



គម្រោងភារកម្មជា  
TRANSPARENCY  
INTERNATIONAL  
Cambodia

# ANNUAL REPORT

Together against Corruption.  
October 2014-December 2015



TOGETHER AGAINST CORRUPTION.

# Annual Report

October 2014 - December 2015

26<sup>th</sup> February 2015

Supported by:



## TABLE OF CONTENTS

Research and Advocacy Programme .....	5
Partnership and Coalition Building Programme .....	5
Citizen and Youth Engagement Programme .....	5
Governance Foundation and Capacity Building .....	5
<b>PROLOGUE .....</b>	<b>6</b>
<b>I. GOAL 1: RESEARCH &amp; ADVOCACY PROGRAMME .....</b>	<b>7</b>
1. KEY RESULTS FOR GOAL 1: .....	7
1.1 NATIONAL INTEGRITY SYSTEM ASSESSMENT (NISA) .....	8
1.2 YOUTH INTEGRITY SURVEY (YIS) .....	9
1.3 ONLINE LIBRARY.....	10
<b>II. GOAL 2: PARTNERSHIP AND COALITION BUILDING PROGRAMME .....</b>	<b>11</b>
2. KEY RESULTS FOR GOAL 2: .....	11
2.1 NATIONAL CONFERENCE ON BUSINESS INTEGRITY.....	12
2.2 CAMPAIGN ON NO IMPUNITY AND ANTI-CORRUPTION .....	12
2.3 PARTNERSHIP AND COALITION BUILDING .....	12
2.4 WORKING GROUP FOR SECTORAL REFORM: SECTORAL WORKING GROUP STRENGTHENED AND ADVOCATED FOR REFORM .....	13
2.5 BUSINESS INTEGRITY ALLIANCE AND CORPORATE INTEGRITY SYSTEM.....	14
<b>III. GOAL 3: CITIZEN AND YOUTH ENGAGEMENT PROGRAMME.....</b>	<b>15</b>
3. KEY RESULTS FOR GOAL 3 .....	15
3.1 COLLABORATION WITH THE ANTI-CORRUPTION UNIT (ACU) .....	16
3.2 MEDIA ENGAGEMENT IN PROMOTING INTEGRITY, TRANSPARENCY AND THE FIGHT AGAINST CORRUPTION .....	16
3.3 INTERNATIONAL YOUTH CAMP .....	17
3.4 INTRODUCTION OF ANTI-CORRUPTION CURRICULUM TO UNIVERSITIES .....	18
3.5 TRAINING ON PROMOTING INTEGRITY, TRANSPARENCY AND ANTI-CORRUPTION.....	18
3.6 INDEPENDENT JOURNALIST GROUP .....	18
3.7 INNOVATIVE PROJECT: .....	19

3.8	ANTI-CORRUPTION CARD .....	19
3.9	THE ADVOCACY AND LEGAL ADVICE CENTRE (ALAC) .....	19
IV.	GOAL 4: BUILD GOVERNANCE FOUNDATIONS, OPERATIONAL STRUCTURES AND PROCESSES FOR THE ESTABLISHMENT OF A TI NATIONAL CHAPTER IN CAMBODIA	20
V.	GENDER.....	21
VI.	LESSONS LEARNED .....	21
VII.	UPDATED PROJECT RISKS AND ACTIONS.....	22
VIII.	SUSTAINABILITY .....	28
IX.	EXPENDITURE REPORT:.....	29
	CONCLUSION: .....	32

## STRATEGIC GOALS TOGETHER AGAINST CORRUPTION

### Research and Advocacy Programme

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

### Partnership and Coalition Building Programme

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

### Citizen and Youth Engagement Programme

Ultimately, it is the Cambodian people who have the power to make real impact and influence the government to adopt changes and undertake reforms. TI Cambodia will work with the Anti-Corruption Unit and CSOs to create more opportunities for civil society involvement. Citizens will be equipped with knowledge and skills to implement anti-corruption initiatives. In a country where more than 65% of the population is under the age of 30, youth play a crucial role and cannot be ignored. TI Cambodia will therefore actively promote integrity amongst young people, partnering with leading youth projects across the country.

### Governance Foundation and Capacity Building

Strengthening TI Cambodia's governance foundation and building management and staff capacity is essential to effectively plan, implement and monitor projects and deliver TI Cambodia's expected results and impacts. 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 be improved in order to remain relevant and develop activities that are consistent with the global movement against corruption.

## VISION

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

## MISSION

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

Reforming the Judiciary and the Anti-Corruption Law is needed.

On-paper commitments from the leaders to fight against corruption are not enough. We demand action NOW.

## PROLOGUE

This annual report is intended as a progress update for TI Cambodia's Board of Directors, Management Team and donors for the period from October 2014 to December 2015. The report starts with an overview of the national context and the current state of corruption in Cambodia. This introduction is followed by a detailed and result-oriented description of the progress made by TI Cambodia, with the key achievements and impacts identified for each of TI Cambodia's goals. The report then carries out a gender-focused assessment of TI Cambodia's operations and projects. The following two parts are dedicated to lessons learned during the implementation of TI Cambodia's projects and to a project risk assessment, with subsequent mitigation strategies. TI Cambodia's financial expenditures for the period from October 2014 to December 2015 are also presented with a comparison between the initially allocated budget and the actual programme expenditures.

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

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

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



## I. GOAL 1: RESEARCH & ADVOCACY PROGRAMME

### Overview

Planned Budget 1 October 2014 – 31 December 2015	Actual Expenditure 1 October 2014 – 31 December 2015	Variance		Note
		Amount in USD	Percentage	
USD 119,966	USD 120,017	51	0%	

### 1. KEY RESULTS FOR GOAL 1:

The expected results of the Research and Advocacy Programme for 2014-2015 were implemented and delivered as planned. The National Integrity System Assessment (NISA) report was vastly distributed, reaching many relevant stakeholders. The findings are being widely disseminated and used as evidence-based references by stakeholders. The Youth Integrity Survey (YIS) was recently conducted and launched in March 2015, drawing a lot of attention from different stakeholders across different sectors. The online library was developed and made a debut in June 2015. The annual budget expenditures were on the right track and target. USD 119,966 was allocated for 2014-2015 and USD 120,017, which is equivalent to 100% of the total allocated budget, was spent by December 2015.

## 1.1 NATIONAL INTEGRITY SYSTEM ASSESSMENT (NISA)

Cambodia's governance system was comprehensively assessed. 13 governance pillars of the Kingdom's governance bodies were diagnosed, allowing people to understand the state of its integrity and identify strengths and weaknesses of each institution in terms of its legal framework and practices. The NISA report's findings and recommendations have significantly increased the



knowledge of anti-corruption stakeholders and the public about the state of country's governance and corruption and offered some key reform priorities, which need to be looked into to enhance democratic governance in Cambodia. The report has stimulated more informed debate amongst the stakeholders on anti-corruption and intensifies anti-corruption campaigns/projects. For instance, immediately after the launch of the report, four key partners have come together to conduct a nationwide campaign, calling for better access to justice and independent judiciary and an end to impunity in Cambodia. The report was also presented well to development partners, embassies and the government. TI Cambodia was invited by the National Assembly's Commission #10 to present its findings/recommendations. As a result, the Anti-Corruption Unit and commission #10 are working together to draft the Whistle Blower Legislation. The findings also boosted an effort of the A2I working group to work constructively with the government to pass the law on access to information, which the Ministry of Information is taking the lead to draft. The report also triggers a coalition of CSOs and anti-corruption stakeholders to call for the government to implement and enforce the existing laws more effectively---in line with a recommendation specifically emphasised in the report. More importantly, the report will definitely have long-term qualitative impacts on the democratic reform process in the Kingdom. The report will benefit the government---if it is properly consulted and followed---in realising its Rectangular Strategy phase III and NSDP which clearly single out corruption and poor governance as a deterrent to the country's sustainable development, rule of law and poverty reduction.

### ***NISA advocacy short film project***

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



Cambodia). In addition to online platforms, the film has also been screened during various projects and events organised by TI Cambodia as well as partner NGOs.

### ***Whistleblower protection desk research project***

A short policy paper on whistleblower protection legislation was developed in the second half of 2015. It was then published and launched in partnership with all relevant anti-corruption stakeholders. The brief is being used as a tool to advocate for the establishment of good whistleblower protection legislation in Cambodia, which is currently absent. TI Cambodia has also translated important reports, laws and guidelines related to whistleblower protection legislation. Copies of the translation will be shared with relevant institutions tasked with developing and overseeing the draft law, including the ACU, the National Assembly, the Ministry of Interior and the Ministry of Justice in January. The translated materials will also be made available on TI Cambodia's online resource library.

### ***Judicial corruption literature review***

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

### ***Development of a booklet version of the NISA report***

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

## **1.2 YOUTH INTEGRITY SURVEY (YIS)**

Youth have been viewed as the most important agent of change and are the driver of country's development, peace and stability. They overwhelmingly represent the majority of the population, and for a few generations to come, they will be the leaders. For this reason, understanding their state of mind on integrity and corruption is crucial. The Youth Integrity Survey, the first of its kind, is now the only source, which enables us to confirm our prejudice on what youth actually think of integrity and corruption in the country and how corruption has been affecting them and shaping their behaviours and attitudes. YIS report was successfully launched with attendance of 153 participants from the government, DPs, CSOs, media and youth. Over 300 copies of the report have been disseminated to partners and it is also available online for audiences. The report was also widely covered in the media and through online platforms, ensuring its broad outreach to the wider public. YIS report is also referred to and used as a baseline by TI Cambodia and its partners to inform its strategy on Youth's Engagement and Empowerment. Although it is too early to measure the impacts of this report, without question it will inevitably serve as a valuable source of information for youth engagement programme of stakeholders.



### ***Youth and corruption essay competition project***

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

### ***Youth and corruption advocacy short film project***

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

## **1.3 ONLINE LIBRARY**

TI Cambodia has completed building a digital library, and it was launched in October 2015. The online library aims at promoting and mobilising interests for objective research into corruption and governance issues in Cambodia with the ultimate purpose of raising awareness, stimulating debates and finding solutions. Since its launch, the library has received 1348 visitors. This online database contains a wealth of freely accessible e-books, reports, texts and other resources related to corruption and governance in Cambodia. As of the end of December 2015, 522 initial resources have been collected and made available on the library. The resources are organised into nine topic areas – Access to Information, Anti-Corruption Tools, Forestry and Land, Health and Education, Justice Sector, Legal System, Politics and Government, Private Sector, and Surveys

## II. GOAL 2: PARTNERSHIP AND COALITION BUILDING PROGRAMME

### Overview

Planned Budget 1 October 2014 – 31 December 2015	Actual Expenditure 1 October 2014 – 31 December 2015	Variance		Note
		Amount in USD	Percentage	
USD 245,597	USD 245,531	66	0%	

### 2. KEY RESULTS FOR GOAL 2:

The annual expected outcomes and outputs of the Partnership and Coalition Building Programme are being implemented and delivered as planned. TI Cambodia has been quite influential in leading the anti-corruption agenda of key umbrella partners and working groups. A strong coalition of CSOs against corruption was built and together, we have created some significant impacts on the process of democratic reforms in the Kingdom.

The annual budget expenditure was on the right target. USD 245,597 was planned for 2014-2015 and USD 245,531, which is equivalent to 100% of the total planned annual budget, were spent.

## 2.1 NATIONAL CONFERENCE ON BUSINESS INTEGRITY

On the 27th May 2015, TI Cambodia organised the first National Conference on Business Integrity; the aim of the conference was to share with the private sector up-to-date information on best practices, SMEs research findings and recommendations within the concept of business integrity. In addition, the Ministry of Commerce also presented their reform agenda on business registration and certificate of origin. The conference received attendance of 90 participants coming across the private sector. TI Cambodia aims to attract more participants from the private sector for the next National Conference by possibly co-organising it with stakeholders from the private sector. The National Conference was a good step forward, which has increased awareness of business integrity in the private sector; the conference also helped to further strengthen TI Cambodia's brand among the private sector.

## 2.2 CAMPAIGN ON NO IMPUNITY AND ANTI-CORRUPTION

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



indicates that the integrity of the Judicial Sector is extremely weak, receiving a score of only 16 out of 100 (0 is very weak while 100 is very strong). Judicial reform is urgently needed, and the demand for reform has also been echoed by many other reputable institutions and independent experts. The lack of reform and the politicisation of this sector only further fuel people's frustration, which leads to demonstrations and sometimes violence. Three main umbrella CSOs have joint force with TI Cambodia to

advocate for an end to impunity and injustice by organising a nationwide campaign entitled "iMoved against Corruption and Impunity for Poverty Reduction" in four provinces, Svay Rieng, Kampong Chhnang, Kampong Thom and Preah Vihear, engaging more than 2880 people and local public officials to demand for judicial reform and improved access to justice for all. An evidence-based study on several high-profile impunity cases was conducted by a group of experts, and the findings were widely shared with relevant stakeholders and the public. The campaign was also published on social media and covered by local news agencies, which stimulated even more informed debates on judicial corruption and impunity in Cambodia.

## 2.3 PARTNERSHIP AND COALITION BUILDING

Despite being a young organisation, TI Cambodia has been well recognised as a respectable and leading anti-corruption organisation in Cambodia. Its multi-stakeholder approach has multiplied the impacts of its programmes at the national and sub-national levels to the maximum by partnering the government and prominent well-established CSOs.

### ***Partnership with Coalition for Integrity and Social Accountability (CISA)***

Through CISA, 6 community training courses on anti-corruption, transparency and social accountability were to more than 120 participants in provinces. 7 community dialogues were organised with participation of 385 youths to enable them to raise their concerns to and get responses from the local authorities. 3 youth forums were conducted with 151 participants in attendance. CISA has also led a campaign to call for judicial independence and an end to impunity, engaging more than 2880 citizens and youths in four provinces.

### ***Partnership with Cambodian Community Support Partnership (CCSP)***

Together with CCSP, 36 commune councilors in 10 communes in Kampot province were trained on transparency, accountability, anti-corruption and good governance. It was also significant to see that anti-corruption strategies were mainstreamed into 10 communal plans, and more than 584 citizens participated in public forums about public service deliveries and accountability.

### ***Partnership with National Assembly's Commission 10***

At the national level, TI Cambodia has engaged with the National Assembly's Commission 10 to support them in capacity building and enhance their effectiveness in law enforcement. TI Cambodia and the Commission have conducted two key events. 14 MPs and staff of the Commission 10 received an orientation on anti-corruption, UNCAC and key updates on corruption in Cambodia. A national workshop was also organised by the parliament, with the aim of enhancing understanding on anti-corruption and relevant legal frameworks and providing them with key recommendations for reform. More than 400 participants from the Senate, the National Assembly, government agencies, development partners, private sector, academia, CSOs and media attended the workshop. The cooperation framework was finalised and it is awaiting an approval from the president of the National Assembly.



### ***Partnership with Ministry of Interior (Mol)***

TI Cambodia has also been providing both technical and financial assistance to the Ministry of Interior to establish a training hub for public officials on good governance, anti-corruption, integrity and anti-corruption. TI Cambodia has supported high-level officials from the Mol on a study tour to the Anti-Corruption Academy of Malaysia to learn from experiences and best practices of Malaysia and its efforts in combatting corruption. The MoU and the partnership agreement with the Mol are expecting to be signed in early 2016.

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

TI Cambodia remains very active and robust in engaging with the joint CSO Working Groups to advocate and demand for transparency and accountability in public institutions. With A2I working group, we worked collectively and in partnership with the Ministry of Information to ensure the A2I principles will be well integrated in the draft law and a proper consultation with relevant stakeholders will take place. With Budget Transparency Working Group, we jointly raised our voice for a transparent and opened National Budget Management. On electoral reform, we critically demand for the government to ensure greater public trust on

NEC and its independence. Together the newly formed CSO OGP working group, we raised awareness of OGP amongst relevant stakeholders, including the government. We are continuing to lobby the government to adopt the OGP principles and working toward becoming the member of OGP. We also started working with Extractive Industry Transparency Initiative (EITI) working group to demand for transparency, opened data and accountability in extractive industry in Cambodia.

## 2.5 BUSINESS INTEGRITY ALLIANCE AND CORPORATE INTEGRITY SYSTEM

TI Cambodia has set a foundation for the partnership with the private sector on business integrity system and how best the private sector can work together to both demand and constructively encourage the government to improve an enabling environment for the business to grow. We have worked closely with a number of major chambers of commerce and business associations to raise their understanding of business integrity, the corporate integrity system (CIS), and compliance and tax system. We have conducted and participated in 8 events during 2015, reaching over 180 private companies and young entrepreneurs. We have expanded our network and are receiving an increasing number of inquiries from companies who need advice on how to deal with corruption as well as requests for trainings. In addition to this, we have shared two business briefs to the BIP network regarding international anti-bribery standards and how private companies can use the Bribespot application to report corruption. This has allowed us to expand our network and strengthen our brand as a key player in business integrity. We have also diversified our services expanding from the CIS and training on how to deal with public services and public officials, to tailored anti-corruption law training for private companies and partial CIS trainings for SMEs. In order to increase our outlets, we have become a part of National CSR Platform in Cambodia led by Oxfam; this enables us to push for increased compliance and improved anti-corruption policies from a CSR perspective. We will continue to look for more outlets and sustainable initiatives, as the BIP is moving forward. We also support the initiative of the ACU to support the private sector curbing with corruption and a collaboration framework has been put forward to the leader of each institution to endorse.



### III. GOAL 3: CITIZEN AND YOUTH ENGAGEMENT PROGRAMME

#### Overview

Planned Budget 1 October 2014 – 31 December 2015	Actual Expenditure 1 October 2014 – 31 December 2015	Variance		Note
		Amount in USD	Percentage	
USD 368,351	USD 366,640	1711	0%	

#### 3. KEY RESULTS FOR GOAL 3

The Citizen and Youth Engagement Programme's annual expected results were delivered as planned. All key activities were completed. However, some key activities under ACU's work-plan have not been implemented. ACU has repeatedly delayed their proposed activities.

The annual budget from October 2014 to 31 December 2015 was spent as planned apart from some activities with the ACU. USD 368,351 was planned and USD 366,640, which is equivalent to 100% of the total annual planned budget, was spent by 31 December 2015.

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

TI Cambodia continued to engage constructively with the ACU to implement the activities set forth in the Memorandum of Understanding (MoU) and to educate the public on the harmful effects of corruption. For the period from 2014 to 2015, the ACU proposed to implement a number of projects. However, none of the proposed activities were executed. Following TI Cambodia's Board of Directors advice, TI Cambodia's management team managed to use the fund allocated for the ACU's activities for other TI Cambodia's key programme priorities.

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

Radio remains a dominant media platform in Cambodia despite the surge of online users and the increase of TV channels. TI Cambodia has made good partnerships with media agencies and exploited a multi-media platform to maximise the outreach and the impacts of the activities. We also realised the importance of working with journalists and online media and using their network to multiply the outreach and impacts. As a result of the collaboration with the media, TI Cambodia has managed to reach out and engage an audience of diverse people from police officers to local businesspeople, teachers to students, and people with disabilities to ordinary citizens.

#### ***Partnership with Cambodian Centre for Independent Media (CCIM)***

During the reporting period, CCIM aired 25 live weekly talk shows entitled "the Clean Road" and re-broadcasted them 34 times. The shows provided a platform for dialogues and debates amongst different stakeholders and allowed the public to raise their voices and concerns pertaining to transparency, accountability and anti-corruption. It aimed to serve public interest by creating a space for people to ask questions to and demand accountability from authorities and experts on subject of good governance, social accountability, legal framework, civic education and anti-corruption. CCIM also produced other interesting contents such as arts contests, drama, special report and round table discussion to attract even more attention from the public and increase debates on the topics.

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

#### ***Partnership with Women's Media Centre (WMC)***

By working with WMC, TI Cambodia aims to reach out to more audiences over the country. As of December 2015, WMC produced 20 live shows with participation of experts from the government, CSOs and independent individuals. The show also attracted hundreds of callers who raised questions, voices and demanded transparency and accountability. 35 pre-recording audios were produced, and 2 commune-based forums were organised. 20 SMS quizzes on topic related to integrity, transparency and anti-corruption were also sent out to the public. Key relevant institutions' representatives were invited to the programme including the Ministry of Interior, the Ministry of Labor and Vocational Training, the MoEYS, the Department of Taxation, the National Center for Mother and Child, ANSA/EAP, CLEC, KYA, KIND, Social Action for Change and VOA.





### **Partnership with ThmeyThmey.com**

With the surge of online users, especially amongst youth, TI Cambodia partnered with ThmeyThmey.com to intensify its online campaign with the aim of raising awareness on integrity and anti-corruption to the public. ThmeyThmey.com produced 70 brief articles and 64 analytic stories on good governance and corruption related issues. It also worked with artists to produce 72 cartoons, which featured content on corruption. Statistics showed that the articles and cartoons on ThmeyThmey.com have generated over 25 million page views, making it one of the most viewed website in Cambodia. It is expected that the articles and contents on corruption will continue to be read and viewed by millions more people, leading to an improvement in public understanding on corruption issue and its impacts; and increase their demand for anti-corruption.

### **Partnership with Club of Cambodian Journalists (CCJ)**

Journalists are amongst the most effective agents of change and their voices are greatly impactful on the population. With this in mind, we tapped into the CCJ to enhance capacity of journalists on anti-corruption legal framework, anti-corruption situation and research findings, and professional journalism. Through a joint project with the CCJ, 30 journalists were trained on tools and tactics in writing anti-corruption articles and anti-corruption law. Moreover, Journalist Award on Corruption Articles was also successfully organised by TI Cambodia and CCJ. As a result of this project, there were more articles about corruption related issues in the news, leading to an increase in public awareness on the impacts of corruption on society.



### **3.3 INTERNATIONAL YOUTH CAMP**

Following the success of the three Youth Camps on “Youth Empowerment for Transparency and Integrity”, TI Cambodia took a step further and expanded its local youth camp into an international one with the purpose of creating a platform and opportunity for youths particularly in Cambodia and from other countries in Asia Pacific region to learn from each other, share experience and discuss a wide range of issues related to corruption, anti-corruption, human rights, and good governance of their respective countries. The camping event was successfully organised in January 2015, with a total of nearly 50 participants from 7 countries. 6 seed grants were provided to the participants to implement their initiative in their respective country.



### 3.4 INTRODUCTION OF ANTI-CORRUPTION CURRICULUM TO UNIVERSITIES

Teachers are the most effective influence on students. With this in mind, TI Cambodia provided Training of Trainer to introduce anti-corruption curriculum to teachers/professors at various universities in the hope that they will make use of the content to teach students. An expert on civic education from TI PNG was invited to provide the training, which was held in partnership with Khmerak University. 55 participants including 28 university lecturers from 6 universities, 4 high school teachers attended a one-day training. The Director of the Department of Curriculum Development of MoEYS also attended the training. The training has also led to future collaboration with MoEYS's Department of Curriculum Development, where the two institutions will work together to develop a curriculum on civic education for the MoEYS. The framework of collaboration has been included in the MoU which is expected to be signed by both institutions in early 2016.



### 3.5 TRAINING ON PROMOTING INTEGRITY, TRANSPARENCY AND ANTI-CORRUPTION

In collaboration with Coalition of Cambodia Apparel Worker Democratic Union (CCAWDU), a series of trainings were also provided to garment factory workers who are also very susceptible to corruption. Within the reporting period, we have trained 20 union leaders and staff to join Training of Trainer on anti-corruption, integrity, transparency, anti-corruption tools and reporting mechanism. These 20 trainers have, in turn, conducted another 20 training courses for 520 factory workers, 55% of whom were females.



### 3.6 INDEPENDENT JOURNALIST GROUP

Following the formation of Independent Journalist Group and its journalistic training offered to youth activists from provinces, the Group introduced itself as well as its website to stakeholders with similar mind and work in early late December 2014. Its first investigative report and several pieces of audio news and articles in connection to corruption issues were also produced and put up on its website, which is still under construction.

### **3.7 INNOVATIVE PROJECT:**

The Innovative Project was initiated to reach out to more young people to build their capacity and empower them to live with integrity and act against corruption.

Following the success of the 1<sup>st</sup> batch, a series of training sessions for the 2<sup>nd</sup> batch were conducted to polish and equip aspiring young leaders with leadership skills and greater understanding of integrity and to build their capacity to initiate projects promoting transparency and good governance. The five-week training were provided to 31 youths from March to April 2015. After the training, with the knowledge gained, the youths initiated 7 creative projects with their team members, 3 of which have been implemented with some technical support and funding from TI Cambodia.

### **3.8 ANTI-CORRUPTION CARD**

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

200 private companies in Phnom Penh and provinces also agreed to engage in this initiative by providing discounts from 2% to 50% to anti-corruption card holders.

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

447 people have contacted the ALAC, since its establishment in late 2013, to seek consultation and legal advice, and report corruption. 34%, were about corruption cases related to public services, education, health, land issues pension fund, judiciary and many others.

Six cases have been referred to partner NGOs. ALAC has signed MoUs with International Justice Mission and Legal Aid of Cambodia and is seeking to broaden its partnership with other NGOs who works on different aspects of social issues in Cambodia. TI Cambodia has also been reaching out to grass-roots NGOs in all provinces to enhance their knowledge of corruption and its effects as well as anti-corruption tools, and to install complaint box in their local offices. These NGOs also show high commitment to sharing the knowledge and in particular, anti-corruption tools with their targeted beneficiaries.

Four cases received have been further submitted to the ACU and 5 to National Assembly's anti-corruption commission. One of the submitted cases have been successfully addressed and solved.

Through our Bribespot apps, more than 110 corruption cases were reported from across the country.

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

### Overview

Planned Budget 1 October 2014 – 31 December 2015	Actual Expenditure 1 October 2014 – 31 December 2015	Variance		Note
		Amount in USD	Percentage	
USD 202,668	USD 200,291	2,377	1%	

### 4. KEY RESULTS GOAL 4

4.1 Election for a new chairman was organised in late 2014 as the mandate of the previous chairman came to an end in early 2015. Currently eight members are sitting on the Board. Board meetings have been conducted regularly on a quarterly basis.

4.2 The capacity of TI Cambodia's Board members, Management Team and staff members have been built thanks to regional and international events organised by TI-S, UNCAC Secretariat, exchange visit with other TI chapters and other training institutions. Special thanks to SIDA and DFAT who made it possible for TI Cambodia's Chairman and the management team to participate in the TI's Annual Membership Meeting and International Conference on Anti-Corruption organised in 2015 by the IACC Council in collaboration with the Malaysian Government and Malaysian Anti-Corruption Commission in Malaysia. TI Cambodia has therefore gained knowledge and understanding of TI's work as well as experiences and best practices of other countries in fighting corruption.

4.3 In 2015, TI Cambodia employed 29 staff (11 females) who are well equipped to deliver required outputs effectively along with 4 interns (1 female).

4.4 Having been fully accredited as a national chapter of TIS, TI Cambodia is now working to become a membership-based organisation in the near future.

## V. GENDER

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

TI Cambodia is not only integrating gender concerns into its programme implementation and monitoring and evaluation phase, it has also started to design real female-targeted programmes to enhance women's engagement in the fight against corruption. The training on integrity and corruption delivered to garment workers (the vast majority of them are female) is one of them.

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

Gender has been seriously taken into account throughout all stages of TI Cambodia's programmes, from planning to implementation and monitoring. TI Cambodia's workforce (staff and interns) is currently comprised of 12 women and 21 men. Women are equally represented at the managerial level, both in the programme and operation fields. Two females are sitting on the Board of Directors.

## VI. LESSONS LEARNED

1. While, given the sensitivity of the issues at stake, engaging with the ACU has proven difficult at times, TI Cambodia has realised that maintaining an open and frank dialogue despite the challenges was key to create impact. TI Cambodia will remain a constructive partner of the ACU and other key government institutions.
2. Broadening collaboration with other key government institutions has proven very beneficial and helped achieve results and create impact. TI Cambodia has established relationship with MoI, MoC and MoEYS and is actively engaging with the commission 10 of the National Assembly.
3. Working on the aspect of law enforcement has been very challenging. The advancement of the Advocacy and Legal Advice Centre (ALAC) is improving. A number of outreach campaigns were conducted to TI Cambodia's partners.
4. Introducing the Corporate Integrity System in the Cambodian business sector has also proven difficult. TI Cambodia, in cooperation with all chambers of commerce it is consulting on the issue, will now focus on building a Corporate Integrity Alliance.

## VII. UPDATED PROJECT RISKS AND ACTIONS

### Scoring rate:

- 1- **Probability:** The chance of occurring risk [From the lowest (1) to the highest (5)]
- 2- **Impact:** The impact of risk may affect to TI Cambodia program and TI Cambodia as a whole [From the lowest (1) to the highest (5)]

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

2	The shortage of budget to ensure adequate man power to manage the programme and conduct NISA and YIS	March 2013	Internal-shortage of budget	NISA and YIS's results would be affected leading to poor quality report  Probability: 2 Impact: 3	Although the original budget is tight, the management team has sought for the approval from the Board of Directors and donors to use the budget from others lines to ensure that the Research Team has enough resources to execute NISA and YIS. Some international and national inters volunteers were recruited to support the programme.	Program Manager and Director of Programmes of TIC	Director of Programmes	April 2015	The risk has been mitigated and both NIS and YIS were successfully completed
3	The National Anti-Corruption Council (NACC) and Anti-Corruption Unit (ACU) rejected to participate in the National Integrity System Assessment (NISA)	May 2013	Political	The absence of NACC and ACU's inputs and views on NISA report can lead to poor assessment on the anti-corruption pillars  Probability: 3 Impact: 3	TI Cambodia's management team has repeatedly requested to meet with ACU on NISA. ACU verbally responded that ACU is also under UNCAC review and did not want to be reviewed by other institutions.	Programme Manager and Director of Programmes of TIC	Director of Programmes	September 2015	No change: ACU was unable to contribute to NISA. However, the team was able to interview other government's officials and expert about the Anti-Corruption Council and ACU. Based on the available information,

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



6	Delayed in organizing the Anti-Corruption Conference on Education.	August 2013	External	If this was to occur, the conference may not happen and the effort of TI Cambodia to fight against corruption in Education will be limited  Probability: 2 Impact: 3	The programme team and its partners KIND and ANSA had successfully convinced MoEYS to engage in the conference and encourage them to implement the recommendations outlined in the studies	Programme Manager and Director of Programmes	Director of Programmes	Dec 2014	The conference was successfully organized, leading to some key reforms on education
7	Involvement of some CSOs in politics may do more harm than good to the reputation of TI Cambodia if it closely engages with such CSOs.	September 2013	External	This can cause an unhealthy relationship with the Anti-Corruption Unite and other ministries. They can accuse TI Cambodia as having a political affiliation  Probability: 2 Impact: 3	The Board of Directors and the Management Team of TI Cambodia agreed that TI Cambodia must stay away from its involvement with CSOs whom might have political agenda behind their works and TI Cambodia shall be very selective with regard to which joint statements it should endorsed.	Programme Manager and Director of Programmes	Director of Programmes	December 2015	Although TI Cambodia is a key member of the Election Reform Alliance (ERA), it has been very cautious of what area it shall engage as well as give an endorsement.
III	Goal 3: Engage citizens and young people in promoting integrity more actively								
8	Failure to cooperate with the Ministry of Education Youth and Sports to pilot the School Integrity Programme in the	February 2013	Political	If this risks were to occur, this indicator to pilot school integrity programme to promote integrity in the education	While TI Cambodia has tried to collaborate with MoEYS to endorse a pilot project on School Integrity Programme. But it	Programme Manager and Director of Programmes	Director of Programmes	30 July 2014	No change. Board of Director of TI Cambodia has approved the change of this activity and

	primary school			system would not be achieved Probability: 3 Impact: 5	has not been successful.				use the budget for other key priorities.
9	Lack of collaboration with the Anti-Corruption Unit in implementing the agreed activities under the MoU	December 2012	Political	Some key activities which ACU agreed under the MoU were either delayed or not implemented such as the case study, broadcasting the anti-corruption spots and the celebration of the anti-corruption day, December 9 <sup>th</sup> .  Probability: 3 Impact: 4	The management team is working closely with the focal point of ACU to ensure the strategic directions are given to deal with ACU. Board of Directors of TI Cambodia are also put in the loop about the issues and they constantly provide advice.	Programme Manager and Director of Programmes	Director of Programmes	December 2015	Relation with ACU has improved significantly over the last quarter of 2015
10	Delay in organizing the International Youth Camp	June 2014	Internal funding issue	The delay due to the shortage of funding caused uncertainty when TI Cambodia attempted to create an International Anti-Corruption Youth Network which aims to advocate for ASEAN and Asia Pacific Region to step up	TI Cambodia has put aside its funds and raised funds from interested chapters. A joint proposal was approved by TI-S and the camp was successfully conducted.	Programme Manager and Director of Programmes	Director of Programmes	30 July 2014	The International youth camp was successfully conducted with 7 chapters involved.

				against corruption					
IV	Goal 4: Build governance foundation, operational structures and processes for the establishment of a TI National Chapter in Cambodia								
11	Ensure that all TI Cambodia staff are capable and stay relevant which is very crucial to maximize impacts	2012	Internal	While most TI Cambodia staff are highly professional and experienced, some staff members' capacity needs to be developed to implement programmes and deliver results more effectively  Probability: 2  Impact: 3	With the approval from the Board of Directors and Donors, TI Cambodia has put aside its fund to build capacity of staff at all levels	Programme Manager and Director of Programmes	Director of Programmes	December 2015	All TI Cambodia staff are very capable of delivering results as expected in the result framework framework

## VIII. SUSTAINABILITY

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 governance and corruption-related issues and have been present in Cambodia for three decades such as CCC, NGO Forum, API, CISA, CCIM, WMC and CCSP. Corruption and social accountability issues remain some of their top priorities, meaning that TI Cambodia's anti-corruption work is taken further independently.

Strengthening social demands through education and youth empowerment is also fundamental to ensure the creation and maintenance of a vibrant, a countrywide network of anti-corruption activists. This will help create momentum for anti-corruption reform in the long-term. TI Cambodia's youth to youth initiatives have proved to be effective, not only in educating them on the harmful effects of corruption on society but also in influencing their attitudes and behaviours towards integrity and moral obligations. TI Cambodia believes and hopes that they will use the knowledge they gained in good faith and live their lives with integrity.

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

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

## IX. EXPENDITURE REPORT:

TI Cambodia's annual expenditure against the planned budget from **1 October 2014 to 30 September 2015** is on the right track despite the delays of a few activities. **USD 1,026,435** was budgeted for year 3. **USD 1,022,203 (100%)** was spent from **October 2014 to December 2015**.

Budget Code	Line Items	Approved Revised Budget 1 Oct 14 - 31 Dec 15	Expenditure 1 Oct 14 - 31 Dec 15 year 3	Balance		Comment
				Amount	Variance%	
<b>1</b>	<b>Gaol 1: Diagnosing corruption issues and use findings as reference to stimulate more informed debates and to formulate more projects on anti-corruption</b>					
1.0	Personnel Costs	79,646	79,580	66	0%	
1.1	Costs for National Integrity System Assessment (NISA) and Youth Integrity Survey (YIS)	19,189	19,189	(0)	0%	
1.3	Publications	10,244	10,221	23	0%	
1.4	Dissemination and advocacy activities of NISA and YIS	10,887	11,027	(140)	-1%	
<b>Sub Total Goal 1</b>		<b>119,966</b>	<b>120,017</b>	<b>(51)</b>	<b>0%</b>	
<b>2</b>	<b>Goal 2: To build and support partnership and coalition of civil society organizations to fight corruption more effectively</b>					
2.0	Personnel Costs	133,175	133,109	66	0%	
2.1	National Anti-Corruption Conference cost for states and non-states actors	40,490	40,490	(0)	0%	
2.2	Anti-corruption networking	7,541	7,541	(0)	0%	
2.3	Cost for join project	64,391	64,391	0	0%	
<b>Sub Total Goal 2</b>		<b>245,597</b>	<b>245,531</b>	<b>66</b>	<b>0%</b>	
<b>3</b>	<b>Goal 3: To engage citizens and the youth in promoting integrity more actively</b>					
3.0	Personnel Costs	175,194	174,816	378	0%	
3.2	Activities in partnership	109,497	109,622	(125)	0%	
3.3	Activities cost for youth	52,978	52,979	(1)	0%	
3.4	Cost for joint project implementation with the Anti-Corruption Unit	30,682	29,223	1,459	5%	
<b>Sub Total Goal 3</b>		<b>368,351</b>	<b>366,640</b>	<b>1,711</b>	<b>0%</b>	
<b>4</b>	<b>Goal 4: To build governance foundations and operational structures and process for the establishment of TI National Chapter in Cambodia</b>					
4.0	Personnel Costs	88,414	88,348	66	0%	
4.1	Trainer Cost	-	-	-	0%	
4.2	Staff capacity building	24,660			3%	

			23,899	761		
4.13	Office Rental	33,810	33,810	-	0%	
4.14	Utilities	9,610	9,378	232	2%	
4.15	Communications	20,826	19,257	1,569	8%	The underspent is due to the delay in organising CPI 2015 launch. It shall conducted in January 2016
4.16	Office supplies	7,101	7,124	(23)	0%	
4.17	Gasoline and maintenance	5,921	5,534	387	7%	
4.18	Repair and maintenance	2,240	2,165	75	3%	
4.19	Office furniture	1,615	1,614	1	0%	
4.20	Office equipment	6,031	6,031	(0)	0%	
4.22	Bank charges	2,440	3,131	(691)	-28%	The overspent is due to the underestimation of budget allocated for bank charge for fund transfer from donors.
<b>Sub Total Supporting Cost for Operations and Facilities</b>		<b>202,668</b>	<b>200,291</b>	<b>2,377</b>	<b>1%</b>	
<b>5</b>	<b>Financial Oversight and Auditing</b>					
5.1	Auditing Fee	7,880	7,880	0	0%	
6	Other operations costs	81,973	81,844	129	0%	
<b>Total Budget</b>		<b>1,026,435</b>	<b>1,022,203</b>	<b>4,232</b>	<b>0.41%</b>	

Budget vs Actual Expenditure	1 Oct 14-31 Dec 15	SIDA	%	DFAT	%
Total Budget	1,026,435	863,818	84%	162,617	16%
Total Expenditure	1,022,203	859,586	84%	162,617	16%
<b>Budget remaining</b>	<b>4,232</b>	<b>4,232</b>		<b>-</b>	

Statement of Fund Balance					
Opening fund balance as of 30 September 2014	57,279	166,592		(109,313)	
Opening Interest earned as of 30 Sept 2014	1,346	890		456	
Total Income from SIDA&DFAT from 1 Oct'14- 31 Dec '15	1,356,730	1,085,430	80%	271,300	20%
Total bank Interest Income 1 Oct'14- 31 Dec'15	872	698	80%	174	20%
Total expenditure 1 Oct'14- 31 Dec'15	1,022,203	859,586		162,617	
<b>Actual Fund Balance as of 31 Dec 2015</b>	<b>394,023</b>	<b>394,023</b>		<b>-</b>	

BENEFICIARIES: Counting from October 2014 to December 2015 only

		Institution Type							Total
		Media institution	Civil society (NGO, OI, etc.)	Private sector	Cambodian Government	Foreign Government Embassy UN	University or school	Others/ unknown	
Plan	Male								343
	Female								192
	Sex not specified								4,338
	Number of Institutions	66	146	408	142	6	-	945	
Direct Achievement	Male	117	187	200	413	13	809	1,090	2,829
	Female	47	152	201	199	11	670	772	2,052
	Sex not specified	21	57	253	264	45	153	349	1,142
	Number of Participants from Institutions	185	396	654	876	69	1,632	2,211	6,023
Indirect Achievement	Male								106
	Female								63
	Sex not specified								-
	Number of Participants from Institutions	-	3	74	1	-	4	-	

## CONCLUSION:

Key expected outcomes and outputs for 2014-2015 were well delivered according to plan. Following the launch of NISA, relevant stakeholders have taken steps to push for governance reforms. As a result of NIS, the followings are few notable impacts, which NIS has contributed to such as the reforms on NEC, the drafting of the Access to Information and Whistle Blower Protection Legislations and key reform on the ease of doing business in Cambodia. The report will inevitably have long-term effects on Cambodia's overall pathway to reform. The findings on YIS have also shed light on the perception of young Cambodians on integrity and corruption in Cambodia. By understanding about their thought toward corruption, stakeholders can design their youth engagement programmes that meet youths' concerns.

TI Cambodia remains to be a strong partner and playing a complementary but crucial role in CSO's coalitions and working groups to jointly advocate for democratic reforms. We have built a coalition against corruption in Cambodia at national and sub-national levels. Over 170 CSOs and 150 companies including SMEs were directly engaging with and benefiting from TI Cambodia's activities.

Citizens' engagement is key in democratic governance. TI Cambodia has built an increasing social demand for good governance and anti-corruption reform through citizens and youth engagement programme. For the past two and a half years, more than 15,000 citizens and youths were directly benefited from TI Cambodia's activities and youth led initiatives. Among those, an estimated 5000 of them are actively engaging with TI Cambodia. This great network of people against corruption will create significant ripple effects on the process of democratization in the Kingdom. This youth network will be the foundation for TI Cambodia to become a membership based organisation and a strong social movement against corruption.