break this taboo by educating people to be aware that Cambodia is still facing huge challenges and how they can engage and participate in solving these problems. The perceptions and attitudes of Cambodian people on corruption needs to be changed to a society where citizens no longer accept corruption as a way of life. To do this some cultural adjustments are needed to empower citizens/youth

to raise their voices, question their leaders, and demand changes and to hold their government and those, who abuse public trust for private gains, accountable for their actions.

Poor coordination and inadequate capacity among coalitions of CSOs and the private sector to promote integrity and fight against corruption in Cambodia.

The civil society organisations and the private sector have played very important roles in the development and governance reform processes in Cambodia over the past decades. CSOs have been an alternative service provider and achieved so much to the extent that they have, at times, created a culture of dependency in Cambodia. Critics have argued that public institutions have not been effective enough in providing services to people because they have relied too much on development partners and CSOs. Although the space for CSOs to operate their work is relatively open at least for now, more effective coordination is required to ensure that collective voices and concerns are understood by the state and necessary actions are implemented collectively to address these concerns. There seems to be a lack of mutual trust amongst CSOs and government institutions. This mistrust has, in fact, undermined common efforts and interests to foster democratic reforms in Cambodia. Therefore, there is a strong need to enhance coordination and capacity of CSOs together with the private sector support to constructively engage with government institutions in democratic reforms and the fight against corruption. Currently CSOs' goals often overlap leading to competition instead of cooperation thus limiting CSOs capacity to speak with a collective voice.

Theory of Change

TI Cambodia's envisions a Cambodia that is free of corruption, where the rule of law is strongly upheld, and Cambodian people enjoy sustainable development and a high quality of life. This is ambitious but it can be achieved if individuals and institutions at all levels from the government, the private sector, civil society organisations, development partners and media collectively act to promote integrity and reduce corruption.

TI Cambodia's long-term impacts focuses on five core strategic pillars with a cohesive approach to work constructively with both supply and demand sides to deliver and achieve the expected outcomes/outputs. In the next five years, TI Cambodia wants to demonstrate a leading role and contribute significantly to the following objectives:

- Reduce corruption in state institutions
- Improve an enabling environment for business engagement
- Create greater citizens' awareness for democratic reform and participation in decision-making
- Improve local public service delivery performances
- Support and protect human rights

Building upon the positive momentum of its first "Together against Corruption Programme" accomplishments over the past four years, TI Cambodia's Strategic Plan 2016-2020 entitled "**Collective Action for Transparency and Integrity (CATI)**", has six core programme priorities:

Goal 1: Public Sector Engagement and Reforms

We engage very constructively with relevant government institutions at the national and sub-national levels to promote integrity, accountability and transparency in the public sector. As partners, we enhance the capacity of government officials to provide public services effectively to citizens. We also support the government's reform efforts to improve relevant legal and regulatory frameworks.

Goal 2: Partnership and Coalition Building

We enhance partnership with key Non-Governmental Organisations and strengthen their capacity to demand collectively for transparency, integrity and anti-corruption. Together with key CSO working groups, we advocate for an open government, budget transparency, access to information and transparency in the extractive industry.

Goal 3: Citizen and Youth Empowerment

Moving beyond awareness raising, we promote democratic participations by citizens and youths in making decisions that affect their lives. We empower citizens and equip them with skills and tools to promote integrity among their peers and demand for transparency and anti-corruption. We work together with citizens, youth and community-based groups to demand for accountability and transparency in public services and increase participation in anti-corruption activism.

Goal 4: Promoting Business Integrity

Together with the private sector, we promote integrity in businesses through capacity building on business compliance and promoting the Corporate Integrity System (CIS). We also conduct studies on corruption in business and use the findings and recommendations to promote reforms and advocate for a better enabling environment for business to thrive.

Goal 5: TI Cambodia's Governance Foundation and Capacity Strengthening

We ensure that TI Cambodia lives up to its principles by practicing the most effective and efficient governance system, which guarantees strong checks and balances. We put in place all relevant policies, guidelines and regulations to ensure the integrity and accountability of the organisation. We continue to build TI Cambodia into a membership-based organisation, through which individuals and corporates can engage with TI Cambodia in its efforts to transform Cambodia to a corruption free society.

Goal 6: Research and Advocacy

We diagnose the root causes of corruption and using the findings and recommendations to formulate advocacy projects that aim to address the causes. We will conduct the second NISA and launch a new study on business integrity country agenda (BICA). We will conduct a public survey on "Public Perception on Budget Transparency and Corruption in Health Care Sector in Cambodia". We will also conduct a study on "Gender and Corruption in Cambodia".

Results achieved in relation to the planned results

Results achieved under PAT

Component Objectives	Contribution to CAD Expected Results	Indicators	Baseline	Target June 2017	Target June 2018	Progress for Jan-Dec 2017
5.1 Enhanced the capacity of the commission 10 to oversee the enforcement of the Anti-Corruption Law	Increased accountability through enhanced public financial/budget literacy Strengthened parliamentary oversight of the budget	Number of cases sent to commission 10 for further investigation	2	5	8	TI Cambodia has played a significant role in supporting law enforcement agencies in implementing the anti-corruption law effectively through its Advocacy and Legal Advice Centre (ALAC) , which continues to act as an alternative complaint handling mechanism on corruption related cases. 9 out of 218 cases , which ALAC received from complainants from January to December 2017, have been referred to ACU, Commission 10 and relevant institutions for further actions. ALAC has conducted 19 community outreach activities in Phnom Penh and 12 provinces , directly empowering 519 citizens/youth to report corruption. As a result, the number of complaints has increased significantly . ALAC has witnessed a significant increase in the number of cases from 154 in 2016 to 218 in 2017 , an increase of 42% . The increase indicates higher demands for actions against corruption from the public and an increase in anti-corruption activism among citizens.
5.2 Increased demand for budget transparency		Budget analysis made by the Civil Society Budget Working Group, based on available information	0	Analysis of the Government's budget proposal and End year-report	Analysis of the Government's budget proposal and End year-report	The Budget Working Group (BWG) conducted an analysis on the 2018 National Budget Law , which was submitted along with recommendations to the National Assembly for consideration. The analysis found that the overall budget has increased over the years. However, there is a need for clear explanations on unallocated/reserve budget as well as any decrease or increase of the budget allocation for a specific sector. The BWG also recommended that the budget allocation should be made strategically, corresponding with the National Strategic Development Plan. Public consultations and awareness of the budget should be made and raised more broadly. The government should improve access to information on the budget and encourage public participation in the budget processes. The analysis of 2017 National Budget on Education sector which was led by Save the Children was submitted by the BWG members to the Ministry of Economy and

					<p>Finance and the Ministry of Education. The BWG applauded the government for its effort in increasing the national budget for education sector by 51% from 2015 to 2017, but the working group also urged for improvement in the quality of expenditure by upholding transparency and accountability of the budget and more budget allocation for capital expenditures.</p> <p>10 forums were conducted at the national and sub-national levels in the provinces with 1,610 participants (922 women) attending the forums, where they met face to face with government officials and raised their voices and concerns about the lack of transparency and citizen engagement in budget process.</p> <p>A national perceptions survey on “Budget Transparency and Accountability”, which was carried out in 25 provinces/the capital across the country, was already completed. The survey aims at understanding and quantifying citizens' awareness and attitude toward the budget issues at commune/sangkat and national levels. The report will be launched in March 2018.</p> <p>The Open Budget Survey was successfully conducted in 2017. The findings and recommendations of the survey was released online by the International Budget Partnership (IBP) on 30 January 2018. The score for Cambodia on transparency has increased from 8/100 in 2015 to 20/100 in 2017, a significant increase on transparency. However, its score on public participation has dropped from 8/100 in 2015 to 4/100 in 2017 while the score of oversight (legislature and auditing) increased from 43/100 in 2015 to 55/100 in 2017. BWG welcomed the overall increase of the score for Cambodia. However, it recommended the government to enhance public participation on the budget processes and strengthen the independence of oversight bodies namely the legislature and the National Audit Authority. The working group is planning to launch the report officially with MEF in March 2018.</p> <p>TI Cambodia also developed a Citizens Budgets Handbook, a nontechnical presentation of the budget aimed at helping the general public better understand the many ways the budget effects their lives, by incorporating practical techniques of simplifying and highlighting complex budget information and process.</p>
--	--	--	--	--	--

						Understanding how the budget affects their lives will help increase citizens' demand for budget information and engage more actively in budget planning and oversight. 100 copies of the handbook have been printed, and they are being shared with key stakeholders.
5.3 Increased participation by youth on anti-corruption		Number of Youth Initiatives on anti-corruption implemented by youth	17	18	19	<p>40 Youth-led Initiatives were implemented by TI Cambodia's youth networks in Phnom Penh and the provinces, which focused on budget transparency, public service delivery in health, education and commune services. These initiatives reached out to other 2,189 youths/citizens. 6 Community led Initiatives were also implemented by community-based organisations in 5 provinces of Kandal, Kampot, Siem Reap, Rattanakiri and Steung Treng, reaching out to 486 citizens, including 203 females. The youth led initiatives have enabled dialogue between local authorities and its citizens on issues of citizen concerns, especially on public service delivery. Together with other citizen and youth civic education activities, Citizen and Youth Empowerment Programme has reached out to a total of 3,714 (1,844 females) youths/citizens during this period. The programme has had a significant impact on increased anti-corruption awareness and activism among citizens and communities at the grass-root level. Public understanding of corruption and demands for transparency have increased and more people are engaged actively in taking concrete actions against corruption.</p>

Progress towards achieving planned results/objectives under PAT

5.1 Enhanced the capacity of the commission 10 to oversee the enforcement of the Anti-Corruption Law

TI Cambodia initiated some groundwork with Commission 10 since 2016. The capacity need assessment was conducted through a constructive consultation process with members of the Commission and staff. TI Cambodia's plan to support the Commission 10 was consulted several times with the leadership of the Commission in which it focused on three areas: 1) Institutional capacity development of the Commission, 2) Anti-Corruption Law enforcement and oversight, and 3) complaint handling. The draft MoU was endorsed by Commission 10's leadership and was sent to the General Department of Administration of the National Assembly for review. The MoU was put forward to the President of the National Assembly for approval for over a year. Unfortunately, all planned collaborative activities between TI Cambodia and Commission 10 were put on hold amid the recent political tension, which later led to the dissolution of the main opposition party and the on-going shrinking space for media and civil society. TI Cambodia does not foresee any potential partnership with the Commission 10 in the near future, therefore, we would like to request to SIDA and EU to cancel all planned outputs/activities with the Commission and relocate the budget to implement activities, which aim at increasing public demands for budget accountability.

Although facing the challenges of working with the NA's Commission 10, ALAC still continued to play a key role as an alternative reporting mechanism for corruption related complaints. Between January and December 2017, ALAC received 218 complaints. The legal team reviewed the cases and provided legal advice on some cases. 9 cases were undergone repeated reviews and consultations with complainants and subsequently submitted to ACU, the Commission 10 and relevant law enforcement agencies for further actions. One case was referred to the ACU and another one was sent to Commission 10. One case concerning a family issue was sent to the district governor, while another case of procedural irregularities committed by court officials was forwarded to the Ministry of Justice. A case involving a land conflict was referred to the Ministry of Interior while another one concerning wrong judicial procedures committed by court officials was sent to the Ministry of Justice. One criminal case was sent to a higher court, and another one on land issue was forwarded to Ministry of Land Management. The other case involving lawyer misconduct was referred to Cambodian Bar Association. A high-profile case of mismanagement of funds is now being investigated by the ACU after the investigation conducted by the funders.

To increase citizen participation in reporting corruption, ALAC has conducted 19 community outreach activities in Phnom Penh and 12 provinces, directly empowering 519 citizens/youth to take actions against corruption. As a result, the number of complaints has increased significantly from 154 in 2016 to 218 in 2017, an increase of 42%.

5.2 Increased demand for budget transparency

In 2017 TI Cambodia has implemented a number of initiatives in contribution to increased public understanding and demand for budget transparency and accountability. Some of the initiatives were conducted in cooperation with CSO partners. The Budget Working Group (BWG) conducted an analysis on the 2018 National Budget Law, which was submitted along with recommendations to the National Assembly for consideration. The analysis found that the overall budget has increased over the years. More budget was also allocated to social development, especially for education and infrastructure. According to the 2018 Budget Law, the education budget increased from 2,739,913 million Riels in 2017 to 3,438,008 million Riels. However, there is a need for clear explanations on unallocated/reserve budget as well as any decrease or increase of the budget allocation for a specific sector. The BWG also recommended that the budget allocation should be made strategically, corresponding with the National Strategic Development Plan. Public consultations and awareness of

the budget should be made and raised more broadly. The government should improve access to information on the budget and encourage public participation in budget processes.

BTWG also conducted the analysis of 2017 National Budget on Education sector, which was led by Save the Children. The analysis, which included key findings and recommendations, was submitted by the BTWG members to the Ministry of Economy and Finance and the Ministry of Education. The BTWG applauded the government for its effort in increasing the national budget for education sector by 51% from 2015 to 2017. The working group also urged for improvement in the quality of expenditure by upholding transparency and accountability of the budget and more budget allocation for capital expenditures.

To increase public participation in the budget process, TI Cambodia and partners have conducted 10 forums on "Budget Transparency and Accountability" at the national and sub-national levels, through which 1,610 participants (922 women) attended the forums. The forums have served as a platform for constructive dialogue between citizens and local authorities, they can raise their voices and concerns about the lack of transparency and citizen engagement in budget process and get responses from authorities.

TI Cambodia in partnership with Oxfam and BTWG conducted a national perception survey on "Budget Transparency and Accountability". The survey aims at understanding and quantifying citizens' awareness and attitude toward the budget issues at commune/sangkat and national levels. The survey was carried out in 25 provinces/the capital across the country. The report is being reviewed and finalised by the survey advisory group and will be launched in March 2018.

Led by the International Budget Partnership with the support from the BTWG, the Open Budget Survey (OBS) was successfully conducted in 2017. The findings and recommendations of the survey was released online by the International Budget Partnership (IBP) on 30 January 2018. BTWG welcomed the overall increase of the score for Cambodia. The score for Cambodia on transparency has increased from 8/100 in 2015 to 20/100 in 2017, a sharp increase on transparency. However, its score on public participation has dropped from 8/100 in 2015 to 4/100 in 2017 while the score of oversight (legislature and auditing) increased from 43/100 in 2015 to 55/100 in 2017. However, it recommended the government to enhance public participation on the budget processes and strengthen the independence of the oversight bodies namely the legislature and the National Audit Authority. The working group is planning to launch the report officially with MEF in March 2018.

TI Cambodia also developed a Citizens Budgets Handbook, a nontechnical presentation of the budget aimed at helping the general public better understand the many ways the budget affects their lives, by incorporating practical techniques of simplifying and highlighting complex budget information and process. Understanding how the budget affects their lives will help increase citizens' demand for budget information and engage more actively in budget planning and oversight. 100 copies of the handbook have been printed, and they are being shared with key stakeholders.

As part of capacity building to BTWG, TI Cambodia has provided both financial and technical supports to conduct a study on mapping NGOs and CBOs that are working on budget transparency and a capacity need assessment for BTWG on budget transparency and PFM. TI Cambodia in partnership with the Ministry of Interior planned to build capacity of local councils and citizens on budget accountability and implement citizen monitoring initiatives on budget related matters in 2018.

5.3 Increased participation by youth on anti-corruption

TI Cambodia has continued to intensify its civic education and activism on anti-corruption through youth camps, youth forums, workshops, trainings and multiple youth-led initiatives. Citizens and youth understanding and knowledge of good governance, integrity and corruption have been built through the youth camps (Youth Empowerment for Transparency and Integrity - YETI) and intensive training

(Young Leadership Programme - YLP). Three youth camps and one YLP were organised in 2017. As part of the programme, youth were also trained and provided with necessary knowledge, skills and tools to identify causes and take a lead in finding solutions to the issues concerning their respective communities. Five prominent youth of the YLP also conducted an exposure trip to Malaysia, meeting with private companies and key CSOs and youth groups working on fighting corruption and promoting governance in the country. The five outstanding youth were also provided opportunities to intern with TI Cambodia, allowing them to put into practice of their knowledge and skills and to have stronger engagement in promoting integrity and fighting corruption. TI Cambodia's youth group was also able to connect with youth groups in six other countries (Bhutan, Cambodia, Indonesia, Mongolia, Malaysia and the Philippines) in the Asia Pacific region through a regional platform, the Youth Movement for Transparency – Asia Pacific (YMTA), which was also initiated after the International Youth Camp on Youth Empowerment for Transparency and Integrity. The YMTA has linked youth in the region who are very active in promoting integrity and fighting corruption in their respective countries.

As part of the programmes, youth were also trained to be agents of change and play a leadership role in taking actions to address corruption related issues facing their communities. They were expected to take concrete actions and share the knowledge with people in their communities. Over the past year, 40 youth-led initiatives were carried out by youth groups, which have further engaged and empowered thousand more youth from different communities to participate in decision making affecting their lives. About 3,714 of youth and citizens have benefited from the projects and have increased understanding of budget transparency, integrity, transparency, accountability and their roles in the fight against corruption.

Results achieved under other TI Cambodia's Strategic Priorities

Goal 1: Support public institutions' capacity development and reforms in order to establish and strengthen integrity systems, promote good governance and fight corruption.			
Expected Impact: Improved democratic governance and enhanced capacity of the public officials on social accountability, integrity and anti-corruption to effectively provide public services			
Expected Outcome	Performance Indicators of Outcomes for Jan - Dec 2017	Target Jan - Dec 2017	Results to Date
Outcome 1: <i>Enhanced capacity of public officials on good governance, social accountability, integrity and anti-corruption to effectively provide public services to people through the School of Governance.</i>	# well-established School of Governance run by the Ministry of Interior (MoI)	1	Achieved on target <i>TI Cambodia successfully supported the Ministry of Interior to establish the School of Governance. Approved by the Minister of Interior and the Deputy Prime Minister H.E Sar Kheng, the school was officially launched in 2016. During the reporting period, TI Cambodia has continued to give support to the MoI to effectively run the School of Governance where government officials receive training on good governance, integrity and transparency. Through this project, TI Cambodia has also supported the Ministry of Interior to establish the Department of Integrity, which performs a core role as an internal inspection on the integrity and accountability of public officials.</i>
	# of training conducted for key government officials and national and sub-national levels	2	Achieved on target <i>In 2017, the School conducted 4 trainings of trainers (TOTs) to 25 officials (5 females) and law enforcement officers from the MoI on good governance, effective service delivery and social research as well as on development of training manual and course curriculum (part 1 & 2). After becoming the resource persons and main trainers of the School of Governance, the 25 trained MoI officials then conducted 3 trainings to other 73 officials (36 females) of One Window Service Offices (OWSO) and other sub-national offices and 20 citizens in three provinces of Kratie, Kampong and Banteay Meanchey on good governance and promotion of effective public service delivery. After the trainings, the trained</i>

	# of public officials trained and applied what they learned to train other public officials	50	OWSO officials, District Ombudsman's Office (DO) and citizens have jointly conducted 6 public forums on "Public Engagement in Monitoring Services of One-Window Services" in 6 communes, through which 1,610 (922 females) citizens were able to directly interact with local authorities and raise their grievances on public services. It was also a chance to further promote services of the OWSO and DO.
Outcome 2: <i>Policy, legal and regulatory framework of some key ministries reformed to reduce corruption and ensure democratic reform and enhance better access to public services.</i>	# of legal and regulatory frameworks developed, passed and or amended	0	<p>In progress</p> <p>TI Cambodia has played a significant role in advocating and contributing to the adoption of key policies in Cambodia. Following TI Cambodia's recommendations, which were put forward in its 2014 National Integrity System Assessment (NISA) and the UNCAC's review for Cambodia, the following 3 legal instruments are being developed by the government in consultation with and input from TI Cambodia as well as other partners:</p> <p>Access to Information Law: TI Cambodia is a key contributor to the draft law on Access to Information through its partnership with the Access to Information (A2I) Working Group. The Access to Information law is one of the priority recommendations by TI Cambodia's 2014 NISA report. The law is now finalised by the Ministry of Information in consultations with CSOs and media. It was submitted to the Council of Ministers for review and approval. Once it is approved at the Council of Ministers, it will be sent to the National Assembly for review and adoption.</p> <p>Law on the Protection of Reporting Persons and Law on the Protection of Witness, Expert and Victim: TI Cambodia's NISA report in 2014 also recommended the Anti-Corruption Unit (ACU) to adopt the Whistle Blower Protection law. After over two years of advocacy and dialogue with the ACU and the Commission 10, the ACU agreed to draft this law in 2016 through a joint committee in which TI Cambodia's legal advisor is a core member to draft and provide inputs into the law. The two draft laws are being finalised by ACU and will be submitted to the Council of Ministers for review and approval. TI Cambodia has provided a list of key recommendations to the ACU to incorporate into the draft law.</p> <p>Mining Exploration Licence Process: TI Cambodia's Corruption Risk Assessment in Mining Exploration Licencing Process has also led to an institutional change within the Ministry of Mines and Energy</p>

			<p>(MME). The assessment has better informed the MME about 14 potential corruption risks in the process to award mining exploration licences to companies and it has enabled the MME to address the identified risks and formulate its reformed agenda. TI Cambodia's recommendations has supported the MME to commit to addressing 4 key priorities, which will improve transparency in mining in Cambodia, including: 1) improvement on application evaluation process, 2) improvement on community consultation, 3) enhancement on access to information on mining and 4) capacity development of MME in mining sector. The application evaluation guideline is being drafted and a website is being developed by the MME in partnership with TI Cambodia and EIGF. From 2018, the MME and EIGF will develop the guidelines on community consultation and implement technical capacity development programme for officials in the mining sector.</p>
<p>Outcome 3: Enhanced capacity of the National Assembly's Commission 10 to effectively oversee the enforcement of the anti-corruption law and support victims and witnesses of corruption on complaint handling.</p>	<p># of staff and members of commission 10 benefited from the programme</p> <p># of cases sent to the Commission 10 for further action</p> <p># of training provided to the commission 10</p>	<p>14</p> <p>6</p> <p>2</p>	<p>Unable to deliver (failed)</p> <p>TI Cambodia's plan to support Commission 10 was consulted several times with the leadership of the Commission in late 2016, focusing on three main areas: institutional capacity development of the Commission, Anti-Corruption Law enforcement and oversight, and complaint handling. The priorities were then incorporated in the draft MoU, which was principally endorsed by the Commission 10's leadership. It was later sent to the General Department of Administration of the National Assembly for review. The MoU was awaiting approval from the President of the National Assembly. However, all planned collaborative activities between TI Cambodia and the Commission 10 were on hold amid the political infighting between the two main parties, which later led to the dissolution of the main opposition party and the on-going shrinking space for media and civil society.</p> <p>TI Cambodia would like to request for the removal of this entire outcome due to the setback in democracy.</p>
<p>Outcome 4: Strengthened effective</p>	<p># of complaints received</p>	<p>200</p>	<p>Achieved on target</p> <p>From January to December 2017, ALAC has provided legal support to 191 clients on 218 complaints.</p>

alternative reporting mechanism on corruption cases through the Advocacy and Legal Advice Centre (ALAC) and enhanced social demand for anti-corruption by citizens and youth.	# of complaints submitted to ACU and the commission 10	5	Achieved over target <i>9 cases among 218 cases, which ALAC received from complainants from January to December 2017, have been referred to ACU, Commission 10 and relevant institutions for further actions.</i>
	# of cases solved	1	Achieved on target <i>1 case was successfully investigated by a partner, who concluded the investigation and found evidence of fraud and mismanagement of funds provided by donors to a state institution. This same case is now under further investigation by the ACU.</i>
Goal 2: Strengthen coalitions between and among civil society organisations to advocate for anti-corruption reforms			
Expected Impact: Strengthened Cambodia's integrity system to effectively ensure an open government, public sector transparency and better service delivery for the population			
Expected Outcomes	Performance Indicators of Outcomes for Jan - Dec 2017	Target Jan-Dec 17	Results to Date
Outcome 1: <i>Increased public accountability through enhanced public financial/budget literacy and strengthened parliamentary</i>	Budget analysis made by the Civil Society Budget Working Group, based on available information	1	Achieved on target <i>The analysis of the 2017 National Budget on Education sector which was led by Save the Children was submitted by the Budget Working Group (BWG) members to the Ministry of Economy and Finance and the Ministry of Education. The BWG applauded the government for its effort in increasing the national budget for education sector from 2015 to 2017 by 51%, but the working group also urged for improvement in the quality of expenditure by upholding the transparency and accountability of the budget and more budget allocation for capital expenditures.</i>

oversight of the budget	# of cases sent to commission 10 for further investigation	6	<p>The analysis of the 2018 National Budget Law was made and submitted along with recommendations to the National Assembly for consideration. The analysis found that overall budget increased over the years. However, there is a need for clear explanation on allocated/reserve budget as well as any decrease or increase of the budget for a specific sector. The BWG also recommended that the budget allocation should be made strategically, corresponding with the National Strategic Development Plan. Public consultations and awareness of the budget should also be made and raised more broadly. The government should improve access to information on the budget and encourage public participation in the budget processes.</p> <p>Achieved over target</p> <p>9 cases among 218 cases have been referred to relevant authorities for further investigation and action.</p>
	# of youth initiatives on anti-corruption implemented by youth	17	<p>Achieved over target</p> <p>A total of 40 youth-led Initiatives were implemented by TI Cambodia's youth networks in Phnom Penh and the provinces, which focused on budget transparency, public service delivery in health, education and commune services. These initiatives reached out to other 2,189 (1,066 females) youths/citizens.</p>
Outcome 2: Enhanced coordination among anti-corruption stakeholders for transparency,	OGP Working Group established and implement OGP plan	1	<p>In progress</p> <p>TI Cambodia is currently appointed to lead the CSO Working Group on Open Government Partnership (OGP). 8 organisations (CRRT, ODC, SILAKA, CCC, API, Comfrel, KYA and NGOF) are the members of the Working Group. ToR of the Working Group was produced in order to make roles and responsibilities clearer as well as the commitment of the members. A draft joint strategic plan for the</p>

accountability and open government	Govt. signed up to be a member state of OGP	0	<p>OGP was also developed to guide advocacy and strengthen this platform. The OGP's core team also went to attend a regional meeting with the OGP secretariat in Jakarta on 12-14 December 2017.</p> <p><i>This has not been achieved yet.</i></p>
Outcome 3: <i>Strengthened transparency and accountability in extractive industry and mining</i>	# of analysis on an increased transparency in EI based on each indicator/criteria	1	<p><i>In progress</i></p> <p><i>TI Cambodia's Corruption Risk Assessment in Mining Exploration Licencing Process</i>, conducted in 2017, has led to an institutional change of the Ministry of Mines and Energy (MME). The assessment has better informed the MME about 14 potential corruption risks in the process to award licences, permits and contracts to companies and it has paved the way for the MME to address these identified risks and formulate its reformed agenda.</p>
	Joint Working Group on Extractive Industry Transparency established	1	<p><i>Achieved on target</i></p> <p>TI Cambodia has played a leading role in promoting transparency and accountability in mining sector in Cambodia. The intervention of TI Cambodia has contributed to an institutional change of the MME and mining sector through a multi-stakeholder platform called "Extractive Industry Governance Forum (EIGF)" which is led by the MME along with members from relevant CSOs and extractive industry. EIGF serves a multi-stakeholder platform to enhance transparency and governance in mining sector in Cambodia.</p>
	Improved access to information on EI through website	1	<p><i>In progress</i></p> <p>As part of transparency promotion, TI Cambodia supported the establishment of EIGF's website which will provide an official platform for information sharing and discussion. The website will be managed in terms of its contents by the MME and made available to the public in 2018.</p>

Goal 3: Empower people to fight corruption and promote integrity individually and collectively

Expected Impact: Increased public demand for anti-corruption and enhanced civic participations by all citizens in decisions that affects their lives.

Expected Outcomes	Performance Indicators of Outcomes Jan - Dec 2017	Target Jan - Dec 2017	Results to Date
Outcome 1: <i>Increased citizens/youth understanding and knowledge of good governance, integrity, corruption and its effects on their lives and society.</i>	# of citizens/youth benefited from TI Cambodia's activities	6000	Achieved on target <i>A total of 6,946 citizens and youths increased their knowledge and understanding on values of integrity and causes and impacts of corruption on their lives and society through their engagement with TI Cambodia activities including young leadership project, youth-led initiatives, youth camps, youth forums, international youth day and international anti-corruption day. Through its Youth Empowerment Programme, TI Cambodia has developed and mentored young leaders across the country. Youth were empowered and capacitated to further promote anti-corruption. Trained youth groups carried out 40 youth-led initiatives to raise public awareness of transparency, causes and effects of corruption and the importance of civic and youth participation in the fight against corruption. In collaboration with the government, online mobile application on public service delivery was developed and made available for the public to access information on public services. Through joint efforts with media partners, citizens and youth were exposed to and better informed about integrity and transparency. TI Cambodia made available a social media platform to interact with the public on anti-corruption initiatives. With CSOs partners, TI Cambodia managed to increase participation by young indigenous people and female leaders in demanding for transparency and accountability.</i>
Outcome 2: <i>Enhanced participations by youths on anti-corruption and increased demands</i>	# of citizen/youth-led initiatives implemented	25	Achieved over target <i>40 youth-led initiatives were implemented by youth who were engaged in and empowered through TI Cambodia's youth empowerment programme in 2017. The initiatives have further reached out to 2,189 participants.</i>

<i>for positive reforms.</i>	# of reforms at the local level made as a result of these citizen monitoring projects	1	<i>In progress</i> <i>There has not been any concrete reforms made by youth groups yet; however, youth-led initiatives play a very important role in raising peer-to-peer awareness and encouraging youth engagement/movement in anti-corruption efforts in the communities.</i>
Goal 4: Build coalition and capacity of the private sector to promote integrity in business			
Expected Impact: Increased accountability, integrity and transparency in business practices			
Expected Outcomes	Performance Indicators of Outcomes Jan - Dec 2017	Target Jan - Dec 2017	Results to Date
Outcome 1: <i>Improved coordination amongst the private sector to establish platform for business integrity and on anti-corruption</i>	# of multi-stakeholder platforms on business integrity formed	1	<i>In progress</i> <i>The CSR Platform, which took shape in 2016, saw a considerable increase in its profile and membership to 44 members in 2017. With support from the Ministry of Commerce, the platform comprises members from private sector and civil society who are committed to promoting integrity and accountability in businesses in Cambodia. TI Cambodia is an active member of the anti-corruption committee of the CSR Platform. TI Cambodia has also been collaborating with the Federation of Associations for Small and Medium Enterprises of Cambodia (FASMEC) through a three-year MoU, which aims to improve integrity and compliance amongst SMEs in Cambodia. A number of CIS trainings have been conducted to SMEs to support companies on compliance while the government's reform took its toll and increased pressure was felt by companies to legally comply, particularly with registration and taxation. TI Cambodia also entered into a one-year MoU with Cambodia Women Entrepreneurs Association (CWEA) to promote business integrity through capacity building and training to CWEA members, who are mostly women entrepreneurs.</i>

	Anti-Corruption Principles and CIS integrated into the Anti-Corruption Committee of CSR	Yes	<p><i>In progress</i></p> <p><i>Anti-corruption principles have always been integral of the CSR platform as the nature of the platform is to work to contribute to increased responsible business conduct in Cambodia. TI Cambodia's Business Integrity Programme and CIS have been well introduced and integrated into the Platform through a joint initiative between the CSR platform and TI Cambodia.</i></p>
	# of finalised collective action agenda for promoting CSR in business integrity	1	<p><i>In progress</i></p> <p><i>The CSR Platform finalised its activity plan and agenda, including its mission statement, values, and objectives. The execution of the plan will begin in 2018.</i></p>
	# of government reforms promoting clean business practices	1	<p><i>In progress</i></p> <p><i>The Trade Training and Research Institute of the MoC cooperated with TI Cambodia with an ultimate aim to building coalition and capacity of private sector to promote integrity in business by providing support to SMEs. The MoC also engaged with the CSR platform to promote CSR.</i></p>
<p>Outcome 2: <i>Increased participation by private sector in applying CIS in their company</i></p>	# of private companies implemented CIS	5	<p><i>Achieved over target</i></p> <p><i>During the reporting period, TI Cambodia provided support to 6 SMEs who signed up for the CIS. These companies are now at different stages of the CIS implementation. Some are at the initial stage of being assessed, while others have already developed necessary mechanisms and policies which were lacking and are ready to be introduced to staff and put into effect. TI Cambodia will conduct a post-implementation evaluation of these companies once the CIS implementation is completed.</i></p>

	# of reduced irregularities within companies that applied CIS	30%	<p>In progress</p> <p><i>TI Cambodia also conducted a case study on CIS implementing experiences by companies who received TI Cambodia's support in the past. The findings show positive results and feedback from the companies. Noticeable institutional and behavioural changes were identified, including a stronger policy framework within the companies and better enforcement and practice of the companies' anti-corruption policies and procedures.</i></p>
<p>Outcome 3: <i>Enhanced knowledge and understanding of corruption among business community.</i></p>	# of reforms on business integrity took placed	0	<p>In progress</p> <p><i>The Business Integrity Programme has partnered with a number of institutions with the ultimate aim to seeing actual changes and increase in business integrity. In partnership with the MoC, TI Cambodia trained SMEs on business integrity and corporate social responsibility. With FASMEC and CWEA, the BIP team supported their members to comply with the laws and regulations and implement the CIS. In cooperation with Impact Hub, young entrepreneurs were trained on business integrity and guided to uphold principles of clean business by being compliant from the start up stage to operating a business. Reforms coming of these joint efforts are expected to emerge in the near future.</i></p>
	# of joint initiatives implemented by stakeholders based on BICA recommendations	0	<p>In Progress</p> <p><i>BICA was conducted and completed in 2017. The report was widely disseminated to relevant stakeholders including the government and private sector who provided positive responses. Plans for further initiatives will happen in 2018.</i></p>

Goal 5: Strengthen capacity of TI Cambodia to manage and support the social movement against corruption			
<i>Expected Impact: Enhanced capacity of civil society and citizens/youths groups and increased their participation in the fight against corruption more actively.</i>			
Expected Outcomes	Performance Indicators of Outcomes Jan - Dec 2017	Target Jan - Dec 2017	Results to Date
Outcome 1: <i>Enhanced governance foundation and capacity of TI Cambodia to effectively manage and deliver results at the national, sub-national and local levels</i>	# of policies/ procedures/ guideline produced	2	Achieved on target <i>TI Cambodia's Gender Mainstreaming Guidelines and Anti-Corruption Policies were developed.</i>
	# of policies/procedures/ guideline revised	3	In progress <i>Key policies such as procurement, HR and financial policies were already revised in 2015, and they will be revisited and revised or amended if required in 2018 and 2019.</i>
Outcome 2: <i>Increased Members for TI Cambodia and increased commitment among citizens/youths/institutions to promote integrity</i>	# of membership policy developed	1	Achieved on target <i>Membership Policy has been developed and approved by the Board of Directors on 31 January 2017. TI Cambodia launched the Membership Policy on 07 April 2017.</i>
	# of by-law of TI Cambodia revised	0	Achieved on target <i>In 2017, TI Cambodia's By-Laws were revised and re-submitted to the Ministry of Interior to accommodate key requirements by the national laws such as the Law on Association and Non-Governmental Organisation (LANGO) and the Law on Political Parties.</i>

<i>and take action against corruption</i>	# of membership committee formed	0	Achieved on target <i>A Membership Review Committee was formed last year, and the membership recruitment procedure is in place.</i>
	# of members (individuals and corporate members) selected by the Board's Membership Committee	20	Postponed to 2018 due to political situation <i>The plan to recruit TI Cambodia members was put on hold after consultation with the Board amid the on-going shrinking civil society space and tightened enforcement of LANGO by the Mol. TI Cambodia plans to resume the recruitment of its members in 2018.</i>
Goal 6: To provide evidence based research and studies on corruption related topics and adequately respond to emerging corruption cases or abuse of power where TI Cambodia believes its intervention is necessary and within its mandate.			
<i>Expected Impact: Well-informed anti-corruption stakeholders and public on the state of governance, sector based studies on corruption issues that affect the lives of people/business community, and implemented ad-hoc emerging corruption cases or abuse of power</i>			
Expected Outcomes	Performance Indicators of Outcomes Jan - Dec 2017	Target Jan - Dec 2017	Results to Date
Outcome 1: <i>Enhanced knowledge and understanding of corruption and its effects on peoples' lives, society and country's development through evidence</i>	# of research/studies/ policy papers conducted and developed	1	Achieved over target <i>7 studies/assessments were conducted in 2017:</i> <ul style="list-style-type: none"> ▪ <i>Cambodia's Mineral Exploration Licencing Process: Governance Risk Assessment, launched on 16 August 2017</i> ▪ <i>Annotated Constitution of Cambodia, launched on 17 November 2017</i> ▪ <i>Business Integrity Country Agenda Assessment (BICA), launched on 19 December 2017.</i> ▪ <i>Case study on Corporate Integrity System</i> ▪ <i>Case study on CSR on Agro-Business</i> ▪ <i>Case study on CSR on Garment Industry</i> ▪ <i>Case study on Corporate Governance.</i>

<i>based research and studies</i>	# organisations attended research report dissemination workshops and increased knowledge on corruption issues	50	Achieved below target <i>41 institutions joined the report launch on Cambodia's Mineral Exploration Licencing Process: Governance Risk Assessment and 64 attended the Business Integrity Country Agenda Assessment's report launching.</i>
	# of hard copies of all research reports are distributed to relevant stakeholders.	400	Achieved over target <i>655 copies of reports and studies were distributed to relevant stakeholders. 76 copies of full report on Mineral Exploration Licencing Process and 179 copies of its summary report were disseminated at the launch. 200 copies of Annotated Constitution of Kingdom of Cambodia were also handed out to relevant stakeholders. 200 BICA briefs were distributed to partners and networks. 4 Case Studies which have not been published will be later distributed in 2018.</i>
Outcome 2: <i>Increased anti-corruption momentum and commitment from individuals and institutions at all levels through public fund raising campaigns and initiatives</i>	At least # funds raised	5500	Achieved over target <i>A total of USD 7,069 (in cash and in kind) was raised in 2017. TI Cambodia successfully organised: the Cycling for Integrity and Bon Phkar Prak Samki in 2017. The cycling event engaged 172 people and raised USD 1,325 in cash and USD 3,511 in kind support, and Bon Phka Prak Samki raised USD 1,233 and USD 1,000 in kind. This signals an increase in readiness from Cambodians to actively engage in the fight against corruption in Cambodia as people are more willing to morally and financially support TI Cambodia in its mission to reduce corruption in Cambodia.</i>

Progress towards achieving planned results/objectives

Most of TI Cambodia's proposed main activities were well implemented during the reporting period. We delivered almost all expected outputs, except the whole outcome 3 of Goal 1 on the support to the National Assembly's Commission 10. All activities under outcome 3, which relates to collaboration with the National Assembly's Commission 10 to enhance the oversight of anti-corruption law enforcement, were postponed as both of the political parties in power were involved in a political conflict. To implement activities and deliver expected outputs, TI Cambodia needs members of the Parliament from both parties to work together to achieve common goal.

As far as our strategic approach to work alongside the supply side is concerned, TI Cambodia is making steady headway as we move from the dialogue phase to fostering some joint strategic activities. Regardless of our frank and honest comments on some critical issues on governance and anti-corruption, we are well received by some government institutions and they continue to engage with us constructively on common causes. The School of Governance Project is going well for the past 1.5 years. An MOU with the Ministry of Civil Service was signed and the joint initiative with the Ministry of Civil Service and the Ministry of Post and Telecommunications is on the right path- improving public access to information on official public fees and setting up the feedback calling centre. At the forefront of transparency in mining, TI Cambodia is engaging very constructively with the Ministry of Mines and Energy (MME) which has led to the formation of "the Extractive Industry Governance Forum" – a multi-stakeholder platform where all stakeholders, from the government, mining companies and CSOs, collaborate to improve transparency in the mining sector in Cambodia. TI Cambodia signed an agreement with the Ministry of Commerce to provide technical assistance on corporate integrity and business compliance.

With the Anti-Corruption Unit, TI Cambodia's legal expert participated in the committee to draft two laws on the protection of reporting persons and the protection of witness, expert and victim, where we also represented the collective voice of CSOs. TI Cambodia is a key member of the Access to Information working group, through which TI Cambodia has provided input on the draft law on access to information. TI Cambodia has also referred 1 corruption case to ACU, 1 case to Commission 10 and other 7 non-corruption cases to relevant institutions for further action.

In the meantime, we are well on the way to realising our strategic priorities to build a stronger social demand for integrity and anti-corruption. Taking advantage of our existing youth network, which was created during the first phase of our strategy, we mobilised our youth implement 40 youth-led initiatives and 6 community-based projects, which reached out to more than 2,189 youth and citizens.

On increased public demand for budget transparency, we conducted 10 forums at the national and sub-national levels with 1,610 participants. TI Cambodia's provincial offices in 5 provinces are fully equipped and operational.

We are ready to intensify our core strategic activities to empower and engage citizens and youth at the grass-roots level in the fight against corruption in partnership with local contact groups and youth networks. Our youth networks in 25 provinces are regrouped and we are setting up their informal management structure in order to engage with TI Cambodia and implement youth led initiatives. These programs will be focused on ISAF, with the main emphasis on budget transparency and service delivery.

Risks and Mitigation

The following two risks occurred, when implementing the programmes from January to December 2017.

Cooperation with National Assembly's Commission 10

Risk: All planned priorities, which were developed and consulted with the Commission 10, have been put on hold over the past one and a half year due to political climax and tensions, which later led to the dissolution of the main opposition party.

Mitigation: There is nothing TI Cambodia can do about this. We have informed and consulted this risk regularly with our Board of Directors and donors to ensure that they are well informed about the delays. The Board and Management Team of TI Cambodia have decided to entirely removed the outputs under this collaboration and will request for an approval from donors at the next annual review meeting.

Shrinking Civil Society Space and derailed democracy:

Risk: The adoption of LANGO has put enormous pressure on CSOs and media on its ability to perform its core tasks as the effective watchdogs guaranteed by the Kingdom's Constitution. TI Cambodia's engagement on the election monitoring project created a significant organisational risk, as it has been perceived negatively by the government.

Mitigation: TI Cambodia is a very political and legal savvy organisation. From the start, TI Cambodia has complied with all legal requirements including the law on taxation.

Cross-cutting issues

Synergies

The synergy among the PAT's partners was enhanced significantly, thanks to the effective coordination of both SIDA and EU in this regard. TI Cambodia became a key organisation, which is regularly invited to attend the Ministry of Economic and Finance's meetings on PFM as an observer. The collaboration between GDT and TI Cambodia's Business Integrity Programme has also strengthened through the mobilisation of resource persons from GDT to train the business community on relevant laws and policies related to taxation. However, the attempt to foster partnership with PIC on the support to the National Assembly did not get through due to political reason.

Capacity development

Ensuring effectiveness, efficiency and capability of the management and staff of TI Cambodia is critical in order to plan, implement and ultimately deliver expected results. Therefore, we have designated one solid programme, which was designed to take care of this intention particularly.

Internal Capacity Development

The management team and staff have been undergoing a series of capacity building through training and coaching. The capacity need assessment, conducted amongst all staff and key training priorities were planned and executed during this period:

- Impact Assessment Tools
- Data Analysis and Tips for Excel Users
- Report Writing Skills
- Communications and Social Media

- Gender Analysis and Mainstreaming
- Anti-Corruption Legal Framework in Cambodia
- Team Spirit and synergy across sectors
- ICT Security Training

External Capacity Development

To ensure that we stay up-to-date and relevant to the Anti-Corruption Global Movement, both the Board and key members of the management team have attended training, workshops and exchange learning with chapters and TI-Secretariat. During this reporting period, we participated in the following key capacity development programmes:

- Regional Business Integrity Conference: Culture of Business Integrity Pathway
- OECD Responsible Business Conference
- Global Citizen Education Workshop
- ASEAN Cooperate Social Responsibility (CSR) Fellowship
- Asia Pacific Regional Communications Workshop-TI-Secretariat
- Asia Pacific Economic Cooperation Meeting
- Transparency in Mining Sector: Lessons from Asia Pacific Region
- Effective and Accountable Governance for Sustainable Growth
- Better Businesses Together for the Future Economy
- Global Forum on Responsible Business Conduct
- Master in EU Funding and Management
- TI - EU Money and Politics: Political Corruption
- 9th Regional Conference of the ADB/OECD Anti-Corruption Initiative for Asia and the Pacific
- Research Design for Business Integrity Country Agenda (BICA) assessment
- ISO 37001:2016 - Anti-bribery management systems
- ASEAN Young Leader Programme

Gender integration

TI Cambodia has always taken gender concerns into account throughout all stages of its strategic programmes and activities, from planning to implementation and to monitoring. Being strongly committed to promoting gender equality, since its inception, TI Cambodia has created an enabling environment for both females and males to obtain equal opportunities to participate in and benefit from its training, workshops, conferences, campaigns and many other events.

During the reporting period, TI Cambodia succeeded in ensuring that female representation was equally reflected in its activities. For instance, the female participants in its 4th local youth camp made up 54 per cent of the total participation. Importantly, being empowered and equipped with knowledge and tools, these female youngsters took the lead in sharing knowledge and raising awareness to their peers and people in their communities through their own initiatives. The initiatives further engaged a total of 143 females, which comprised nearly 40 per cent of the total attendance. Apart from participation, TI Cambodia also takes into consideration the perspective of women and incorporate them in its flagship studies, like the National Integrity System (NIS) Assessment 2014 and Youth Integrity Survey (YIS) 2015. In the upcoming years, four major studies including the National Integrity System Assessment, and Perceptions Survey on Fiscal Transparency and Corruption in Healthcare Service will be conducted, and female participation, opinions, voices and concerns will be considered and reflected in these studies.

In addition to integrating gender concerns into its programme implementation, TI Cambodia has also designed and carried out a gender-specific training programme, called “Integrity and Transparency for

Garment Workers” to increase female garment workers' knowledge and empower them to engage in the fight against corruption.

In TI Cambodia team itself females are also well represented. Of the 43 staff members (including interns and volunteers), females comprise 40 per cent. Female employees are also represented at senior officer and managerial levels, both in the programme and operation sides. Three females sit on the senior management team who addresses major issues and make key decisions in the organisation. At the very top level of TI Cambodia, sits two female members sit on the Board of Directors and actively contribute to TI Cambodia and provide strategic advice to the organisation.

TI Cambodia has conducted a Gender Analysis and Guideline for TI Cambodia to mainstream gender in its strategic planning and implementation. In 2018, TI Cambodia will conduct a country-wide study on "Gender and Corruption in Cambodia".

Lessons Learned

Areas that needs additional efforts

Public Financial Management Reform: TI Cambodia as a member of the Budget Transparency Working Group would like to see more meaningful engagement with the government, particularly with the Ministry of Economic and Finance on its efforts to reform the public financial management. At this stage, TI Cambodia and other CSOs were invited to participate in the consultations/meetings with MoEF only as observers.

Effective strategies/activities

Tapping into existing efforts of key government's ministries is key to ensure success of the project. The public-sector engagement programme with the Ministry of Interior on the School of Governance and the Ministry of Civil Service on the public service delivery, respectively proved very successful.

Conclusions

TI Cambodia's balanced-strategic approach to work with both supply and demand sides proved effective and sustainable as an organisation that has a long-term vision for democratic reforms and sustainable development. Although, 2017 presented a great challenge for TI Cambodia and CSOs in general, we were able to deliver most expected results as planned in the Result Assessment Framework (RAF). However, the planned activities with the National Assembly's Commission 10 were on hold entirely due to political situation. The current setbacks and derailed democracy make TI Cambodia even more relevant as an institution leading the fight against corruption in Cambodia. Regardless of the challenges, below are key highlights of successes, which TI Cambodia has significantly contributed to:

1. Policies and Institutional Changes:

- **Legal and Policy Adoption: 3 laws, law on Access to Information, law on the Protection of Reporting Person and law on the Protection of Witness, Expert and Victim, are already drafted by the Ministry of Information and the Anti-Corruption Unit** respectively through which TI Cambodia is a core contributor, as a core member of the drafting committee, to these laws. Key recommendations from TI Cambodia were submitted to both MoI and ACU for incorporating into the laws. If the laws are passed and properly enforced, public will be able to access better to public information which will lead to **increased transparency in the public sector**. The **law on the Protection of Reporting Person and law on the Protection of Witness, Expert and Victim** will be instrumental to encourage public participation and **engagement in**

reporting as well as **providing evidence on corruption cases** which will lead to **better access to justice in Cambodia**.

- **Anti-Corruption Law Enforcement:** TI Cambodia's ALAC has significantly contributed to ACU to enforce the anti-corruption law more effectively and continues to provide free legal advice through an alternative complaint handling platform for victims and witnesses of corruption related cases. TI Cambodia's legal advice centre (ALAC) has supported relevant law enforcement agencies such as the ACU to enforce anti-corruption law by providing free legal advice to both victims and witnesses of corruption and referred some cases to relevant law enforcement agencies. ALAC has received 218 cases in 2017, among which 9 cases were referred to ACU and relevant authorities for further investigation.
- **Better Institutional Processes:** TI Cambodia has successfully supported the Ministry of Interior technically and financially to establish the School of Governance, which trains government officials at the national and sub-national levels on integrity, accountability, transparency and good governance. The School is approved by the Deputy Minister H.E Sar Keng and currently fully operational. 98 officials were trained among whom 25 officials become trainers for the School of Governance who will then train other government officials. TI Cambodia also assisted the Ministry of Interior to establish the Department of Integrity charges with internal monitoring roles to oversee the integrity, accountability and performance of public officials. We also provided both technical and financial assistance to the Ministry of Civil Service to improve service delivery in Cambodia by increasing people access to information on public services through a smart phone application "Cambodia Public Services". We also supported the MoCS to set-up its feedback calling centre, through which people can call-in to ask questions and provide feedbacks on the effectiveness of service delivery of key Ministries. Furthermore, TI Cambodia supported the Ministry of Commerce to train their officials on relevant legal and regulatory frameworks and service delivery to the private sectors. On transparency in mining sector, TI Cambodia has helped MME to identify 14 corruption risks in mining exploration licence processes and continue to support MME to improve its institutional process by developing relevant guidelines, improving better access to information on mining and technical capacity development of MME.

2. Behavioural Changes:

- **Stronger Social Movement against Corruption:** Building upon the momentum from 2016, TI Cambodia has intensified its citizen and youth empowerment initiatives across Cambodia. This year alone, TI Cambodia has reached out to more than 6,946 citizens and youth in addition to its existing youth networks. 40 youth led initiatives and 6 community led initiatives were implemented. This programme has not only raised public understanding on the causes and impacts of corruption but also empowered them to take concrete actions against corruption. Citizens no longer tolerate corruption as a way of life and more people expressed their desire to partake in reducing it. The programme has increased anti-corruption activism among citizens and communities.
- **Increased Public Understanding and Engagement in Budget Transparency:** In partnership with key members of the Budget Working Group, TI Cambodia launched 10 public forums with participation of 1,610 citizens/youth on budget transparency, which contributed to an increase in citizen understanding of and their engagement in budget processes and monitoring at the national and sub-national levels. We also work with the Ministry of Economic and Finance and the Commission 2 on PFM reform and advocate for transparency and an inclusive public engagement in the National Budget Formulation in Cambodia.

- **Increased Redness against Corruption:** This year, ALAC has witnessed significant increase in number of cases from 154 in 2016 to 218 in 2017, an increase of 42%. The increase indicates higher demands for redness against corruption from the public. Through our legal team, ALAC has referred 9 cases to law enforcement agencies. ALAC has partnered with 11 local NGOs and placed 24 ALAC's boxes in 14 provinces and the capital city of Phnom Penh. An online complaint mechanism is also developed and launched in August 2017, providing convenience for people to access to ALAC's services using smart phone.
- **Increased Business Compliance:** Business compliance goes hand in hand with the enforcement of law on taxations and other legal frameworks. Within this year, TI Cambodia worked with the Ministry of Commerce, the General Department of Taxation and 2 main business associations through which it partnered to raise awareness among the business community on business integrity, legal compliances and the Corporate Integrity System (CIS). 6 companies are implementing the Corporate Integrity System of TI Cambodia.

Priority Areas and Action Points for the Coming Year

Increased demand for budget transparency

TI Cambodia together with the Budget Transparency Working Group continues to increase public accountability through enhanced public financial/budget literacy among the population and strengthen parliamentary oversight of the budget. To achieve this, we set the following priorities:

Priority 1: Provide capacity building to the BTWG to effectively participate in discussion and monitoring of national budget and train the CSOs community to enable them to provide meaningful input on the national budget

Priority 2: Raise awareness and engage citizens and youths at national and sub-national levels in demand for and promoting budget transparency and access to information

Priority 3: Based on the OBS and other studies, work constructively with the MEF and the NAA to improve quality, coverage, public availability of relevant budget information and documents

Increased participation by youth on anti-corruption

Building a new generation that will be able to uphold integrity and reject corruption is vital for Cambodia as it is modernising itself on many fronts. TI Cambodia will intensify the youth empowerment activities as we are mobilising our youth across Cambodia beyond awareness raising. We would like to see Cambodian citizens and youth participating in the decision-making processes that are affecting their lives. Below are some key priorities, which we will implement for 2017:

Priority 4: Youth leaders from across the country trained and equipped with skills, knowledge and tools to take action against corruption through trainings, workshop, camps and/or campaigns.

Priority 5: Implement youth-led initiatives in communities to increase accountability and transparency on public service delivery.

Other key priorities and main activities for 2018 can be found in the annual work plan 2018.

Financial Report and Audit (to be annexed)

Information on the implementation costs

Analysis of possible deviations from plan/budget.

2. Work plan for the following year (to be annexed)

Updated work plan for the following year is annexed.

3. Annexes:

- Financial Report and Audit
- Work plan for the following year (TI Cambodia's revised global budget 2018-2019)
- Updated Risks and Mitigation
- Updated results matrix (Result Assessment Framework (RAF)
- Activities carried out during the reporting period.
- Visibility report
- Procurement plan 2018