

COMPLETION REPORT

STRENGTHENING DEMAND AND PARTICIPATION FROM
SOCIETY, PUBLIC AND PRIVATE SECTOR TO FIGHT CORRUPTION

APRIL 2012 - DECEMBER 2015



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Together Against Corruption

Strengthening Demand and Participation from Society,
Public and Private Sector to Fight Corruption

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Context and Corruption in Cambodia

Twenty-two years after the formation of the first democratically elected government in 1993, Cambodia’s rule of law is still heavily undermined and human rights conditions have not improved.

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Strategic Goals

Between 2012 and 2015, TI Cambodia was successful in increasing public demand for anti-corruption as well as in improving relevant legal framework, building coalition with civil society organisations and the capacity of those involved.

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Map featuring a youth network of YMTA

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Message from the Executive Director

I am pleased to present to you the three-year strategy report, highlighting activities undertaken by Transparency International Cambodia from April 2012 to December 2015. These activities were guided by our first strategic plan, namely “Together Against Corruption” with a focus on strengthening and participation from society, public and private sector to fight corruption.

While leading the development of the Strategic Plan in 2011, I was quite disturbed to realise that there was a very high number of citizens who considered corruption as “a way of life”. I understood that this was because they had lived with corruption for too long and were therefore trapped in bureaucratic systems as their normal day-to-day business. In our view, such a high level of tolerance towards corrupt practices was itself a big problem. We therefore decided that our first priority and entry point were to eliminate public tolerance towards corruption by working to strengthen public demand for the fight against corruption. Therefore, a strategic focus was public education and outreach programmes aiming to enlighten people that corruption is indeed a big problem, which can create devastating impacts, hinders development, destroys society and ruins the lives of people, especially the poor and vulnerable.

In order to support our public education campaign and strategic advocacy activities, we have conducted a number of important studies and assessments on corruption and integrity in the country. Findings from the studies have been widely used and referred to over the past years. Our holistic and constructive engagement approach has enabled us to build a coalition with strategic partners from all spectrums of the society, create momentum for solidarity among citizens and inspire many young people to take part in the fight against corruption and in promoting integrity.

Over the past three years, as a young organisation (founded in late 2010), we have been through numerous challenges due to the sensitive nature of our works and the political implication concerning corruption. While trying to overcome those challenges, we have learned a great deal and strengthened our institutional capacity to be more effective and efficient in pursuing our goals.

I am proud to say that we have successfully delivered all the expected results of our main programmes with high quality and significant impacts despite a small number of deviations and shortcomings due to external and political factors. As can be testified now, the demand for the fight against corruption from the public, private sector and civil society has increased significantly over these past years, and the majority of the population especially the youth consider corruption to be the biggest obstacle to the national development and are willing to engage in the fight against corruption and in promoting integrity. The momentum for the fight against corruption has been built, paving the way for us to continue our mandate and mission and has placed us in a very good position to execute our new strategy 2016-2020.

I would like to take this opportunity to thank our Board of Directors for their leadership, strategic direction and high commitment, our partners for their very good cooperation and solidarity and our donors for their generous financial support and motivation. Last but not least, I would like to especially thank our staff at all levels for their high commitment and capability in executing all programmes and delivering expected results with high responsibility and professionalism, effectiveness and efficiency. Finally, I would like to extend our appreciation to our youth volunteers and members of various youth networks and groups across the country for taking part in our social movement against corruption and for contributing to our remarkable achievements.



Preap Kol
Executive Director

PROLOGUE



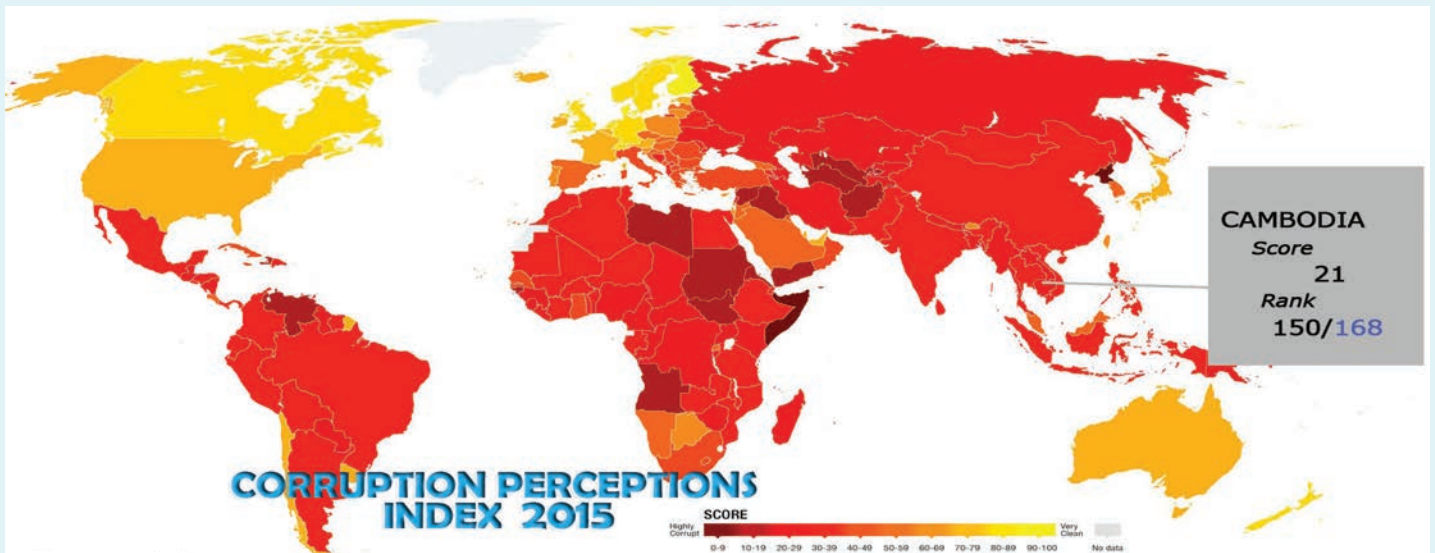
This report summarises the progress of TI Cambodia from April 2012 to December 2015.

The report starts with an overview of the national context and the current state of corruption in Cambodia. This introduction is followed by the executive summary and 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 report concludes with a general summary of TI Cambodia's key results and achievements and lays out TI Cambodia's next strategic priorities and future challenges.

TI Cambodia would like to thank the Board of Directors, the Executive Director, the Programme and Operation teams 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 Cooperation Agency (SIDA) and the Department of Foreign Affairs and Trade (DFAT) of the Australian Government, respectively, for their invaluable core financial support. In addition to the core financial support of SIDA and DFAT, TI Cambodia would like to thank a number of donors including the Canada Fund for Local Initiatives (CFLI), the Transparency International Secretariat (TI-S), the National Democratic Institute (NDI), and Oxfam for their funding on specific projects and initiatives during the past three years.

CONTEXT AND CORRUPTION IN CAMBODIA



Twenty-two years after the formation of the first democratically elected government in 1993, Cambodia's rule of law is still heavily undermined and human rights conditions have not improved. Cambodia has organised four general elections since 1998, all of which were marked by controversies and irregularities. Regardless of the turmoil in the aftermath of every general election, the elected parties always managed to form a parliament and government. Cambodia's troubled past has laid down weak political, economic and social foundations, which in turn, have brought an unstable governance system. Despite countless efforts and millions of dollars spent by the international community to support Cambodia in fulfilling its commitments of the Paris Peace Agreement, real progress remains to be realised. An in-depth study on the National Integrity System in Cambodia, which assessed 13 governance pillars of key state institutions and stakeholders, revealed that Cambodia has a very weak governance system in terms of legal and regulatory frameworks and law enforcement. All 13 pillars scored lower than 50 out of a possible 100, which indicated either weak or very weak integrity systems. The integrity of the judiciary proved to be the weakest pillar followed by the law enforcement agencies and the

legislature. 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 judicial institutions. These unfavourable conditions have resulted in Cambodia being ranked as the most corrupt country in ASEAN by Transparency International's 2015 Corruption Perceptions Index. Cambodians perceived the judiciary, the police and public services as the most corrupt institutions according to the 2013 Global Corruption Barometer. World Justice Project Rule of Law Index 2015 has dropped Cambodia from 25 points out of 100 to 10 points out of 100, which indicated the judiciary's inability to uphold the rule of law and provide equal access to justice for all.

Although Cambodia has recently been recognised by the Asian Development Bank as one of the fastest growing economies in Asia, more needs to be done to ensure that the growth benefits everyone. Cambodia has made significant progress toward achieving the United Nation's Millennium Development Goals and its poverty rate has fallen, yet many Cambodians are still at risk of slipping back into poverty according to the World Bank report (2014).

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. However, a number of obstacles remain in the way of a transparent and effective enforcement of the law.

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. With more than 65% of the population under the age of 30, demands from the youth are putting more and more pressure on the government, as clearly reflected in the results of the 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 demand for enhanced accountability, transparency and social justice.

Executive Summary

TI Cambodia has relentlessly planted the seed of integrity among the new generation and given them inspiration and courage to stand-up for their constitutional rights and to demand accountability from their leaders.

TI Cambodia's efforts to combat corruption over the past three and a half years have resulted in increased public demands for anti-corruption and shifted Cambodian people's perception of corruption.

Key Achievements

Diagnosis and treatment:

The National Integrity System Assessment (NISA) has enabled TI Cambodia and stakeholders to understand the root causes and potential impacts of corruption on Cambodia. The results of the assessment revealed that the integrity systems of all 13 pillars are either weak or very weak. Unsurprisingly, the judiciary is the weakest pillar followed by the law enforcement agency and the legislature. TI Cambodia has also made considerable efforts to understand the perception of young people through its Youth Integrity Survey (YIS). YIS's findings revealed that an overwhelming 99 per cent of youth, who were interviewed, think that the lack of integrity is a major problem for the country's development. While the majority of youth expressed high commitment to fight corruption, the survey has also revealed that they are willing to commit corruption if it benefits them and their family. Young people are so fragile and can be easily trapped in the corrupt cycle if both the state and non-state anti-corruption institutions do not pay careful attention to them and make necessary efforts to eliminate incentives associated with corrupt practices. The state should introduce and apply reasonable punishment and sanctions to those who are found guilty of both grand and petty corruption.

Public Sector Engagement and Reform:

TI Cambodia has been very constructive and genuine in assisting key government institutions in anti-corruption reforms. TI Cambodia has been able to work with the Anti-Corruption Unit (ACU), the Parliament's Commission 10, and the Ministry of Interior on key policy reforms. The engagement has yielded some notable results such as the development of the draft legislation on whistle blower protection, law on access to information and the establishment of the School of Governance. With its partners, TI Cambodia has built capacity of government officials at the national and subnational levels, which resulted in enhanced transparency, accountability and improved service delivery at the grass-roots level. TI Cambodia is also a key contributor to Open Government Partnership (OGP), Extractive Industries Transparency Initiative (EITI), Access to Information (A2I) and Budget Transparency Working Groups.

Public Demand for Anti-corruption

TI Cambodia has fostered a strong coalition against corruption through its partnership with over 170 key civil society organisations, 183 companies and 25 media agencies. More importantly, TI Cambodia has successfully built a nation-wide network of more than 15,000 youth, who were empowered to take the lead in the fight against corruption and participate in democratic decisions that affect their daily lives. TI Cambodia has relentlessly planted the seed of integrity among the new generation and given them inspiration and courage to stand-up for their constitutional rights and to demand accountability from their leaders. Through our efforts, citizens and youth have broken a social taboo and they can no longer tolerate corruption. This significant shift of perception of young people is fundamental for TI Cambodia's strategic priorities in the next five years and beyond. Young people are now demanding their voices to be heard and their concerns to be properly addressed by both state and non-state actors. TI Cambodia has nurtured and built readiness of many young people to be the leaders in their own fields and act as agents of positive change for the country.

Challenges:

TI Cambodia encountered some challenges in its operation and we foresee tough roads ahead of us. In a country where corruption is rampant at all levels, combating it requires not only courage and determination, but also a high level of intelligence and patience. It is imperative that TI Cambodia closely observes the country's political, economic and social changes to stay relevant and be smart in its strategic approaches. For the past three years, a few planned activities were not delivered due to a lack of collaboration from key partners. The progress of ALAC and BIP were slow during the first year. However, we were able to catch-up well from the second year of strategic cycle. Although TI Cambodia's collaboration with key state institutions experienced some hiccups during the programme period, we were able to manage the setbacks well by maneuvering our strategic directions.

Overview

Guided by a clear vision and mission, TI Cambodia implemented four core strategic programmes between 2012 and 2015 to:

- Improve legal and regulatory framework
- Strengthen anti-corruption coalition
- Increase public demand for anti-corruption
- Enhance capacity of state institutions on anti-corruption



Research and
Advocacy



Partnership and
Coalition Building



Governance and
Capacity Building



Citizen
and Youth
Engagement

GOAL 1: RESEARCH AND ADVOCACY

Aim: To diagnose corruption issues and use findings as a reference to stimulate better informed debates and formulate further anti-corruption projects

GOAL 2: PARTNERSHIP AND COALITION BUILDING

Aim: To build and support partnerships and coalitions of CSOs to fight corruption more effectively

GOAL 3: CITIZEN AND YOUTH ENGAGEMENT

Aim: To engage citizens and young people in promoting integrity more actively

GOAL 4: GOVERNANCE AND CAPACITY BUILDING

Aim: To build governance foundations, operational structures and processes for the establishment of a TI National Chapter in Cambodia

Our Vision

We strive for all Cambodians to live in a society 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

Strategic Goals

Together Against Corruption

Strengthening Demand and Participation from Society, Public and Private Sector to Fight Corruption

Between 2012 and 2015, TI Cambodia was successful in increasing public demand for anti-corruption as well as in improving relevant legal framework, building coalition with civil society organisations and the capacity of those involved.

GOAL 1 : RESEARCH AND ADVOCACY PROGRAMME

Corruption issues were identified, and research findings are being used as references to stimulate debates and to formulate advocacy campaigns. Two main research projects were conducted over the past three years. The National Integrity System Assessment (NISA) provided an in-depth assessment of the country's integrity system by evaluating all key governance institutions. The Youth Integrity Survey (YIS) provided comprehensive information about the attitudes, perceptions and experiences of young Cambodians concerning integrity and corruption.

GOAL 2: PARTNERSHIP AND COALITION BUILDING PROGRAMME

Combating corruption requires not only political will and government action, but also the collective engagement of all relevant stakeholders. For the past three years, TI Cambodia has worked 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.





Budget
allocation
for each
goal:

Goal 1
\$ 346,636

Goal 2
\$ 489,255

Goal 3
\$ 931,958

Goal 4
\$ 535,273

GOAL 3: CITIZEN AND YOUTH ENGAGEMENT PROGRAMME

In a country where more than 65% of the population is under the age of 30, youth plays a fundamental role as an agent of positive change. Therefore, it is important to enhance the integrity of Cambodia's new generation. TI Cambodia has built a strong social movement against corruption through its Citizen and Youth Engagement Programme by raising awareness and empowering democratic participation by young people in the decision-making process affecting their lives. Citizens are equipped with knowledge and skills to implement anti-corruption initiatives.

GOAL 4: 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.

Expenditure Report for Core Funding

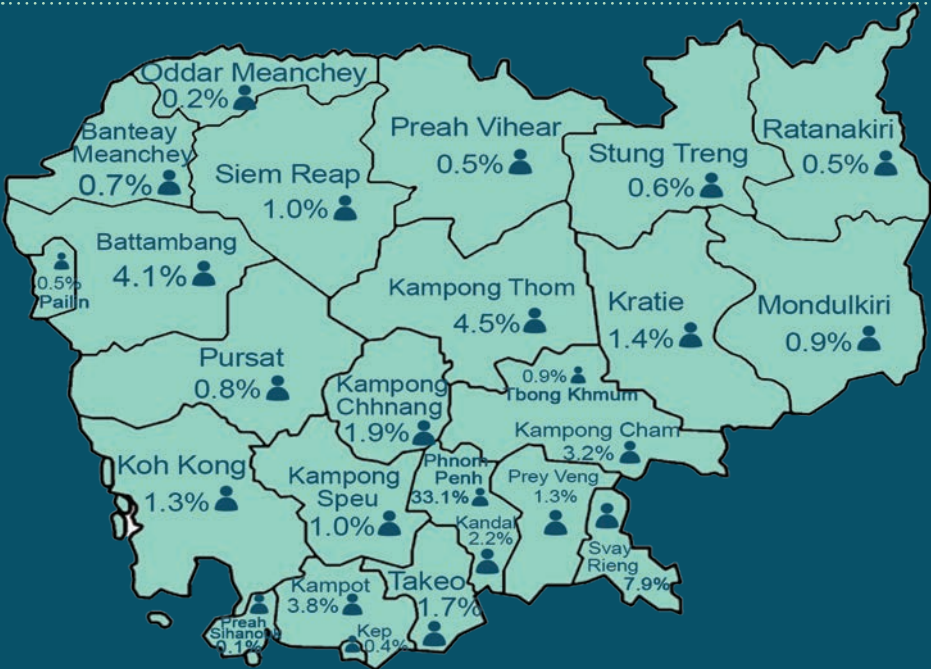
TI Cambodia's expenditure from 1 April 2012 to 31 December 2015

PREPARATION PHASE		3-year Cost in USD
Personnel Costs		49,243
Job Advertisements		2,260
Office Rental		6,600
Utilities		1,104
Communications		2,169
Office Supplies		2,404
Gasoline & Maintenance		814
Repair & Maintenance		1,064
Office Furniture		5,363
Office Equipment		13,408
Operational Costs		11,569
Sub-Total		95,998
GOAL 1:		
Personnel Costs		175, 228
Costs for National Integrity System Assessment (NISA) and Youth Integrity Survey (YIS)		104,095
Cost related to the assessments		13,346
Publications		27,288
Dissemination and advocacy activities of NISA and YIS		26,679
Sub-Total		346,636
GOAL 2:		
Personnel Costs		302,527
National Anti-Corruption Conference and cost for state and non-state actors		46,149
Anti-Corruption Networking		11,725
Cost for joint projects		128,854
Sub-Total		489,255

GOAL 3:		3-year Cost in USD
Personnel Costs		382,391
Partner selection		119
Activities in partnership with partners		221,308
Activity costs for youth engagement		157,726
Costs for joint projects with the Anti-Corruption Unit		170,414
Sub-Total		931,958
GOAL 4:		
Personnel costs		194,396
Cost for trainers		5,955
Capacity building for staff		66,766
Office Rental		91,147
Utilities	-	21,047
Communications		51,818
Office supplies		20,337
Gasoline & Maintenance		15,440
Repair & Maintenance		4,328
Office furniture		3,452
Office equipments		27,641
Vehicle		27,663
Bank Charges		5,283
Sub-Total		535,273
FINANCIAL OVERSIGHT AND AUDITING		
Auditing Fee		22,803
Other operational Costs		199,342
Total Expenditure		2,621,265

Beneficiaries and Expenditure

Distribution of participants by province and city



Total Beneficiaries

21,108

Not specified 25%

Other (oversea) 0.2%

Social media reach (Facebook and Youtube)

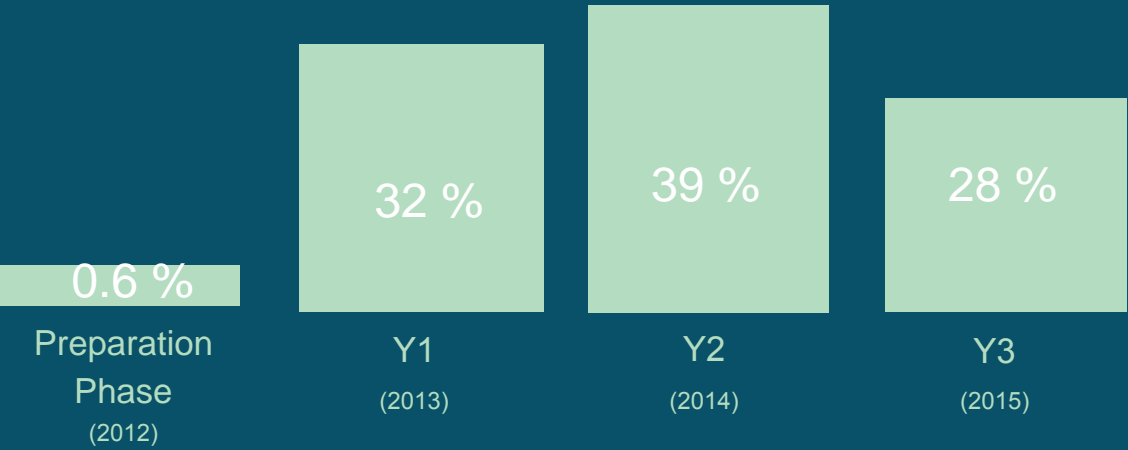
1,559,494

Number of people reached via both social media channels (Facebook and Youtube Pages) of TI Cambodia.

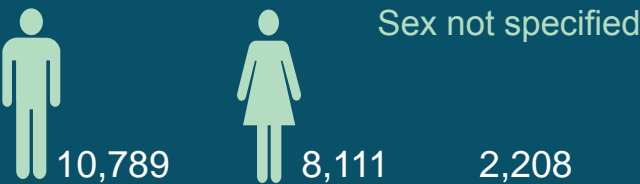
Total expenditure of TI Cambodia's operation for 2012-2015 (Core and Project Funding)

\$3,012,913

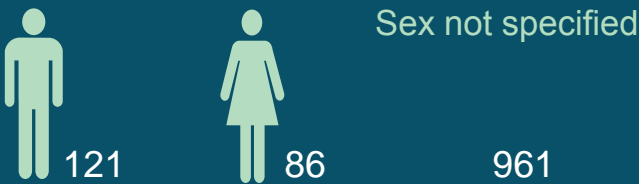
Beneficiaries by annum



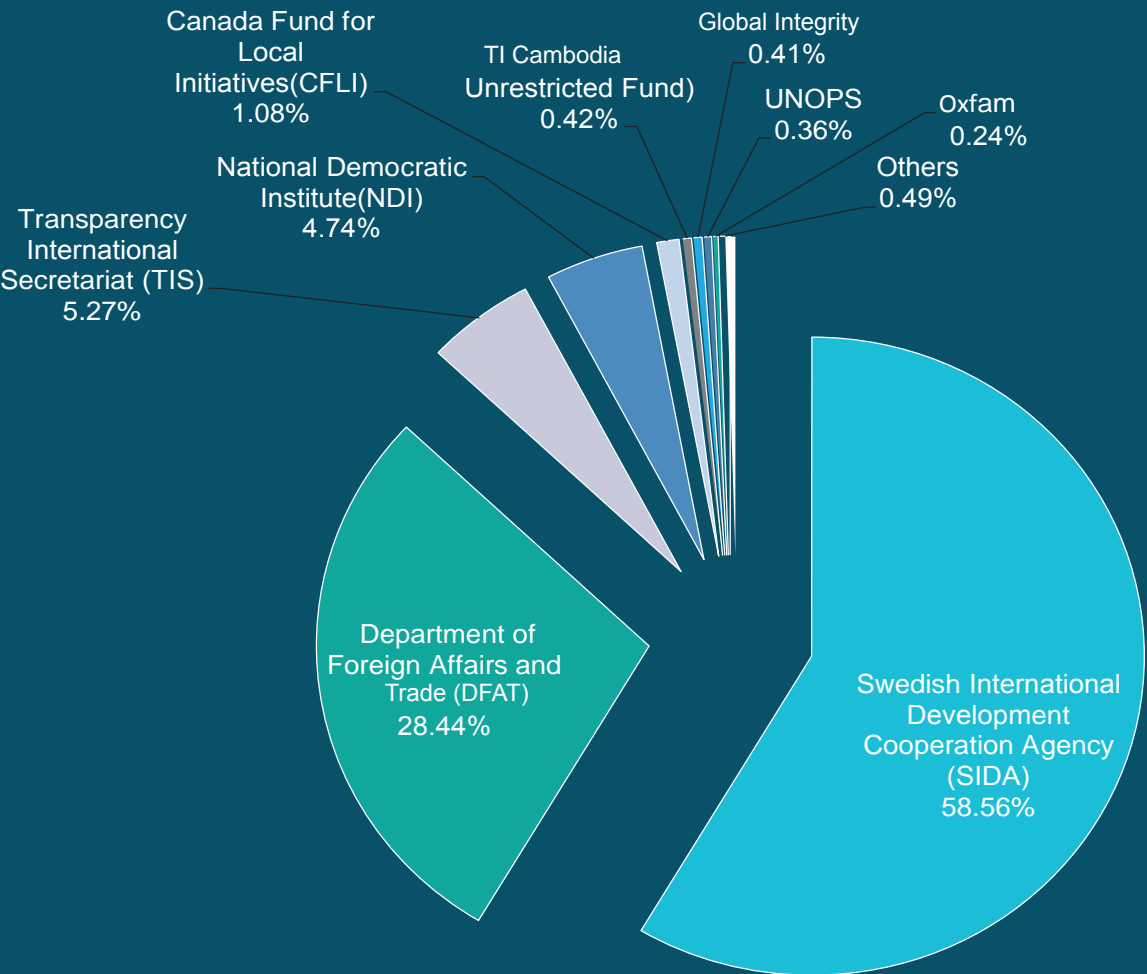
Direct beneficiaries divided by gender



Indirect beneficiaries divided by gender



Total expenditure divided by donors



Goal 1

RESEARCH & ADVOCACY PROGRAMME

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 successfully executed, which resulted in increased debates on anti-corruption and reforms.

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 hundreds of sources can be freely accessed.

The Research and Advocacy Programme has made sound financial expenditure during the reporting period. The allocated budget was well spent. The expenditure was made on right track and on target. USD 346,636 was budgeted for 2012-2015 and USD 346,585, which is equivalent to



Online library on corruption and governance with more than 500 sources.



The National Integrity System Assessment: 13 governance pillars.

5,154 people downloaded Bribespot App.

Youth Integrity Survey (YIS)
1,200 interviewees (50% female).

MAIN ACTIVITIES AND ITS IMPACTS

99.98% of the total allocated budget, was spent by 31 December 2015.

MAIN ACTIVITIES

- NATIONAL INTEGRITY SYSTEM ASSESSMENT (NISA)
- NISA ADVOCACY SHORT FILM: JUSTICE
- WHISTLEBLOWER PROTECTION DESK RESEARCH PAPER
- JUDICIAL CORRUPTION LITERATURE REVIEW
- DEVELOPMENT OF A BOOKLET VERSION OF THE NISA REPORT

- YOUTH INTEGRITY SURVEY (YIS)
- YOUTH AND CORRUPTION ESSAY COMPETITION
- YOUTH AND CORRUPTION ADVOCACY SHORT FILM: INTEGRITY
- ONLINE LIBRARY
- ANTI-CORRUPTION PHOTO COMPETITION

Significant Impact

Three core proposed recommendations:

- Reform the Judiciary
- Pass a Law on Access to Information
- Amend the Anti-Corruption Law and develop the Whistle Blower Protection Legislation
- Reform the National Election Committee (NEC)

Enhanced capacity of parliament on anti-corruption oversight.

Stimulated more informed debates on anti-corruption among the population and stakeholders, and formulated more anti-corruption projects.

Drafting law on Access to Information.

Improved Checks & Balances of the NEC.

Drafting the Whistle Blower Protection Legislation.

GOAL 2

PARTNERSHIP AND COALITION BUILDING PROGRAMME

Number of businesses engaged with TI Cambodia

+183 businesses

engaged in

business integrity

initiatives



Number of CSO partners and media engaged with TI Cambodia

170 CSOs
25 Media

Number of law enforcement officials & Commune Councilors

144 Law enforcement officials
& Commune Councilors

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 playing a significant role 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 expenditure was on target. USD 489,321 was budgeted for 2012-2015 and 489,255, which is equivalent to 99.98% of the total planned budget, was spent.

For the past 3 years, we have brought together and built a coalition of more than 170 CSOs, five key umbrella CSOs (CCC, NGO Forum, CRRT, CISA and CCSP) and 25 media institutions to demand collectively for social accountability and anti-corruption. This multi-stakeholder coalition formed part of an active social movement against corruption which is advocating for transparency and stronger rule of law.

A capacity of local police and commune councilors has been increased on anti-corruption & social accountability, leading to an improved service delivery in their constituencies.

MAIN ACTIVITIES

- NATIONAL ANTI-CORRUPTION CONFERENCE (NACC)
- NO IMPUNITY AND ANTI-CORRUPTION CAMPAIGN
- PARTNERSHIP WITH THE COALITION OF INTEGRITY AND SOCIAL ACCOUNTABILITY (CISA)
- PARTNERSHIP WITH CAMBODIAN CIVIL SOCIETY PARTNERSHIP (CCSP)
- PARTNERSHIP WITH WORLD RENEW, CCC, NGO FORUMS AND API
- PARTNERSHIP WITH THE MINISTRY OF INTERIOR
- PARTNERSHIP WITH THE PARLIAMENT'S COMMISSION 10
- WORKING GROUP ON BUDGET TRANSPARENCY
- WORKING GROUP ON ACCESS TO INFORMATION
- ELECTION REFORM ALLIANCES (ERA)
- OPEN GOVERNMENT PARTNERSHIP (OGP)
- EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE (EITI)
- BUSINESS INTEGRITY AND CORPORATE INTEGRITY SYSTEM
- SME CORRUPTION PERCEPTIONS RESEARCH
- NATIONAL CONFERENCE ON BUSINESS INTEGRITY

Partnership with National Assembly

Senate & National Assembly's Commission #10

Capacity of more than 400 participants (MPs, government officials, development partners and other stakeholders) enhanced on

anti-corruption, legal & regulatory frameworks and UNCAC.

ACU is leading in drafting the Whistle Blower Legislation together with Ministry of Justice and Ministry of Interior and TI Cambodia.

Sub-grants

8 grants initiated to fight against corruption among anti-corruption stakeholders.

Eight grants were provided to partners at the national and sub-national levels to deliver impacts on different fronts. Over the past three years, TI Cambodia has provided small grants to key strategic partners including the Coalition for Integrity and Social Accountability (CISA), Cambodian Civil Society Partnership (CCSP), the Cambodian Center for Independent Media (CCIM), Women's Media Centre of Cambodia (WMC), Club of Cambodian Journalists (CCJ), Thmey Thmey Online News, Coalition Cambodian Apparel Workers Democratic Union (CCAWDU) and the Anti-Corruption Unit (ACU).

Awareness of anti-corruption

108

Government Officials



Officials from the ACU & various government agencies received training on anti-corruption strategy and Monitoring & Evaluation on the impacts of government's anti-corruption strategy.

GOAL 3

CITIZEN AND YOUTH ENGAGEMENT PROGRAMME



447 people sought for legal advice from ALAC.

25 educational video clips/spots on corruption, integrity and social accountability were produced and disseminated

A total of **19** cases have been referred to relevant anti-corruption authorities.

8,676 people are now holding the anti-corruption cards.

International Youth Camp in Cambodia resulted in the formation of Youth Movement for Transparency in Asia Pacific (YMTA).

More than **15,000** youth across Cambodia engaged with TI Cambodia

Under Partnership with ACU, **2,900** people engaged in promoting integrity and anti-corruption.

87 young professional journalists and students from DMC and other institutions/universities were trained on social accountability, transparency, anti-corruption skills and investigative journalism.

46 youth-led initiatives have been developed & executed by youth from across Cambodia.

The Citizen and Youth Engagement Programme's expected results were delivered as planned.

Under this programme, awareness and understanding of citizens and youth concerning the root causes and impacts of corruption have been significantly increased. Citizens and youth have also been actively engaged in promoting integrity and fighting corruption through a variety of anti-corruption initiatives such as youth camps, trainings, workshops, youth forums and many other youth and public events.

In collaboration with Regional Anti-Corruption Institutions and seven TI Chapters in Asia Pacific region, an International Youth Camp was successfully organised.

As a result of the youth camp, the Youth Movement for Transparency in Asia Pacific (YMTA) was formed. Six sub-grants were provided to YMTA to implement youth-led initiatives, in each country to promote the fight against corruption in the region. The initiatives have been successfully implemented in engaging with more youth and raising their awareness. YMTA's youth have developed strategy 2016-2020 with technical support from TI-S and seven chapters.

Through youth networks, partners and MoEYS, a series of forums and training were conducted.

Through Ministry of Education Youth and Sports (MoEYS), 3 youth forums were organised, engaging 1,126 youth, where social accountability and anti-corruption were taught among other topics.

Empowering union leaders

A training of trainers was provided to trade union leader and CCAWDU staff, who in turn, have conducted 20 trainings to 520 garment factory workers (288 females, 55%) on workers' rights, integrity, transparency and anti-corruption.

A curriculum on anti-corruption for upper secondary schools has been designed and developed by the MoEYS and ACU.

140,000 copies of student textbooks and 5,000 copies of teacher textbooks were printed and disseminated to schools all over the country. The curriculum has been piloted at some selected schools.



Goal 4:

GOVERNANCE FOUNDATIONS AND CAPACITY BUILDING

2013

TI Cambodia became Chapter-in-Formation and was fully accredited as the National Chapter by TI-S.

2012

TI-S accredited TI Cambodia as the National Contact.

40%

At least 40% female participation in TI Cambodia's events, workshops, conferences and campaigns.

TI CAMBODIA'S GOVERNANCE FOUNDATION

MANAGEMENT STRUCTURE AND SEGREGATION OF DUTIES

BOARD OF GOVERNANCE

According to TI Cambodia's By-Laws, the Board of Governance is the highest authority of TI Cambodia. TI Cambodia has five founders, one of whom was formerly 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. The Board makes key decisions for and approves of TI Cambodia's policies and regulations, strategic plans and its budget. They also elect board leadership and recruit the Executive Director. In addition, they provide strategic direction/advice to the management team on issues of major concern to TI Cambodia.

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 and SIDA to set the foundation of TI Chapter in Cambodia.

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 off 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.

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 Cambodia as a fully accredited National Chapter of TI Secretariat. TI Cambodia is a member of TI Movement, which has its presence in more than 100 countries worldwide.

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 including ED, Directors and Managers. SMT has seven 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 organisational performance, day-to-day operations and decisions related to programmes' execution and the delivery of expected results based on the Result Assessment Framework (RAF).

MEETINGS

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

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 from the 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 choices.



POLICIES AND REGULATIONS

- 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
- Anti-Corruption Policy
- Gender Policy
- Guidelines for Planning, Implementing, M&E and Auditing



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 100 countries worldwide. TI Cambodia like other chapters is enjoying great autonomy over its strategic directions and finance although we adopt the same core principles and values and adhere to a governance system that ensures transparency, accountability, effectiveness and efficiency.

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, 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.

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.



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TI Cambodia has delegated greater ownership to its partners and encouraged them to take the lead in designing and implementing joint initiatives.

Its Board of Directors and management team comprise high-profile individuals from diverse backgrounds and with various expertise, gained from reputable institutions such as the UN agencies, DPs, the government, the private sector and NGOs, who ensure proper checks and balances within the organisation.

With the support from SIDA, DFAT 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 working in Cambodia for three decades such as CCC, NGO Forum, API, CISA, CCIM, WMC and CCSP.

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 2016 onwards, although the expected income will be very modest. Moreover, TI Cambodia is planning to become a membership-based organisation in 2017. TI Cambodia will provide greater ownership to citizens and youth 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.

CONCLUSION

KEY ACHIEVEMENTS

All expected deliverables have been well achieved despite some 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 the highlights of some outstanding 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 well stated in the National Integrity System Assessment (NISA) report based on evidence and reliable sources. This makes 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 Anti-Corruption Unit (ACU) together with Ministry of Justice and Ministry of Interior.

A STRONG ANTI-CORRUPTION COALITION IN CAMBODIA

Despite its relative young age, TI Cambodia is now 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 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.

AN 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 of commerce, 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. Ministry of Commerce 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 make TI Cambodia a relevant partner.

A SOCIAL MOVEMENT AGAINST CORRUPTION

For the past three years, we have built a network of more than 15,000 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 youth to take action against corruption. A total of 46 youth led-initiatives have been executed, reaching out to more than 40,000 citizens and youth 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.

IMPLEMENTATION GAPS

Despite its successes, TI Cambodia also witnessed some delays and gaps of the implementation. TI Cambodia's school integrity programme was dropped out in the second year due to the lack of collaboration from partners. The awareness raising campaigns which were planned with the Anti-Corruption Agencies were subsequently delayed. TI Cambodia's ALAC was unable to achieve its expected indicators due to the lack of collaboration from partners and the sensitive nature of the corruption complaints.

Moving Forward

MOVING FORWARD

The next strategy (2016-2020) of TI Cambodia will continue to work constructively with both demand and supply sides. TI Cambodia will continue to engage and broaden our collaboration with key government ministries, DPs, CSOs, private sector and citizens with the main focus on empowering people to take actions against corruption.

Six strategic programmes will be executed:



Public Sector
Engagement and
Reform



Partnership and
Coalition Building



Citizen and Youth
Empowerment



Promoting
Business Integrity



Governance Building
and Capacity
Strengthening



Research, Advocacy
and Public Fund Raising

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You can follow our websites, Facebook, Twitter, YouTube and Flickr pages to learn more about the work of Transparency International around the world. We also provide valuable reports and research results on our websites such as:

- Corruption Perceptions Index
- Global Corruption Barometer
- Bribe Payers Index
- Study on Corruption in Health Sector
- Business Integrity Country Assessment (BICA)
- Study on Extractive Industry Licensing Process
- National Integrity System Assessment
- Empirical Study on Corruption in the Judiciary

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“As the Chairman of the Board of Directors, I am very proud to announce TI Cambodia’s great achievements for the past three years in increasing democratic participation by youth in the decision making process affecting their daily lives and enhancing public demands for anti-corruption while ensuring a very constructive engagement with relevant government institutions to strengthen Good Governance in the Kingdom of Cambodia.” Ok Serei Sopheak



TRANSPARENCY INTERNATIONAL

Coalition against corruption

គណៈកម្មជាតិ
TRANSPARENCY
INTERNATIONAL
Cambodia

“Curtailling corruption requires short, medium and long-term strategies, including strict enforcement of the laws with zero tolerance principle, installing prevention mechanisms and educating people to embrace integrity, ethics and accountability as their values.” Preap Kol



The report content does not necessarily reflect the view of
all donors of TI Cambodia.

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