

**Kingdom of Cambodia
Nation Religion King**

**Anti-Corruption Institution (ACI)
National Council of Anti-Corruption (NCAC)**

Anti-Corruption Strategy and Politics

**Five-Year Strategic Plan
2011-2015**

**His Majesty, Preah Bath Samdech Preah Baromneath NORODOM Sihamoni, the
King of the Kingdom of Cambodia**

“We must absolutely and at all times avoid all forms of corruption. Everything we do we do it to protect the supreme interests which are the life of our nation, motherland and Cambodian citizens. We must avoid favoritism—the act of offering our personal special favor to someone who cajoles us into committing an act of injustice; and we must avoid offering our personal special favor to any member of our family or someone who is good at fawning over, faltering or coaxing us into offering them a promotion, money or personal interests.”

An excerpt from the speech of His Majesty, Preah Bath Samdech Preah Baromneath NORODOM Sihamoni, the King of the Kingdom of Cambodia, when addressing his subjects on October 30, 2004.

**Samdech Akka Moha Sena Padei Techo Hun Sen, the Prime Minister of
The Kingdom of Cambodia**

“If we talk about the destructive power of corruption, everyone obviously knows that corruption always causes bad effects on society in every aspect. Corruption hinders effective productivity and law enforcement. By failing to uphold virtues to steer their conducts, some individuals including civil servants, who lose their professional self-consciousness, act in direct contradiction to their obligation, turning public relations into personal relations and making individuals work for the enrichment of their personal interests when deserting public one. Because of this civil servants have taken their obligation to serve the state and people for granted.”

An excerpt from the speech of Samdech Akka Moha Sena Padei Techo Hun Sen, the Prime Minister of The Kingdom of Cambodia when addressing at workshop on the Draft Law on Anti-Corruption of Cambodia, International Standard, on August 27 2005.

CONTENT

1. Introduction	page 5
1.1. Background	page 5
1.2. Cambodia's global anti-corruption commitment	page 7
1.3. Anti-Corruption Law	page 8
1.4. The mandate of the Anti-Corruption Institution (ACI)	page 8
2. Anti-Corruption Strategic Foundation	page 10
3. Analysis of the environment and SWOT	page 12
3.1. Analysis of external environment	page 12
3.1.1. Political environment	page 12
3.1.2. Economic environment	page 13
3.1.3. Social environment	page 13
3.1.4. Legal environment	page 13
3.1.5. Technology environment	page 14
3.2. Analysis of internal environment (S8)	page 15
3.3. Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)	page 15
3.3.1. Strengths	page 15
3.3.2. Weaknesses	page 15
3.3.3. Opportunities	page 15
3.3.4. Threats	page 16
4. Vision, policy, mission, objective and structure	page 16
4.1. Vision	page 16
4.2. Policy	page 16
4.3. Mission	page 17
4.4. Objective	page 17
5. Strategy, goal, core activity and work performance indicator	page 17
6. Sine qua non	page 28
7. Attaching strategic plan to budget plan	page 28
8. Conclusion	page 28

1. Introduction

1.1. Background

For the Royal Government of Cambodia (RGC), good governance is the crucial sine qua non to achieve the sustainable and equitable economic development and social justice. Good governance requires dynamic participation and determination from various sectors in the society with accountability, transparency, equity, inclusiveness and the rule of law.

The RGC always considers corruption as an obstacle to economic development, rule of law, democracy, social stability; and it is also the cause of poverty.

The RGC is determined to focus its efforts at ensuring the effective implementation of the governance action plan which encompasses the following four sections:

- (i) Fighting corruption
- (ii) Legal and judicial reform
- (iii) Public administration reform and
- (iv) Armed forces reform and demobilization

		Improving productivity and diversifying agricultural sector		Land reform and mines clearance			
		ENHANCEMENT OF AGRICULTURAL SECTOR					
		Fisheries reform		Forestry reform			
Further construction of Transport infrastructure		Management of water resources and irrigation		Peace, political stability and social order		Strengthening private sector and attracting investments	
FURTHER REHABILITATION AND CONSTRUCTION OF PHYSICAL INFRASTRUCTURE		Integration of Cambodia into the region and the world	Fighting corruption		Legal and judicial reform		Partnership in development
			GOOD GOVERNANCE				
Development of the energy sector and electricity network		Development of information and communication technology		Public administration reform		Armed forces reform and demobilization	
		Favourable macroeconomic and financial environment				Promoting SMEs	
		Enhancing quality of education		Improving health service			
		CAPACITY BUILDING AND HUMAN RESOURCE DEVELOPMENT					
		Fostering gender equity		Implementing population policy			
						PRIVATE SECTOR DEVELOPMENT AND EMPLOYMENT GENERATION	
						Ensuring social safety nets	

As indicated in the Rectangular Strategy, one of the most important angles of the government's strategy in fighting corruption is to uphold an accurate measure to attack the root cause of the problem. The anti-corruption strategy cannot be effectively and dynamically implemented unless there it is supported with significant tools and resources¹. These resources will be utilized to identify the standard of ethics for civil servants and the making of the anti-corruption law, enhancement of the implementation of the sub-decree on public procurement and monitoring and evaluation. "The RGC acknowledges that without reliable measures to be taken in these sectors, the fundamental virtue of good governance cannot flourish in Cambodia."²

During its third mandate, although at that time a separate anti-corruption was not yet adopted, the RGC had taken some major and appreciate measures which are commensurate with its political agenda. The RGC had established the following anti-corruption mechanisms:

- Promoting public services including enhancement of the compendium of information on public services, creating necessary steps toward transparency and accountability;
- Creating the Ministry of National Assembly-Senate Relation and Inspection;
- Establishing the National Audit Authority;
- Mechanisms for administering the National Audit Authority and inspection system were improved and the internal audit mechanisms were created at government's ministries and agencies;
- The launch of several action plans based on good governance and the applications of measures including the adoption of the law on public financial management system, law on customs, sub-decree on public procurement, directives on the management of non-fiscal income and the code of conduct for custom officers etc;
- Anti-corruption measures in every aspect, at all levels and domains through awareness raising, prevention and implementation of the law on suppression of corruption which cooperated and supported by the public and international cooperation;
- In 1999 and 2006 the RGC issued the sub-decree on the establishment of Anti-Corruption Unit, operating under the umbrella of the Office of the Council of Ministers which fights corruption based on the three pillars: Education, Prevention and Enforcement of law to suppress the offences, public support and participation and the application of the transitional Penal Code. To fight corruption the RGC encouraged the drafting and enactment of relevant laws, two of which were the pre-conditions for the drafting of anti-corruption law. They were the Criminal Code of Procedures and Penal Code. After the two laws had been adopted the draft anti-corruption law, which had passed through consultations of the

1 Cambodian Rehabilitation and Development Board/Website of the Council for Development of Cambodia

2 Samdech HUN Sen's speech on December 11, 2001

stakeholders for several years, was approved by the Council of Ministers to forward to the Executive body for an enactment. It was subsequently signed by His Majesty the King and promulgated on April 17, 2010.

**Royal Government of Cambodia
Council for Administrative Reform**

Compendium of Information on Public Services
Fourth Batch Services

Services relating to Small and Medium-Sized Enterprise Businesses,
Investment Environment and
Private Engagement in Constructing and Maintaining the Structure

September 2008

The RGC, during its fourth legislation of the parliament, proposed the second phase rectangular strategy and continued to ensure peace, security, stability and public orders, eliminate violent acts, impunity and all forms of discrimination in order to build a society of justice, equity, free of corruption, and protect the basic rights and human dignity, mitigate poverty and sustainably develop the country.

Fighting corruption, enhancement of public financial management and improving good governance are the key factors to alleviate poverty and promote people's welfare. Through Global experiences, monitoring and eliminating corruption are the most difficult task and time consuming. Yet this remains a high priority of the fourth legislation government. It is generally known that anti-corruption law provides us with legal mechanisms which are necessary for fighting corruption effectively. In light of this, the RGC has been very committed to creating and adopting this law after having consulted enthusiastically with stakeholders and existing laws. Good preparation and orderly management of the law will ensure consistency with other related laws and effective implementation.

1.2. Cambodia's global anti-corruption commitment

In 2003 Cambodia accepted the ADB/OECD's anti-corruption action plan. From 2007 Cambodia has been a member of the South East Asia Parties against Corruption (SEA-PAC), the ASEAN independent anti-corruption institution which is not under the ASEAN General Secretariat. Two amongst the ten countries which are not SEA-PAC's members yet are

Lao³ and Myanmar. Likewise, in 2007 Cambodia signed United Nations Convention against Corruption (UNCAC).

Cambodia will host the sixth SEA-PAC's meeting on 4-5 November, 2010.

Cambodia Anti-Corruption Unit remains ready for Mutual Legal Assistance in and outside the region.

1.3. Anti-Corruption Law

On October 2009 the Cambodia's Assembly adopted the Penal Code which includes all elements of criminal offences, all of which are envisaged in the provisions of the Anti-Corruption Law. They include the definition and penalties. The Penal Code will come into force in late 2010. The draft anti-corruption law was approved by the plenary of the Council of Ministers on December 11, 2009 and subsequently enacted by the National Assembly and the Senate on March 2010. The Anti-Corruption Law was promulgated by His Majesty the King on April 17, 2010.

In the aftermath of His Majesty the King's signing on the Law, the Anti-Corruption Institution including the National Council of Anti-Corruption (NCAC) and a Anti-Corruption Unit (ACU) will be fully established no later than November 2010.

The NCAC is tasked with issuing anti-corruption strategy and policy. The ACU is tasked with conducting anti-corruption activities and following up, investigating, monitoring and studying and researching on a regular basis.

1.4. The mandate of the Anti-Corruption Institution (ACI)

According to the promulgation of this law, an ACI is created which includes the NCAC and the ACU.

The NCAC is represented by 11 people from the relevant institution and tasked with:

- Developing anti-corruption strategy and policy;
- Consulting with and providing recommendation to the ACU on anti-corruption matters;
- Following up the process of work of the ACU;
- Requesting to the ACU to provide report or explanation;
- Making report to the Prime Minister on the work progress of the ACU;
- Designing and adopting the internal regulations for its operation;

³ According to the latest update news, Lao would ask to become member during the sixth SEA-PAC meeting on 4-5 November, 2010 to be held here in Cambodia

The ACU is tasked with:

- Enforcing the law, orders and regulations relating to offences of corruption;
- Preparing documents on anti-corruption action plan to be in line with the strategy and policy of the NCAC;
- Conducting activities to suppress and prevent corruption;
- Following up, investigating, monitoring and conducting research and taking measures concerning offences of corruption at ministries, institutions, public and private establishments in accordance with the laws in force;
- Receiving and processing all complaints about corruption and taking action in accordance with the existing laws;
- Looking for, reviewing and managing documents and information on corruption;
- Strictly maintaining confidentiality of corruption-related information source;
- Taking necessary measure to protect personal security of an informant who reports on corruption;
- Administering the Assets and Liabilities Declaration System as stipulated in the provisions within the Anti-Corruption Law;
- Conducting public awareness raising campaign on the consequence of corruption and encouraging public engagement in activities to prevent corruption;
- Reviewing and proposing annual budget plan of the NCAC and ACU;
- Responding to every inquiry by member of the NCAC or parliamentarian either orally or in writing;
- Serving the NCAC;
- Appointing, reshuffling and managing or proposing an appointment or reshuffling subordinate civil servant within the ACU;
- Cooperating with national, regional and international organizations to combat transnational corruption;
- Writing report on activities of the ACI to the NCAC;
- Being empowered to issue first warning to a subject who fails to be compliant with the law and regulations, in order to deter and prevent corruption.

By and large, the ACU is established to carry out its duty independently as envisaged in the structure and functioning set forth in the sub-decree. The tasks of the ACU include enforcing the laws, orders and legal measures relevant to corruption and developing anti-corruption action plan in accordance with the NCAC's strategy and policy.

The ACU's mandate covers education, prevention and suppression activities in relation to anti-corruption. The tasks include education, prevention, receiving and

processing complaints and monitoring and investigating corruption related activities. This unit is tasked with creating and managing the Assets and Liabilities Declaration System. With regard to public awareness raising, the ACU is tasked with conducting anti-negative impact campaign and encouraging the public to engage in anti-corruption education, and prevention.

The ACU is responsible for planning its annual budget for the unit and the NCAC. The law requires this unit to respond orally or in writing to any inquiry by member of the NCAC and parliamentarian. The unit can cooperate with national, regional and international organizations to fight transnational corruption.

2. Anti-Corruption Strategic Foundation

There is no single physical solution to corruption. However, it is commonly agreed that all successful anti-corruption strategy require a three-headed arrow namely (1) public education, (2) prevention, and (3) enforcement of anti-corruption law. The anti-corruption three-phrase slogan, the three “Un’s”⁴ which shall be remembered and followed, is: *Unwilling to be corrupt, Unable to be corrupt, Un-daring to be corrupt.*

There are other factors that are necessary to make a success: legal environment, adequate resources and partnership with other government’s agents such as public prosecutors and court etc. In many countries civil societies provide significant support for anti-corruption efforts.

The ACU is determined to follow the law with Zero Tolerance Policy when it comes to fighting corruption.

The new law offers the ACU with a strong mandate to monitor, observe and investigate corruption. To enhance the responsibility and ability to face potential challenges the ACU is to create structure, build capacity for its staff, establish information report system and strong communications with government’s ministries, institutions, and encourage public engagement.

In early 2010 the ACU has started to implement them significantly. These include the trainings to build and enhance skills in:

1. Method to conduct a survey
2. Complaint Resolution Mechanism and Case File Management
3. Categories of corruption
4. Assets and Liabilities Declaration and Forms
5. Conflict of Interests
6. Corruption Investigation Techniques
7. Financial Investigation
8. Money Laundering
9. Anti-Corruption Strategic and Action Plans

⁴ Samdech HUN Sen’s remarks on 27 August 2010

10. Joint Exercise between the ACU, National Police, Ministry of Justice, Prosecutors and Judges of Court of First Instance from Banteay Meanchey, Koh Kong and the Appellate Court, Financial Intelligence Unit (the Unit within the National Bank of Cambodia), UNODC, and five UN's Anti-Crimes, Drugs, Money Laundering, Corruption Organizations on 26-30 April 2010 on Money Laundering Case Trial.

The two documents on Anti-Corruption Strategic Plan and Action have been compiled from the many years of anti-corruption experiences of the earlier anti-corruption unit when the Anti-Corruption Law had not yet been enacted. The documents have also been built on public concerns and experiences obtained from study visits including those in Singapore, Malaysia, Vietnam, China and the United States of America and the outcome of knowledge from the above trainings and the meticulous review and consideration of anti-corruption plan and action management of various countries.

Compliant with the mandate and duty envisaged as such, the NCAC designs this 5-Year First Phase Strategic Plan for 2011-2015. It is the anti-corruption strategy and policy of the NCAC.

This strategic plan outlines:

- Internal and external environment analysis
- SWOT analysis
- Public and their expectations
- Vision, policy, mission, objective and structure
- Strategy, goal, key activities and work performance and expectation indicators.

The plan also lays out the success pre-conditions—the importance of integrating the plan with the budget plan; and the conclusion.

As far as the operation and costs are concerned, this plan will play a significant role in directing the ACU to the effective execution of its duty.

The concrete strategic measures to mitigate incidences of offence and corruption are as follows:

1- Public education, engagement and support

Public engagement and support are indispensable condition to prevent, mitigate and fight corruption effectively. The ACU continues to promote and protect the freedom of access to and dissemination of information in the media on corruption. Nevertheless this needs to be carried out with responsibility and reliability in order to protect the rights, honor, dignity of the people and national security and public orders.

2- Prevention

The ACU continues to promote the knowledge of every aspect, cause, impact of corruption in order to encourage public engagement in preventing and fighting corruption. The ACU takes concrete measures and continues to encourage the government civil servants at all levels to fulfill their duty with high dignity, professional ethics and responsibility.

3- The enforcement of law on penalties

The ACU shall strictly take legal action against offenders to mitigate incidences of corruption offence and opportunity and build stronger public trust in the government and the ACU.

4- Private engagement

The ACU continues to implement the legal framework policies and procedures to protect the integrity of private sector in preventing collusion and ensure a fair competition amongst private businesses and guarantee proper and dignified conduct in every business transaction. The ACU shall protect the check and balance between the rights and interests in public and private service contracts.

5- Enhancement of accountability and institutional capacity

The ACU focuses on improving its effectiveness in diverting a conflict of interest between private and public sector. The unit will tone down the officers' abuse of power, the misuse of duty and influence to remove any uncertainty and prejudice in a decision making and service provision.

3. Analysis of the environment and SWOT

3.1 Analysis of external environment

3.1.1 Political environment

During the last few decades, under the wise and ideal leadership of Samdech Akkak Sena Padei Techno HUN Sen, the Prime Minister of the Kingdom of Cambodia, the RGC governs the country with peace and political stability. Thus far the RGC has launched the Second Phase Rectangular Strategy for 2008-2013 which includes anti-corruption as its most prioritized item for the parliamentary agenda of the fourth legislative government.

The RGC is of well appreciation of the anti-corruption law which is the key and indispensable legal foundation to fight corruption effectively. To adopt this law, consultation and cooperation with stakeholders, application of other relevant laws are sought to ensure its being in line with international standard.

With regard to this, the RGC is enthusiastically committed to drafting and subsequent enacting of this law which is well consulted. Above all else during the third Cambodia Development Cooperation forum, the RGC's

implementation of its political programs was strongly supported by its development partners. The partners have good faith in the government and pledged more funds. The RGC's political strategy and development partners' support have contributed to the ACU's anti-corruption education and prevention.

3.1.2 Economic environment

With the government's commitment to alleviate poverty and ensure sustainable economic development, Cambodia has experienced a steady economic growth during the last few years. Amid the global economic crisis the RGC has taken and developed ongoing inter-related and flexible measures and strategies to reduce economic impact and secure its annual economic growth.

Though effected by the global economic downturn and annual increase in inflation, the government still manages to secure the 20% annual salary increment for the civil servants in order to raise their standard of living. Nonetheless corruption still poses great concern to the government, public and stakeholders. The ACU is joined by the public and stakeholders to help solve this problem.

3.1.3 Social environment

The limited public awareness of the negative impact of corruption, general public tolerance towards corruption and culture of offering gift and the lack of anti-corruption public engagement makes corruption become the government's priority to focus on anti-corruption education and prevention and suppression to ensure confidence in being unwilling to be corrupt, unable to be corrupt and un-daring to be corrupt.⁵

In any case, Cambodia is a society of a good tradition, clean culture and good people who are educated to conduct good deeds, all of which are significant contributors conducive to the success of the ACU's mandate.

3.1.4 Legal environment

There are Anti-Corruption Law, Penal Code and Criminal Code of Procedures, all of which are significant and indispensable legal instruments to be used for effective anti-corruption, corruption prevention and suppression.

In any event, due to the fact that the laws have just been adopted and promulgated, the NCAC can envisage challenges concerning the applications of these laws. As far as practical point is concerned, times are needed to educate the public and law enforcement officers on these laws.

⁵ Samdech Akkak Sena Padei Techo HUN Sen's speech on 27 August 2007

3.1.5 Technological environment

The development of modern technology and skills can contribute to the effective execution of the ACU's duty. Likewise, offenders can use this modern technology to conceal their corrupt activities, hence imposing constraints on the ACU's work.

With some analysis of the external factors, we observe a number of opportunities that can bring success for the ACU while a few others hinder the capacity of the ACU to fulfill its mandate and duty.

3.2. Analysis of internal environment

The following eight factors⁶ (S8) can contribute to the success of the ACU's operation:

- **Strategy:** the ACU needs to have several proper and effective strategies to make it success in its operation. These include strategies in public awareness raising, prevention, anti-corruption law enforcement, international cooperation and internal monitoring etc.
- **System:** The ACU needs to develop good systems such as Complaints Management, Case File Management, Confidentiality, Information Technology, Mutual Legal Assistance, Intelligence, Statistics, Procurement and Assets Declaration etc.
- **Staff:** A strong ACU requires good and capable staff. This can be achieved through Employment Contract, Code of Conduct, Staff Recruitment System, Promotion, Punishment, and Internal Monitoring on Officer's fidelity, and a system to assign staff in accordance with his/her status and roles etc.
- **Skill:** Capable staffs are skillful staff. The ACU needs to focus on building capacity for its staff including skills in awareness raising, prevention and investigation and capacity to enforce the laws, and information technology etc.
- **Style:** leadership management, leading by example, maintaining independence with regard to duty, tasks, leadership, consultation, prosing ideas and budget plan etc. are strength of the ACU.
- **Structure:** Organizational Structure, skills, and facilities (buildings, materials, tools etc.) when properly managed can the ACU become powerful.
- **Shared Values:** share valued such as staff encouragement to fulfill the mission, incentive, and openness to staff's comments are ACU's successful factors.
- **Special Internal Investigation:** The ACU shall prevent its officers from committing corruption.

⁶ Samdech Akkak Sena Padei Techo HUN Sen's speech on 27 August 2007

With regard to the aforementioned points, the ACU practically needs to develop its internal capacity as much as possible to successfully carry out its mandate and duty.

3.3. SWOT Analysis

SWOT has been analyzed as follows:

3.3.1 Strengths

- The NCAC is a strong support of the ACU;
- The Unit has recruited qualified staff who receives trainings to ensure effective execution of their tasks;
- The Unit has effectively raised awareness of anti-corruption measures and prevention within the government ministries and private institutions;
- The Unit has been seized with complaints and conducted investigation into all allegations or suspicions concerning corruption;
- The Unit has investigated officers who have been suspected of being involved in corruption; and
- The strong engagement of the unit's leadership to develop the strategic plan.

3.3.2 Weaknesses

- The infrastructure and tools to be utilized within the unit are not adequate;
- Limited public and stakeholder engagement and confidence;
- Education, awareness raising and prevention activities in communities have neither been strong nor broad;
- Control, prevention and investigation system is not yet strong.

3.3.3 Opportunities

- Cambodia has Anti-Corruption Law, Penal Code and Criminal Code of Procedures which are necessary legal foundation for the institution to perform its duty;
- The RGC has clear political will to fight corruption and make it the environment friendly for the institution to discharge its duty;
- Financial support from the RGC for the operation;
- Attention and engagement of the media to keep the public informed of anti-corruption efforts;
- Public service reforms which can mitigate corrupt opportunities;
- There are plans to build capacity for officers at ministries and institutions;
- Public's hope in the RGC's anti-corruption measure;
- International cooperation and assistance.

3.3.4 Threats

- Even though we have financial support from the RGC, the respective resources are limited;
- The lack of good governance is the main obstacle to reduce the level of corruption within public and private sector. By and large, governance in Cambodia is weak and it casts negative impacts on the people's livelihood since it hinders the capacity of the public establishments to effectively provide the services to the people;
- Poverty and unemployment are factors which can fuel corruption, in particular, within the institutions which provide public services;
- Although the RGC has set anti-corruption as its most prioritized political program, it needs cooperation from stakeholders, in particular, the Armed Forces and judicial officers to suppress corruption and ensure effective operation of the anti-corruption institution;
- Public lack of confidence in the anti-corruption institution is another hurdle as it makes public engagement and support hard.

4. Vision, policy, mission, objective and structure

4.1. Vision

To become an effective and successful institution which gathers broad participation from all sectors, the anti-corruption institution needs to focus and address the above vision by improving institutional capacity, anti-corruption law enforcement, facilitating the execution of the anti-corruption mechanism, raising awareness among Cambodian population, and improve partnership with stakeholders. These represent the effectiveness in having the anti-corruption included in the national agenda.

To achieve the forgoing vision, the anti-corruption institution needs to carry out ten principles: (1) Integrity, (2) Excellence, (3) Accountability, (4) Respect (of Human Rights,) (5) Confidentiality, (6) Cooperation, (7) Neutrality, (8) Fidelity (to the national and people,) (9) Responsibility, and (10) Everything is for the people's interest.

4.2. Policy

The anti-corruption institution fights corruption in every aspect, level and domain with zero tolerance. We should not have any discrimination against the size of our case. In other words, we should not feel that a case is too small or too big to be dealt with. Regardless of big case involving the squandering of national budget or smaller one, people suffer every day from any of these every day.⁷

⁷ Samdech Akkak Sena Padei Techo HUN Sen's speech on 27 August 2007

4.3. Mission

The ACU is seized with the mandated mission to conduct anti-corruption in every aspect, level and sectors to proudly and successfully mitigate corruption—both the offences and opportunities to commit the crimes as such. This result will contribute to the enhancement of good governance, rule of law, the efforts to build a clean and fair society as well as to engage in upgrading people’s quality of life and fostering the national economic growth.

4.4. Objective

The ACU successfully and proudly promote public awareness on anti-corruption and suppress corruption offenders in order to mitigate level of corruption, corruption incidences and corruption opportunities. This outcome will contribute to the enhancement of good governance, rule of law and engagement in building a clean and fair society as well as to improve living standard of the people and promote economic development.

5. Strategy, goal, core activity and work performance indicator

The following table illustrates and explains the anti-corruption strategy, goal, core activity and work performance indicator.

Education Strategy	
First goal: To Disseminate Anti-Corruption Law and Relevant Laws to improve public awareness to mitigate corruption offences and opportunities.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none">1. To organize awareness raising on the Anti-Corruption Law and related laws;2. To train focal persons within public ministries and institutions and private establishments;3. To disseminate Anti-Corruption Law and relevant laws through state and private media;4. To disseminate Anti-Corruption Law and relevant laws at state ministries and institutions, private establishments and places which are vulnerable to corruption	<ol style="list-style-type: none">1. There is a program to disseminate Anti-Corruption Law and relevant laws in early 2011;2. Trainings for focal persons within public ministries and institutions and private establishments will have been conducted by end of the first semester of 2011;3. Dissemination of Anti-Corruption Law and relevant laws through state and private media will take place once a week;4. Dissemination of Anti-Corruption Law and relevant laws at state ministries and institutions, private establishments and places which are

	vulnerable to corruption will have been done by late 2011.
Second goal: To provide and disseminate anti-corruption related information to increase awareness and encourage public engagement in prevention and anti-corruption.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none"> 1. To develop and implement community education program and public forums; 2. To develop and implement a Monitoring and Evaluation system to assess the impact of the community education program; 3. To write, produce, print, publicize and distribute educational documents (leaflets, journals, posters etc.); 4. To create the ACU's website; 5. To cooperate with the Ministry of Education, Youth and Sports and Educational Establishments to give lectures; 6. To establish an anti-corruption museum and archives. 	<ol style="list-style-type: none"> 1. There are community education programs and public forums in the first semester of 2011; 2. The effectiveness of the Monitoring and Evaluation system concerning the community education programs will be monitored annually; 3. Educational documents are publicized and distributed to people in cities and provinces; 4. The ACU's website will have been created by late 2011; 5. Cooperation with the Ministry of Education, Youth and Sports and Educational Establishments will have been built to give lectures every year; 6. The anti-corruption museum and archives will have been established before the end of 2012.
Third goal: To include anti-corruption related programs in the study curriculum from primary education to higher education to educate students on clean and good morale.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none"> 1. To cooperate with the Ministry of Education, Youth and Sports to design the study curriculum which includes the anti-corruption substance; 2. To organize the publication of the study materials and trainings for the anti-corruption focal persons; 3. To monitor and evaluate the impact of this study program. 	<ol style="list-style-type: none"> 1.1 Cooperation with the Ministry of Education, Youth and Sports has been established in early 2011; 1.2 The anti-corruption substance to be included in the study curriculum from primary education to high education will have been available before 2015; 2.1 Study materials for training focal persons will have been available in 2012; 2.2 Trainings for focal persons will have been available by 2012; 3. The Monitoring and Evaluation system

	will have been in place by mid 2013.
Fourth goal: To publicize the anti-corruption message in mixed media and through civil societies.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none"> 1. To conduct workshops to disseminate anti-corruption activities with reporters and civil society; 2. To develop advertisement spots on anti-corruption to be publicized through mixed media (televisions, radios, newspapers, magazines, the Internet etc.) 3. To produce a radio play (<i>L'Khaon Niyey</i>) and movie series which embedded with anti-corruption substance to be broadcast on radio, TVs, and produced in CDs, VCDs and DVDs; 4. To cooperate with arts group (music, entertainers, string instrument [<i>Chapey</i>]) etc. to include anti-corruption substance. 	<ol style="list-style-type: none"> 1. These workshops will have been in place before the national workshop on anti-corruption; 2. The anti-corruption message will have been ready for the mixed media before 2015; 3. At least a radio play (<i>L'Khaon Niyey</i>) and a movie series will have been produced no later than 2015; 4. Arts performance in the communities which are vulnerable to corruption will have been conducted before mid 2011.
Fifth goal: To organize a contest and round-table discussion on anti-corruption to encourage the public to be aware good moral practice.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none"> 1. To organize a contest (debate, composing poem, writing slogan, short story, drawing etc.) in cities and provinces; the national contest is to be conducted in the capital; 2. To organize a round table discussion to be broadcast on radios and TVs with the participation of the officers from the government, civil society, and lawyers. 	<ol style="list-style-type: none"> 1.1 An annual final national contest will have been conducted in the capital; 1.2 Debate contests will have broadcast on radios, TVs; 2. A monthly round table discussion will have been organized.
Sixth goal: To organize the National Anti-Corruption Day which includes a special event to expand and enhance public awareness of anti-corruption.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none"> 1. To propose for an establishment of Anti-Corruption National Day; 	<ol style="list-style-type: none"> 1. Anti-Corruption National Day will have been established before the end

2. To celebrate the day by organizing special events in cities and provinces.	of 2011; 2. Subsequent special events will have been organized annually.
Prevention Strategy	
First goal: To promote the prevention of corruption within target ministries and institutions.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none"> 1. To organize national anti-corruption workshop under the presidency of Samdech Akkak Moha Sena Padei Techo HUN Sen; 2. To coordinate and provide recommendations concerning the preparation of Code of Conduct and Action Plan within target ministries and institutions. 	<ol style="list-style-type: none"> 1.1 The national anti-corruption workshop will have been held before the end of 2010; 1.2 The target ministries and institutions will have had the anti-corruption focal persons before the end of first semester of 2011; 2.1 A subsequent workshop of the national anti-corruption workshop will have been conducted; 2.2 The workshops will have been attended by representatives from anti-corruption focal persons of the target ministers and institutions; 2.3 The anti-corruption Code of Conduct and Action Plan will have been available within target ministries and institutions by late 2011.
Second goal: To expand and follow up the implementation of the anti-corruption action plan of the target ministries and institutions.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none"> 1. To create and implement the mechanism to follow up the implementation of the action plan of the target ministries and institutions; 2. To encourage and instruct the target ministries and institutions to effectively implement the action plan. 	<ol style="list-style-type: none"> 1.1 The mechanism to follow up the action plan will have been ready after the action plan of the target ministries and institutions will have been developed; 1.2 The follow up of implementation of the action plan of the target ministries and institutions after it has been launched will have taken place; 2. The work to encourage and instruct the target ministries and institutions to effectively implement the action plan

	will have been on going.
Third goal: To monitor the process of issuing licenses, contracts and procurements at target ministries and institutions.	
Core Activities	Work Performance Indicators
<ul style="list-style-type: none"> 2 To form and train a working group to monitor the issuances of licenses, contracts and procurements; 3 To establish and implement the method to monitor and provide recommendations and making a record of the process in issuing licenses, contracts and procurements. 	<ul style="list-style-type: none"> 3.1 The Working Group to monitor the issuances of licenses, contracts and procurements will have been formed before the end of 2011; 3.2 Trainings on how to conduct a regular monitoring on the process of issuing licenses, contracts and procurements will have been provided after the working group has been formed; 2. The monitoring, recommendations and recording taking concerning the process in issuing licenses, contracts and procurements will have been conducted regularly.
Fourth goal: To grade work performance and offer fidelity award in anti-corruption work to the target ministries and institutions.	
Core Activities	Work Performance Indicators
<ul style="list-style-type: none"> 1. To develop and implement a system to grade work performance and give fidelity award; 2. To publicize the result of the evaluation. 	<ul style="list-style-type: none"> 1.1 A Group to evaluate the criteria will have been formed by late 2011; 1.2 The report on the grade of work performance and fidelity award for the anti-corruption work of the target ministries and institutions will have been made by late 2011; 1.3 A annual evaluation will have been conducted from 2012; 2. Publicity will have been made through all state media.
Fifth goal: To create and implement the effective Assets Declaration System.	
Core Activities	Work Performance Indicators
<ul style="list-style-type: none"> 1. To create the Assets Declaration form and guidance; 2. To advise the focal persons to be in 	<ul style="list-style-type: none"> 1. The Assets Declaration form and guidance will have been set up by late 2010;

<p>charge of assets declaration at the target ministries and institutions;</p> <p>3. To establish and implement the Assets Declaration Procedures;</p> <p>4. To create a system to manage and keep data of assets declaration.</p>	<p>2. Advice to the focal persons to be in charge of assets declaration at the target ministries and institutions will have been offered;</p> <p>3. Assets Declaration will have been implemented sixty days after the anti-corruption institution has been established;</p> <p>4. The system to manage and keep data of assets declaration will have been ready by early 2011.</p>
<p>Anti-Corruption Law Enforcement Strategy</p>	
<p>First goal: To establish an effective system to receive complaints.</p>	
<p>Core Activities</p>	<p>Work Performance Indicators</p>
<p>1. To create a system to receive complaints 24/24-hour through telephone, mail box, email and in person etc.</p> <p>2. To establish an easy-to-use complaint system;</p> <p>3. To publicize information about the complaint system through media;</p> <p>4. To form a complaint analysis group;</p> <p>5. To create a system to manage and keep complaints.</p>	<p>1. The 24/24-hour system to receive complaints will have been set up by early 2011;</p> <p>2. The easy-to-use complaint system will have been formed by early 2011;</p> <p>3. The work on publicizing the information about the complaint system through media will have commenced by early 2011;</p> <p>4. The Complaint Analysis Group will have been formed by early 2011;</p> <p>5. The system to manage and keep complaints will have been created by early 2011.</p>
<p>Second goal: To increase effectiveness in investigation and promote the efforts to suppress offences.</p>	
<p>Core Activities</p>	<p>Work Performance Indicators</p>
<p>1. To build the judicial police;</p> <p>2. To readjust and ensure effective implementation of the investigation management system and promote the efforts to suppress offences;</p> <p>3. To create and enhance the system to manage, keep and distribute information for investigation;</p> <p>4. To establish and evaluate the effectiveness of the investigation monitoring and management system</p>	<p>1. Judicial Police will have been built and subsequent plan to build more of them will have taken place;</p> <p>2. The readjustment and insurance of effective implementation of the investigation management system and promotion of the efforts to suppress offences will have been carried out by the semester of 2011;</p> <p>3. The system to manage, keep and distribute information for investigation</p>

<p>and promote the efforts to suppress offences;</p> <p>5. To cooperate with the Ministry of Justice and Courts to promote expeditious judicial procedures;</p> <p>6. To create and conduct trainings and programs to appreciate judicial procedures concerning the process of case files.</p>	<p>will have been created by the first semester of 2011;</p> <p>4.1 The investigation and management system the promotion of the efforts to suppress offences will have been established by the first semester of 2011;</p> <p>4.2 The monthly monitoring system will have been evaluated;</p> <p>5. Cooperation concerning judicial procedures will have been established by the first semester of 2011;</p> <p>6. Trainings and programs to appreciate judicial procedures concerning the process of case files will have been created from the first semester of 2011.</p>
--	---

Third goal: To expand computerized forensic investigation.

Core Activities	Work Performance Indicators
<p>1. To develop and implement trainings on computerized forensic skills for specialized officers;</p> <p>2. To have all necessary equipments equipped for computerized forensic investigation;</p>	<p>1.1 Trainings on computerized forensic skills will have been conducted in 2011;</p> <p>1.2 A training on computerized forensic skills will have been conducted once a year from 2011;</p> <p>2. The necessary equipments for computerized forensic investigation will have been installed after the skill trainings.</p>

Fourth goal: To create a special group to strengthen capacity to conduct expeditious investigation into the high profile and prioritized corruption related complaints.

Core Activities	Work Performance Indicators
<p>1. To create the special group and develop training programs for investigation;</p> <p>2. To establish special mechanism to analyze, decide and respond to the prioritized corruption related complaints;</p> <p>3. To develop a rehearsal program to implement skills;</p> <p>4. To equip with necessary equipments.</p>	<p>1.1 The special group will have been created by early 2011;</p> <p>1.2 Training programs for investigation will have been developed by early 2011;</p> <p>2. The special mechanism to analyze, decide and respond to the prioritized corruption related complaints will have been established by early 2011;</p> <p>3. The rehearsal program to implement skills will have been developed every</p>

	semester commencing from 2011; 4. The necessary equipments for investigation will have been installed after the skill trainings.
Fifth goal: To create a safe and effective witness and complainant protective measures.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none"> 1. To create and implement witness and complainant protective measures; 2. To create and conduct trainings on security skills for the specialized group; 3. To develop a rehearsal program to implement skills. 	<ol style="list-style-type: none"> 1.1 Witness and complainant protective measures will have been created and implemented by early 2011; 1.2 The implementation will have been commenced after the measures have been in place; 2.1 The security group will have been established by early 2011; 2.2 Trainings on security skills will have been conducted each semester starting from 2011; 3. The rehearsal program to implement skills will have been developed every semester beginning from 2011.
Sixth goal: To build an informant network to report on corruption.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none"> 1. To develop and implement the program for building network of informants; 2. To create and implement an incentive system for informants. 	<ol style="list-style-type: none"> 1.1 The program for building informant network will have been developed by early 2011; 1.2 The building of informant network will have started after the program has been in place and the implementation of the program will have been regular; 2.1 The incentive program for informants will have been created by early 2011; 2.2 The implementation of the system will have taken place after the system has been established.
Seventh goal: To enhance covert surveillance.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none"> 1. To develop and conduct skill trainings on covert surveillance; 	<ol style="list-style-type: none"> 1.1 The skill trainings on covert surveillance will have been

<p>2. To develop a rehearsal program to implement the skills.</p>	<p>developed by early 2011; 1.2 The skill trainings on this subject will have been conducted after the program existence; 3. The rehearsal program to implement the skills will have been developed and implemented every semester commencing from 2011.</p>
<p><u>Eighth goal:</u> To build and enhance capacity to set a trap.</p>	
<p>Core Activities</p>	<p>Work Performance Indicators</p>
<p>1. To develop and conduct skill training on how to set the trap; 2. To develop a rehearsal program to implement the trap setting skill; 3. To equip necessary equipments for setting the trap.</p>	<p>1.1 The skill training on how to set the trap will have been developed by early 2011; 1.2 The skill training on this subject will have been conducted from 2011; 2. The rehearsal program to implement the trap setting skill will have been developed and implemented regularly from 2011; 3. The necessary equipments for setting the trip will be equipped when the unit has started functioning.</p>
<p>National and International Cooperation Strategy</p>	
<p><u>First goal:</u> To promote national and international cooperation.</p>	
<p>Core Activities</p>	<p>Work Performance Indicators</p>
<p>1. To strengthen and build new relations with national and international ministries and institutions in the region and the world; 2. To attend meetings, workshops on corruption related topics with national and international ministries and institutions both local and overseas.</p>	<p>1. The sixth SEA-PAC meeting will have been hosted very well and that relations and cooperation with national and international ministries and institutions will have been built; 2. Will have attended in meetings, workshops on corruption related topics with international institutions.</p>
<p>Good Governance Management and Internal Monitoring Strategy</p>	
<p><u>First goal:</u> To effectively conduct internal financial audit.</p>	
<p>Core Activities</p>	<p>Work Performance Indicators</p>
<p>1. To create and implement the internal financial audit system and procedures;</p>	<p>1.1 The internal financial audit system and procedures will have been</p>

2. To train specialized internal financial audit group.	<p>created;</p> <p>1.2 The internal financial audit system and procedures will have been implemented;</p> <p>2. Training for the specialized group will have been conducted once a year.</p>
Second goal: To effectively conduct internal monitoring.	
Core Activities	Work Performance Indicators
<p>1. To create and implement the internal monitoring system</p> <p>2. To conduct skill training necessary for internal monitoring task;</p> <p>3. To equip with necessary equipments for internal monitoring.</p>	<p>1.1 The internal monitoring system will have been created;</p> <p>1.2 The implementation of this system will have started after its creation;</p> <p>2. The skill training will have been conducted after the system has been created;</p> <p>3. The necessary equipments for internal monitoring will have been installed by early 2011.</p>
Third goal: To monitor and evaluate the implementation of this strategic plan for its effectiveness.	
Core Activities	Work Performance Indicators
<p>1. To create and implement the regular monitoring and evaluation mechanism for the implementation of the strategic plan.</p> <p>2. To prepare and submit quarterly report to the NCAC and the government leaders;</p> <p>3. To prepare and submit annual report to the NCAC and the government leaders;</p> <p>4. To organize annual national workshop.</p>	<p>1.1 The regular monitoring and evaluation mechanism for the implementation of the strategic plan will have been created by mid 2011;</p> <p>1.2 This mechanism will have begun to be implemented after its existence;</p> <p>1.3 The committee to monitor and evaluate the implementation of the strategic plan will have been established before the first half of 2011;</p> <p>2. The quarterly report will have been submitted to the NCAC and the government leaders as scheduled;</p> <p>3. The annual report will have been submitted to the NCAC and the government leaders as scheduled;</p> <p>4. The annual national workshop will have been conducted at national level.</p>

Fourth goal: To propose an effective annual budget plan.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none"> 1. To develop a realistic annual budget plan; 2. To make an adjustment to and enhance the annual budget plan. 	<ol style="list-style-type: none"> 1. The annual budget plan will have been developed by late 2011; 2. The annual budget plan will have been adjusted and enhanced.
Fifth goal: To strengthen the institutional framework to improve the effectiveness of operational of the anti-corruption institution.	
Core Activities	Work Performance Indicators
<ol style="list-style-type: none"> 1. To create good governance and internal monitoring guideline; 2. To develop the code of conduct and internal regulations; 3. To design human resource management policy, a plan for welfare and personal security for officers, a plan for work capacity development, new officers, professional development and staffing plan; 4. To review and modify the systems and operational procedures, management and human resource policy; 5. To arrange new job description; 6. To arrange the administrative management system; 7. To arrange general information system; 8. To arrange a research and study program on corruption in every aspect, domains and levels. 	<ol style="list-style-type: none"> 1.1 The good governance and internal monitoring guideline will have been created by early 2011; 1.2 This guideline will have been implemented after its existence; 2. The ode of conduct and internal regulations will have been designed by early 2011; 3.1 The human resource management policy, a plan for welfare and personal security for officers, a plan for work capacity development and new officers, professional development and staffing plan will have been designed by early 2011; 3.2 This policies and plans will have been implemented after they have come into existence. 4. The systems and operational procedures, management and human resource policy will have been reviewed and modified by 2012 and following years; 8. The new job description will have been arranged by early 2011; 8. This condition will have been applied after the job description has been arranged; 6. The administrative management system will have been arranged by early 2011; 7.1 The general information system will have been arranged by early 2011; 7.2 This condition will have been applied

	<p>after the system has been in place;</p> <p>8.1 The research and study program on corruption in every aspect, domains and levels will have been arranged by 2012;</p> <p>8.2 This program will have commenced after it has been created.</p>
--	--

6. **Sine qua non**

The success implementation of this strategic plan will be necessarily subject to the following pre-conditions:

There must be:

- Adequate, well-timed, and sustained budget;
- Strong political will;
- Increasing cooperation from key stakeholders and general public; and
- Good will and continuous support from development partners.

7. **Attaching strategic plan to budget plan**

The ACU needs to have adequate human resources to ensure the effective implementation of its strategic plan. Therefore the ACU needs to develop the annual budget plan for each of its sections to integrate into the annual budget indication system of the Ministry of Economy and Finance. When necessary the institution can propose for additional budget from the government. The unit also has the power to receive aid or assistance from national and international organizations and development partners subject to a non-conflict of interest condition.

8. **Conclusion**

This strategic plan provides the ACU with the vision, policy, mission, objective, strategy, goal and key activities. This plan includes the external and internal environment analysis and SWOT the ACU faces.

To make this strategic plan a success, the following conditions need to be met:

- A. The ACU needs to consider this strategic plan its own document and that in the capacity of the planner, the ACU needs to carry out the strategy, goals and core activities set forth in this strategic plan;
- B. The ACU needs to be committed to successfully implementing this strategic plan. The key actor within the ACU needs to have enough time, and strong willpower to execute this strategic plan successfully;
- C. The ACU needs to be equipped with adequate resources to implement this strategic plan successfully;
- D. The ACU's new positive working culture such as preparing a work plan and indentifying objective need to be possessed to support the execution of this strategic plan; and
- E. There needs to be continuous support from the public and stakeholders.

The implementation of this strategic plan will be monitored and evaluated regular and report on work progress in various aspects of this plan needs to be made and discussed on a regular basis in order to review, extract and compile experiences and good lessons learnt for drafting and designing further strategy and core activities in the future. This work progress report will play a significant role as a key element for designing future strategic plans.

Phnom Penh, 20 September 2010
The National Council of Anti-Corruption (NCAC)

President:

- His Excellency **TOP Sam** [Signature]

Vice-President:

- His Excellency **PRAK Sok** [Signature]

Members:

- His Excellency **KOY Sophal** [Signature]
- His Excellency **CHAN Tany** [Signature]
- His Excellency **UTH Chhorn** [Signature]
- Her Excellency **SAOM Kimsour** [Signature]
- His Excellency **HENG Vong Bunchath** [Signature]
- His Excellency **SUY Mong Leang** [Signature]
- His Excellency **CHIV Keng** [Signature]
- His Excellency **KEO Remy** [Signature]
- His Excellency **OM Yentieng** [Signature]