

Transparency International Cambodia
“Collective Actions Against Corruption (CA2C)”
Annual Report
January – December 2021

Supported by



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1. Context of Our Work

Rule of law

Cambodia is a country governed by law. Following the 1993 UN-supervised election, Cambodia has adopted many laws, including the Constitution, in efforts to, among many other purposes, protect fundamental rights and freedom. However, despite these many laws in place, the country's rule of law remains very weak. The World Justice Project's Rule of Law Index 2020 ranked Cambodia 127th out of 128 countries and jurisdictions over the world, and placed Cambodia at the lowest 15th out of 15 countries in the East Asia and Pacific region. One of the main reasons is that fundamental rights and freedom are in fact not guaranteed, and oftentimes violated, by the very laws which are supposed to be brought into force to ensure them. Evidence of this is the hasty adoption of Law on State of Emergency and a sub-decree on National Internet Gateway which could be used by the government as a political tool to suppress freedom of expression and clamp down critics and dissenting voices. In contrary to the Constitution and laws that divide powers to ensure check and balance, the executive branch, in reality, holds absolute power over the judiciary and legislative branches. The law enforcement and oversight are steered by the overwhelming dominance of one party which spreads out in all facets of government, judiciary and enforcement and oversight institutions. Injustice and impunity remain commonplace as corruption continues to deteriorate the rule of law. According to the Transparency International's Global Corruption Barometer (GCB) 2020, Cambodia's judiciary, the police and public sector are generally considered by the public as the most corrupt institutions.

Democracy

Cambodia is characterised by a one-party dominance. The Cambodian People's Party (CPP) has been the ruling party for decades. In late 2017, prior to the 2018 national election, Cambodia faced a severe problem of backsliding on democracy when the main opposition party of the CPP, an important indicator of functioning democracy, was permanently dissolved, and its 118 leaders banned from politics, by the CPP-backed Supreme Court. The 2018 national election marked a clear turning point in Cambodia's weakening democracy, with the absence of the only viable opposition party which was supported by nearly half of eligible voters in the 2013 election. In the 2018 one-party election, the long-ruling party won all the seats in the national assembly. The election was branded by Cambodian and international human rights organisations and many democratic nations as an illegitimate sham as it did not reflect the will of Cambodian people whose rights to freely elect leaders of their choice were categorically denied.

Civil society and media freedom

Security and space for civil society and media have always been fragile. In 2018, the freedom was shattered when the CPP government began carrying out crackdown campaigns against civil society organisations, media and dissidents. The government de-registered, suspended or threatened civil society organisations and closed down media organisations critical of the government. Many journalists, unionists and social dissidents were put under surveillance while many others were threatened, arrested, charged and/or jailed. The tense situation forced many CSO leaders and activists to flee the country. The move against independent media is another coordinated act of intimidation against independent voices. These acts led to a ruling party victory marred by severe abuse of democratic principles and rule of law.

Corruption

Cambodia has not made any progress in its efforts to combat corruption. The country continued to be perceived as one of the most corrupt countries in the world and the most corrupt country in ASEAN. The Corruption Perceptions Index score for Cambodia within the past decade remained very low, with the highest score of only 22 out of 100. The low score is linked to poor performance in improving democracy and rule of law marred by the regime's history of repression and suppression of political opponents, media and civil society organisations. According to the Global Corruption Barometer 2020, Cambodians still perceive the judiciary, the police and the public sector to be the most corrupt institutions. This reconfirms that Cambodia has a very weak rule of law. The impact of endemic corruption on Cambodia is very damaging. Corruption is also singled out as the greatest obstacle to business confidence in Cambodia. Corruption aggravates inequality, denying people's access to justice and undermining rule of law and social harmony.

Business climate

Cambodia's business environment is rapidly changing due to increased foreign direct investment, a growing number of industries and entrepreneurs, and a rapidly changing legal framework. SMEs continue to play an overwhelming role in the overall business environment. However, as the government pushes for increased tax and labour regulations, corruption risk increasingly plagues SMEs. Foreign direct investment from countries surrounding Cambodia, particularly China, is causing growth in the real estate, financial, and tourism sectors. The Cambodian Government has made some services, such as business registration and taxation available online and has also promoted tax incentives for SMEs. Despite these initiatives and the increased legal framework, the private sector still faces obstacles in terms of corruption, unfair competition due to unequal enforcement of the law, high cost of doing business, and access to capital. Cambodia dropped from 135 in 2017 to 144 in 2019 in the World Bank's Ease of Doing Business Survey.

Socio-economic status

Despite the depressive outlook for democracy, human rights and rule of law, Cambodia's economy has remained robust. Over the past few decades, Cambodia has enjoyed an impressive economic growth rate of around 7%, which the World Bank reported as one of the fastest growing economies in the world. Cambodia transitioned from a low income to lower-middle income country in 2016. Cambodia has reduced its poverty rate at an impressive level from over 50% in 2002 to 9.5% in 2016. Cambodia has noticeably increased its human development. It is now considered a medium human development country, ranking 143 out of 188 countries on the Human Development Index.

However, the country also faces a number of challenges. One of the main challenges is the country's narrow economic base, making it highly vulnerable to economic shocks. Other noticeable challenges include lack of inclusive governance and respect for human rights, high vulnerabilities due to nutritional neglect, health care, deforestation and climate change and un-coordinated urbanisation. These challenges will continue to undermine Cambodia's growth. A recent UN assessment also emphasized public accountability and civic participation as one of the four priority areas the government should focus on to reduce vulnerabilities and sustain growth: expand economic and social opportunities, promote sustainable living, manage urbanization and strengthen accountability and participation.

2. Problem Analysis

Poor democratic reform, law enforcement and low level of public participation in promoting integrity, transparency and fighting corruption are major problems, which have led to weak integrity system within Cambodia's governance system. A number of structural elements contribute to enabling corruption in Cambodia to flourish and grow unchallenged:

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

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

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

Cambodia has a young and dynamic population. It is estimated that more than half (56%) of the population is under the age of 30 according to the latest general population census in 2019. This demographic change provides a very promising perspective for Cambodia. However, a number of barriers have deterred citizens from fully holding their government and people in power to account. The recent TI Cambodia's public perceptions survey on Budget Accountability and Transparency, reflecting 33.4% and 46.4% of citizen surveyed, showed that they were unable to identify any source of government revenue and national expenditures, respectively. With regard to civic participation in local development process, 96.5% of citizens have never tried to view Commune/Sangkat budgetary records while only 28.6% had previously exercised the right to participate in the annual meeting for local development plan, investment programme and budget.

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

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

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

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

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

3. Theory of Change

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

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

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

Building upon the positive momentum and accomplishments of its previous strategic plans over the past eight years, TI Cambodia's Strategic Plan 2020-2022 entitled "**Collective Actions Against Corruption (CA2C)**", has five core programme priorities:

Goal 1: Public Sector Engagement and Coalition Building Programme

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

Goal 2: Citizen and Youth Empowerment Programme

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

Goal 3: Business Integrity Programme

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

Goal 4: Research and Business Development Programme

We diagnose the root causes of corruption and using the findings and recommendations to formulate advocacy projects that aim to address the causes. We conduct an in-depth study on tax incentives in Cambodia, a CSO parallel review on UNCAC implementation in Cambodia, a study on beneficial ownership in land and property sector of Cambodia, a study on progresses and challenges for women and youth in taking leadership roles, and a national youth outlook survey to understand youth perceptions on Cambodia's social and economic development.

Goal 5: Governance Foundation and Capacity Development

As TI Cambodia continues to grow as a well-recognised institution, it is indispensable for us to keep enhancing our way of work and strengthening our capacity through having in place well-equipped and skilled staff, management and governing body; adequate internal control, and updated policies and regulations.

4. Results achieved in relation to the planned results for 2021

4.1 Results achieved specifically under PAT II for the year 2021

The following table provides an overview of progress toward the planned results specifically under PAT II which TI Cambodia, as an implementing partner of the PAT II, has agreed to deliver within 2020-2022. For easy reference, the table shows the agreed-upon objectives, expected outputs, output indicators, baseline, output indicator targets for each implementing year (2020, 2021, and 2022), and most importantly the updated progress of the expected output results made, achieved, or delayed during the reporting year 2021, which can be quickly compared to the output indicator targets for 2021.

Objectives	Expected Output	Indicators	Base line	Target 2020	Actual 2020	Target 2021	Actual 2021	Target 2022	Progress for Jan-Dec 2021
Increased public accountability and transparency through demand-driven advocacy and dialogue	Enhanced public service delivery at national and sub-national levels	% of service users in targeted communities demonstrate more satisfaction with the provisions of local public services	NA	30%	-	50%	-	60%	<p>Partly achieved</p> <p>The delivery of this output is still ongoing in partnership with the Ministry of Interior and its sub-administrative offices. This impact will be properly assessed in 2022. Despite repeated delays in implementing key activities due to the COVID-19 pandemic, ToT training was successfully conducted to 29 focal (12 female) trainers of Mol and the capacity building to sub-national officials has been implemented to enhance the effective performance of their roles. After a long delay in its development in 2020, the mobile app is being finalised to provide an easy platform for citizens' complaints and concerns to be raised and addressed. Multiple consultations with experts and key stakeholders were held to gather inputs and provide practical solutions to the development of the mobile app. The mobile app will be launched in March 2022 and it will be available to be used by the public.</p> <p>TI Cambodia, AAC and the School of Governance of Mol have conducted 19 capacity building trainings to the Ministry of Interior's 626 (193 females) sub-national</p>

									<p>officials and service providers. Based on our survey with a selected representative sample, the trainings have produced not only a positive short-term outcome of increased knowledge and understanding, but also some noticeable behaviour changes among the sub-national officials. Based on the survey, 73% of the surveyed officials have reported applying their knowledge and skills to enhance transparency, accountability and responsiveness in their duties. For instance, some local administrations and councils have reported that they took a number of actions including 1) organising meetings to disseminate information of development budget to internal administration, members of council, and related communes/Sangkat, 2) making known openly the amounts of donations received for vulnerable people and inviting donors to donation-handling ceremonies, 3) facilitating public services for vulnerable people such as pregnant women, monks, elderly people, and people with disability, 4) educating commune healthcare center staffs to provide treatment without socio-economic status discrimination against patients, receiving and treating them first and letting them pay treatment bills later, 5) starting to share information through WhatsApp and Telegram groups among staffs, 6) conducting feedback surveys on service delivery with citizens who come to request services, 7) staff promotion without gender discrimination, and 8) meeting with school management to post income, expenditures and plan of their schools on the bulletin board as well as inviting students' parents/guardians to the school development plan process.</p>
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									In 2020, first batch of 32 MoI officials received the ToT, and in this reporting year another 29 focal officials (of whom 12 are women) received the ToT as trainers for next round of GRPS trainings to sub-national officials across the target provinces in 2022.
Increased public understanding and demand for fiscal transparency and accountability	# of actions taken (such as meeting/ dialogue with government officials, forums, trainings, awareness raising campaign, debate/ mock parliament/ simulation, video production or other initiatives) by citizens and youth for greater fiscal transparency and accountability following TI Cambodia's/ partners' actions	2	5	3	5	24	5	24 (Achieved) 24 youth-led initiatives were formulated and implemented by youth groups who participated in online Young Leadership Programme trainings, online youth camp, Youth Leadership Coaching programme, policy brief training, and digital campaign and Vlog training. Those YLIs covered a wide range of topics from good governance, gender equality, women and youth in political participation, youth and studies of national budget, fake news, personal safety and precautionary on social media, domestic violence to gender equality, women and youth in social development, education disparity, public service delivery, mental health to personal safety and precautionary on social media and environment friendly and advocacy for plastic usage reduction. Those YLIs were implemented in a number of provinces including Battambang, Kah Kong, Kampong Cham, Kampong Chhnang, Kampot, Prey Veng, Pursat, Ratanakiri, Siem Reap Takeo, and capital Phnom Penh.	
Enhanced participation by youths on anti-corruption and increased demands for positive reforms	% of trained youth take actions (such as monitoring of local public service and use of citizen reports, meeting with local authorities, community	30% trained youth (96 youth camp participant	40%	73%	50%	48%	60%	48% of 285 trained youth (Achieved) More than 2000 youths engaged in TI Cambodia's interventions in 2021. These youths have generally left with improved understanding. Moreover, among 285 youth who attended key activities including youth camp, youth leadership programmes, digital campaign training and policy brief training, 48% of them (50% of 180 female and 45% of 105 male youth) took action to develop and implement a total of 24 youth-led	

		consultation, forums, youth mobilisations, trainings, talk shows, awareness raising campaigns, and other youth led initiatives) to address issues in their community especially on transparency, integrity, public service delivery and anti-corruption	s and 25 young leadership programme = 121) took actions in 2019						initiatives in 2021. Many initiatives were also formulated by other youth groups in 2021, but will be implemented in 2022 due to the delay caused by the pandemic. These initiatives to be carried forward to 2022 have not been factored in into this 48 percentage of youth taking action. With this view, the proportion of youth who took actions after engagement with TI Cambodia or our partners is very encouraging and promising as it is evidence of youth's readiness to engage, as a part of the solution, in addressing their concerns and the society's. It also illustrates an increased individual and community activism and civic participation in Cambodia regardless of the continued shrinking civic space and freedom of expression. The impacts of their civic participation will be properly evaluated in 2022 by TI Cambodia's internal M&E team.
	Strengthened effectiveness of alternative reporting mechanism on corruption cases through the Advocacy and Legal Advice Centre (ALAC) and enhanced the anti-corruption legal and regulatory frameworks	# of corruption cases taken actions (such as investigation and/or prosecution) by anti-corruption and law enforcement agencies	1 case in 2019	2	-	3	-	4	Partly achieved 4 corruption cases were reported to TI Cambodia's ALAC in 2021. Due to insufficient evidence and after consultation with the clients, ALAC lawyer did not pursue the cases further to the anti-corruption unit (ACU) or other law enforcement agencies.

	Enhanced knowledge and understanding of corruption, accountability, transparency, and its effects through evidence-based research and studies	# of projects/initiatives implemented as a result of TI Cambodia 's research studies and products	2 initiatives were implemented as a result of TI Cambodia's research studies	2	6	3	4	4	<p>4 initiatives were implemented to address issues identified in.</p> <ul style="list-style-type: none"> - An initiative involves the cooperation between TI Cambodia and the Southeast Asia Globe to produce a number articles to influence and shape public understanding and perspective based on the findings and the issues identified in TI Cambodia's research reports. The articles were related to the changing face of Cambodian leadership, women and young people seeking opportunities amid longstanding obstacles to advancement and empowerment, and Cambodian healthcare system facing a 'dual practice dilemma'. - Another research study "Pathway to Women's Leadership in the Public Sector in Cambodia" was also initiated to further explore how Cambodian women navigate their leadership paths and career ladders in the country's public bureaucracy despite the hurdles. The study is a follow-up to the another study on "Leadership of Women and Youth in Cambodia: Current Status and Challenge". - A project on "Toward Public Procurement Transparency" was also formulated in response to the findings and recommendations in the UNCAC parallel report on the implementation of the convention against corruption. As part of the report findings, public procurement has been identified as one of the most important issues related to promotion of integrity and fighting corruption in public sector.
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									<ul style="list-style-type: none">- Another project on “Young Budget Tracker” was also formulated based on the findings in the National Survey on Transparency and Accountability of Public Budget. The aim of “Young Budget Tracker” is to equip youths who are interested in fiscal transparency and accountability to receive capacity development and produce policy briefs/papers on fsical issue.
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Discussion on Progress of Results under PAT II for 2021

Objective: Increase public accountability and transparency through demand-driven advocacy and dialogue

Output: Enhanced public service delivery at national and sub-national

At the end of the programme, TI Cambodia aims to achieve this output's indicator of at least 60% of public service users in targeted communities demonstrating more satisfaction with the provisions of local public services. For 2021, the plan was that at least 50% of the service users demonstrate satisfaction, following our joint interventions with the Ministry of Interior on the citizen report handling mechanism (mobile application) initiative, and capacity building training to local public service providers to enhance their service delivery and performance of duties to citizens.

The delivery of this output is still ongoing in partnership with the Ministry of Interior and its sub-administrative offices. This impact will be properly assessed in 2022. Despite repeated delays in implementing key activities due to the COVID-19 pandemic, ToT training was successfully conducted to 32 trainers of Mol and the capacity building to sub-national officials has been implemented to enhance the effective performance of their role. After a long delay in its development in 2020, the mobile app is being finalised to provide an easy platform for citizens' complaints and concerns to be raised and addressed. Multiple consultations with experts and key stakeholders were held to gather inputs and provide practical solutions to the development of the mobile app. The mobile app will be launched in March 2022 and it will be available to be used by the public.

TI Cambodia, AAC and the School of Governance of Mol continued to conduct additional ToT for 29 trainers of Mol, who were already received some training since 2020 and supported 19 capacity building trainings to the Ministry of Interior's 626 (193 females) sub-national officials and service providers. Based on our survey with a selected representative sample, the trainings have produced not only a positive short-term outcome of increased knowledge and understanding, but also some noticeable behavior changes among the sub-national officials. Based on the survey, 75% of the surveyed officials have reported applying their knowledge and skills to enhance transparency, accountability and responsiveness in their performance of their duties. For instance, the local administrations and councils have reported that they took a number of actions including 1) disseminating information of development budget to internal administration, members of council, and related communes/ Sangkat, 2) showing the public amounts of donations for vulnerable people and inviting donors to donation-handling ceremonies, 3) facilitating public services for vulnerable people such as pregnant women, monks, elderly people, and people with disability, 4) educating commune health centre staff not to discriminate the patients based on their socioeconomic status, encouraging staff to receive and treat them first and letting them process payments later, 5) starting to share information through WhatsApp and Telegram groups among staffs, 6) conducting feedback surveys on service delivery with citizens who have acquired public services, 7) staff promotion without gender discrimination, and 8) meeting with school management to post income, expenditure, and plan of their schools on the bulletin board as well as inviting students' parents/guardians to the school development planning process.

In addition to the 32 Mol officials trained in 2020, in this reporting year another 29 focal officials (of whom 12 are women) received capacity building training as trainers for next round of capacity building and GRPS trainings to sub-national officials across the target provinces in early 2022. More sub-national officials are expected to increase and apply their knowledge and skills throughout 2022, which in turn leads to enhanced service delivery. By the end of the program, the indicator of this impact will be able to be assessed.

Output: Increased public understanding and demand for fiscal transparency and accountability

With the demand side, TI Cambodia aims to stimulate actions taken by youth and citizens to promote public awareness and increase demand for fiscal and budget transparency and accountability. To this end, we intend to conduct activities to bring about at least 5 actions per implementing year to be taken by youth and citizens. 2021 saw 24 youth-led initiatives formulated and implemented by youth groups who participated in TI Cambodia's online Young Leadership Programme trainings, online youth camp, Youth Leadership Coaching programme, policy brief training, and digital campaign and Vlog training. Those YLIs covered a wide range of topics from good governance, gender equality, women and youth in political participation, youth and studies of national budget, fake news, personal safety and precautionary on social media, domestic violence to gender equality, women and youth in social development, education disparity, public service delivery, mental health to personal safety and precautionary on social media and environment friendly and advocacy for plastic usage reduction. Those YLIs were implemented in a number of provinces including Battambang, Kah Kong, Kampong Cham, Kampong Chhnang, Kampot, Prey Veng, Pursat, Ratanakiri, Siem Reap Takeo, and capital Phnom Penh.

Output: Enhanced participation by youths on anti-corruption and increased demands for positive reforms

The 2021 plan seeks to achieve 50% of participating youths in our event to take action to address relevant issues. Of 285 youths who attended youth camp, youth leadership programmes, digital campaign training and policy brief training, 48% (50% of 180 female and 45% of 105 male youth) took action and implemented 24 youth-led initiatives in 2021. Other initiatives were also formulated in 2021, but they will be implemented in 2022 due to the Covid 19 pandemic. The proportion of youth who took actions after engagement with TI Cambodia or partners is very encouraging and promising as it is evidence of youth's readiness to engage, as a part of the solution, in addressing their concerns and the society's. It also illustrates an increased individual and community activism and civic participation in Cambodia regardless of the continued shrinking civic space and freedom of expression. The impacts of their civic participation will be properly evaluated in 2022 by TI Cambodia's internal M&E team.

Output: Strengthened effectiveness of alternative reporting mechanism on corruption cases through the Advocacy and Legal Advice Centre (ALAC) and enhanced the anti-corruption legal and regulatory frameworks

TI Cambodia's Advocacy and Legal Advice Centre (ALAC) continued to implement awareness raising and outreach activities, reaching 445 people and youths, 53% of whom were women, from across the country's 25 provinces and municipalities. Citizens either received free legal advice or were trained on the anticorruption legal framework and issues. Within this year, the chapter's ALAC conducted a series of 17 trainings targeting youths, civil society organisations (CSOs), and journalists to increase participants' awareness of corrupt practices and anti-corruption legal and regulatory frameworks. The assessment on how those trained participants will use their knowledge and skills on legal frameworks to benefit others, especially their beneficiaries will be assessed in 2022.

The number of people contacting the ALAC for free legal consultation in particular on corruption-related issues has decreased in 2021. While COVID-19 pandemic is believed to be one of the main reasons, potential lack of confidence by the public in the way public institutions handle corruption is a major obstacle for them to engage in corruption reporting, especially when charges on fault reporting of corruption cases can be made by the anti-corruption institution against whistle-blowers, complainants or victims of corruption. In order for the public to fully engage in reporting corruption, a safe and protective environment for the public must be first ensured by the law and the competent law enforcers. In its next year's plan, ALAC will scale up the promotion of ALAC services via social media and outreach activities, continue to provide capacity building to more partners, youth and citizens to

encourage them to report corruption with technical and legal advice of the ALAC, while trying to advocate with relevant working group for the government to improve the existing anti-corruption framework. This trend also indicated the continued retreat of citizens and youth in civic participation due to fear of reprisal and the general repressive environment created by the state to deter democratic participation.

Due to the COVID 19, no progress was made, by the Ministry of Information, of the draft law on access to information, despite its publicly announced commitment to push for early adoption of the law in 2020. On the CSO side, led by TI Cambodia, a CSO Working Group on Anti-Corruption was recently established with eight key CSOs. The first meeting was held to discuss the ToR and key anti-corruption priorities. The next meeting will be organised in 2022 to develop a joint workplan. A CSO Working Group on Digital Rights was also formed with a dynamic force of 26 civil society organisations, media and individual experts. The meeting of the working group was held regularly to discuss situations of digital rights and security and relevant legislations, and to conduct capacity buildings and joint advocacy efforts. In the context of increasingly restricted freedom of expression, TI Cambodia has worked with Digital Rights Working Group to address issues and advocate for digital rights and Internet freedom in Cambodia. TI Cambodia has contributed to the draft and dissemination of a joint statement which aims to address the civil society and public's concerns over human rights violations of the National Internet Gateway Sub-decree issued on 19 February 2021. The statement was endorsed by 62 civil society organisations and disseminated to public on social media platforms and news outlets and sent to Ministry of Posts and Telecommunications and Ministry of Interior for consideration.

Output: Enhanced knowledge and understanding of corruption, accountability, transparency, and its effects through evidence-based research and studies

An initiative involves the cooperation between TI Cambodia and the Southeast Asia Globe to produce a number of articles to influence and shape public understanding and perspective based on the findings and the issues identified in TI Cambodia's research reports. The articles were related to the changing face of Cambodian leadership, women and young people seeking opportunities amid longstanding obstacles to advancement and empowerment, and Cambodian healthcare system facing a 'dual practice dilemma'.

Another research study "Pathway to Women's Leadership in the Public Sector in Cambodia" was also initiated to further explore how Cambodian women navigate their leadership paths and career ladders in the country's public bureaucracy despite the hurdles. The study is a follow-up to the another study on "Leadership of Women and Youth in Cambodia: Current Status and Challenge".

A project on "Toward Public Procurement Transparency" was also formulated in response to the findings and recommendations in the UNCAC parallel report on the implementation of the convention against corruption. As part of the report findings, public procurement has been identified as one of the most important issues related to promotion of integrity and fighting corruption in public sector.

Another project on "Young Budget Tracker" was also formulated based on the findings in the National Survey on Transparency and Accountability of Public Budget. The aim of "Young Budget Tracker" is to equip youths who are interested in fiscal transparency and accountability to receive capacity development and produce policy briefs/papers on fiscal issue.

4.2 Results achieved under Overall TI Cambodia's Strategic Priorities for the year 2021

The following table provides an overview of progresses toward the planned results under TI Cambodia's overall strategic priorities within 2020-2022. For easy reference, the table shows the Expected Results (outcomes and outputs results), Indicators through which outcomes and outputs are measured, Baseline indicators, indicator Targets for the implementing year 2021, and the Updated Progress of Results in 2021. The Updated Progress of Results can be used to quickly compare against the indicator targets for 2021, in order to see if the planned results (outcomes and outputs) have been achieved, underachieved or delayed.

Expected Results	Indicators	Baseline	Target 2021	Updated Progress of Results 2021
GOAL 1: PUBLIC SECTOR ENGAGEMENT AND COALITION BUILDING PROGRAMME				
Expected Impact: Enhanced public service delivery at national and sub-national levels and increasing accountability and transparency of public budget.				
Outcome 1: Enhanced public service delivery at national and sub-national levels	# of actions taken by the government officials to be more accountable, transparent and responsive in public service delivery, especially on gender responsive public service delivery	-	12	<p>15 (Achieved)</p> <p>In the reporting year, 15 noticeable actions were taken by the government and the local administrations, as direct results of our supports to the Ministry of Interior to build capacity of its sub-national service provider officials and ombudsmen to enhance their performance of duties more effectively and responsively.</p> <p>Through TI Cambodia's support, challenges faced by the provincial and district ombudsmen in performing their roles and duties, were identified. As a result, the Ministry of Interior issued two official notifications – Sor Chor Nor no. 1849 and Sor Chor Nor no. 1850 on Strengthening the Roles and Responsibilities of Ombudsmen at the Provincial and District Levels, respectively – advising the provincial and district board of governors to provide greater support to ombudsmen offices. The ministry has requested TI Cambodia and GIZ to develop a manual on Investigation Skill for Provincial Ombudsmen and District Ombudsmen. The manual will be used by the Mol's ombudsmen to guide PO/DO in complaint investigation.</p> <p>At the sub-national levels, a number of actions were reported having been taken by the local administrations and councils in efforts to locally promote transparency, accountability, and inclusiveness. Those actions include 1) organising meetings to disseminate information of development budget to</p>

				<p>internal administration, members of council, and related communes/Sangkat, 2) showing the public amounts of donations for vulnerable people and inviting donors to donation-handling ceremonies, 3) facilitating public services for vulnerable people such as pregnant women, monks, elderly people, and people with disability, 4) educating commune healthcare centre staffs not to discriminate the patients based on their socioeconomic or political status, encouraging staff to receive and treat them first and letting them process payments later, 5) starting to share information through WhatsApp and Telegram groups among staffs, 6) conducting feedback surveys on service delivery with citizens who have acquired public services, 7) staff promotion without gender discrimination, and 8) meeting with school management to post income, expenditure, and plan of their schools on the bulletin board as well as inviting students' parents/guardians to the school development planning process.</p> <p>The actions that have been taken by both public offices at the national and sub-national levels demonstrate increased public accountability and transparency in performing their public duties. It also illustrates an improved institutional capacity and coordination among public offices to deliver public services better to citizens.</p>
	<p># of citizen reports through the Citizen Report Handling Mechanism</p>	<p>-</p>	<p>500</p>	<p>Not achieved yet due to delay in the development and launch of the mobile application.</p> <p>The mobile app has yet to be finalised due to technical challenges and slow progress made by the contracted app developers. However, the project team have been working closely with MoI and developers to finalise the mobile app. As of the reporting period, the design of the app is complete, and the app is now being tested on its functionality. With a high expectation for no major issues with its functionality, the app will be fully completed and launched in early 2022.</p> <p>However, the project team also worked with sub-national public service providers in the target areas on complaint collection. The target ombudsmen offices received a total of 129 complaints in 2021. Most of the complaints</p>

				were related to slow and delayed service delivery, the attitude and behaviour of public service providers, extra fee charge and negligence. Other complaints also involved the performance of provincial councils and management of public budget and property.
	% of cases that are responded by public service providers increase from year to year	-	15%	Not achieved yet due to delay in the development and launch of the mobile application.
	# of policies/decisions/circulars that are adopted and implemented as a result of the provincial and national multi-sector dialogues in response to the issues generated through the Citizen Report Handling Mechanism (mobile app)	-	1	2 (Achieved) 2 official notifications/decisions were issued by Mol in 2021 to improve cooperation between the sub-national administration and the ombudsmen office. Through TI Cambodia's support, challenges faced by the provincial and district ombudsmen in performing their roles and duties, were identified through a national consultation. As a result, the Ministry of Interior issued two official notifications – Sor Chor Nor no. 1849 and Sor Chor Nor no. 1850 on Strengthening the Roles and Responsibilities of Ombudsmen at the Provincial and District Levels, respectively – advising the provincial and district board of governors to provide greater support to ombudsmen offices. The ministry has requested TI Cambodia and GIZ to develop a manual on Investigation Skill for Provincial Ombudsmen and District Ombudsmen. The manual will be used by the Mol's ombudsmen to enhance the capacity of PO/DO in complaint investigation.
	% of service users in targeted communities demonstrate more satisfaction with the provisions of local public services		50%	Partly achieved The delivery of this output is still ongoing in partnership with the Ministry of Interior and its sub-administrative offices. Despite repeated delays in implementing key activities due to the COVID-19 pandemic, ToT training was successfully conducted to 29 focal (12 female) trainers of Mol and the capacity building to sub-national officials has been implemented to enhance the effective performance of their roles. After a long delay in its development in 2020, the mobile app is being finalised to provide an easy platform for citizens'

		<p>complaints and concerns to be raised and addressed. Multiple consultations with experts and key stakeholders were held to gather inputs and provide practical solutions to the development of the mobile app. The mobile app will be launched in March 2022 and it will be available to be used by the public.</p> <p>TI Cambodia, AAC and the School of Governance of MoI have conducted 19 capacity building trainings to the Ministry of Interior's 626 (193 females) sub-national officials and service providers. Based on our survey with a selected representative sample, the trainings have produced not only a positive short-term outcome of increased knowledge and understanding, but also some noticeable behaviour changes among the sub-national officials. Based on the survey, 73% of the surveyed officials have reported applying their knowledge and skills to enhance transparency, accountability and responsiveness in their duties. For instance, some local administrations and councils have reported that they took a number of actions including 1) organising meetings to disseminate information of development budget to internal administration, members of council, and related communes/Sangkat, 2) making known openly the amounts of donations received for vulnerable people and inviting donors to donation-handling ceremonies, 3) facilitating public services for vulnerable people such as pregnant women, monks, elderly people, and people with disability, 4) educating commune healthcare center staffs to provide treatment without socio-economic status discrimination against patients, receiving and treating them first and letting them pay treatment bills later, 5) starting to share information through WhatsApp and Telegram groups among staffs, 6) conducting feedback surveys on service delivery with citizens who come to request services, 7) staff promotion without gender discrimination, and 8) meeting with school management to post income, expenditures and plan of their schools on the bulletin board as well as inviting students' parents/guardians to the school development plan process.</p> <p>In 2020, first batch of 32 MoI officials received the ToT, and in this reporting year another 29 focal officials (of whom 12 are women) received the ToT as trainers for next round of GRPS trainings to sub-national officials across the target provinces in 2022.</p>
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Output 1.1: Improved capacity of public officials at national level and One Window Service (OWS) Officials at provincial and district levels to provide services more effectively	# of Mol officials trained to become ToTs	25 (5 female)	30 (10 female)	29 (Achieved) TI Cambodia, AAC and Mol launched ToT batch 1 in 2020, in which 32 trainers from Mol were selected to undertake a series of training. In 2021, capacity of 29 (12 female) Mol focal officials from several departments across the ministry were enhanced through a series of ToT batch 2 trainings on good governance, accountable and gender responsive public services, and training facilitation skills. The capacity development has prepared these Mol officials to become rounded trainers who will train and build capacity of sub-national officials in order for them to perform their duties as service providers to citizens more effectively and responsively.
	# of sub-national officials trained by ToTs	78	406 (70 female)	626 (Achieved) 626 sub-national officials (of whom 193 are women) received capacity building training on good governance, accountable and gender responsive public services, through trainings provided by the batch 1's trained officials of Mol. A short follow-up evaluation with some of these trained subnational officials revealed that they have been applying the knowledge and skills from the training in their role. A more elaborate assessment with more officials will be conducted in 2022.
Output 1.2: Increased access to the complaint handling mechanisms of local authorities on public service delivery, particularly gender responsiveness, at local levels and newly	# of interaction on the Citizen Report Handling Mechanism (mobile application) through social media and IEC materials	-	25,000	Not achieved yet due to delay in the development and launch of the mobile application.
	# of downloads that have been made for the mobile application	-	3,000	Not achieved yet due to delay in the development and launch of the mobile application.

created spaces for communicating feedback and dialogues on improving public service implementation	% of citizen reports which are responded by relevant local authorities and public service providers in the targeted communities	-	15%	Not achieved yet due to delay in the development and launch of the mobile application.
	# of multi-sector dialogues at provincial and national levels that are held to discuss about the issues generated from the mobile application and actions to be taken in improving public service delivery	-	6	Not achieved yet due to delay in the development and launch of the mobile application.
	% of MoI, OWSU/OWSO and commune officials who are trained on analysing and utilising citizen reports for delivery of public service are able to apply the knowledge to improve public service delivery	-	40%	Not achieved yet due to delay in the development and launch of the mobile application.
Outcome 2: Increased public understanding and demand for fiscal transparency and accountability	# of actions taken by government which lead to increased fiscal transparency and accountability	-	1	1 (Achieved) After the launch of Citizen Budgets in 2021, an event which also involved officials from the Ministry of Economy and Finance, it appeared that the Ministry has updated and improved its Citizen Budgets for the 2022 public budget based on the suggestions raised by TI Cambodia at the launch. A more user-friendly version of the Citizen Budget was produced. Many features in TI Cambodia’s version of Citizen Budget were adopted.

	# of actions taken by citizens and youth for greater fiscal transparency and accountability following TI Cambodia's/partners' actions	2	7	<p>13 (Achieved)</p> <p>Following “Young Budget Tracker” Programme, a series of intensive trainings covering a wide range of topics including public budget, gender budget, research methodology, basic statistics and policy brief writing to promote better understanding of budget literacy and build strong youth role in public budgeting process through evidence based advocacy, the youth participants were able to formulate 13 initiatives. 11 initiatives involves researching and writing policy briefs on various topics including “Mitigating the Impact of Covid-19 on Women in Cambodia through Gender-Responsive Budgeting”, “Lessons from Cambodia’s Social Protection In Responding to Covid-19 Pandemic: The Cash Transfer Programme, and Digital Infrastructure in Cambodia: The Current Status and Budget Expenditures etc.</p> <p>The other two initiatives involved a public forum with local residents to introduce them to public services provided by OWSU in Kampong Chhnang and a youth dialogues on social and economic issues.</p>
Output 2.1: Increased access to information and evidence on fiscal issues	# of research/study reports or publication produced	1	3	<p>3 (Achieved)</p> <p>In efforts to establish more evidence and increase access to information, TI Cambodia has implemented the following:</p> <ul style="list-style-type: none"> - the study on tax incentive has been produced and will be launched in 2022 - a Citizen Budget: Cambodian National Budget 2021 was successfully launched and disseminated among key stakeholders including Ministry of Economy and Finance which showed appreciation toward TI Cambodia's efforts in simplifying the national budget in a easy, visualized format. The ministry also expressed its intention to join in developing such citizen budgets with TI Cambodia in the future. - with the BWG, developing a manual on conducting budget analysis in Cambodia. <p>In addition to research study, platforms in the form of forums were also provided to increase public access to budget information and knowledge. With the budget working group, TI Cambodia has</p>

				<ul style="list-style-type: none"> - co-organised on national budget, involving community representatives, CSOs, government and youths. - co-organised a national public forum on citizen participation in budget development and monitoring of budget expenditure during COVID 19, the results and recommendations from the public forum were also brought to the Ministry of Economy and Finance. - provided inputs and recommendations to Ministry of Economy and Finance and National Assembly on Macroeconomic Framework and Public Financial Policy on Preparation of Draft National Budget Law.
Output 2.2: Improved coordination and capacity of Budget Working Group (BWG)	# of capacity building activities provided to BWG members	1	1	<p>1 (Achieved)</p> <p>BWG monthly meeting was organised where TI Cambodia actively engaged and played a crucial roles in shaping strategic direction and priorities of the BWG. In 2021, BWG has conducted a number of training to its members and held multiple coordination meetings on fiscal issues as well as macro-economic policies. TI Cambodia and NGO Forum were invited to join national consultations and workshops with the Ministry of Economy and Finance on the fiscal budget law. A joint policy recommendation paper were developed and submitted to the Ministry of Economy and Finance for consideration.</p>
Output 2.3: Improved youth discussions, debates and actions on fiscal issues	# of youth engaged in activities on fiscal issues	92 (60 female)	98 (77 female)	<p>46 (Partially achieved) (22 female)</p> <p>TI Cambodia organised a five-week training on “Policy Brief” with 31 youths, among whom 14 were females, from academic and professional backgrounds. The training course covers topics such as Basic Statistics, Research Methods, Gender Budgeting, National Budget, and Policy Brief Writing.</p> <p>In efforts at improving budget accountability at the commune level, TI Cambodia has implemented a project to raise awareness of four local communes in two provinces on procurement, budget process and monitoring. 15 youth and citizens were trained on the subjects along with targeted local authorities. They will in the next year conduct further advocacy including public forums and meetings in their communities to raise awareness and</p>

				increase participation in budget process and monitoring of budget expenditure.
	# of youth-led initiatives on fiscal governance	2	5	11 (Achieved) After the five-week training, participating youths produced their own policy briefs discussing and examining various policy issues such as fiscal governance, political participation, youth, health, and good governance. The policies were submitted to an independent evaluation committee for review and comment, and are currently being revised based on the committee's comments. 11 Policy briefs with satisfactory quality will also be awarded and published by TI Cambodia.
Output 2.4: Improved participation and coordination of budget preparation and monitoring at sub-national administration	# of local authorities benefited from the activities	16 (3 female)	60 (15 female)	19 (Partially achieved) TI Cambodia and the consultant conducted a capacity needs assessment in 4 targeted communes of Siem Reap and Battambang provinces, to identify areas of budget process-related knowledge and skills that the local authorities and the people in the communes need in order to improve local budget development and implementation. With the assessment results, TI Cambodia with the consultant designed a brief training manual and in late 2021 started to conduct a series of building capacity trainings on commune budget and procurement and the importance of citizen roles in the processes, to selected youth and local councils in the four communes. Three trainings were provided to 19 local councillors and authorities and 15 local people. The capacity building is expected to be completed in the first quarter of 2022 with establishment of 4 informal working groups of local authorities, youth and citizens, who will take on an active role in raising local awareness, promoting local budget transparency, and engaging local citizens in the budget processes including the implementation. Public forums will be organised with support and coordination from the informal working groups, to further raise local people's awareness of budget and increase their participation in it. These activities are anticipated after the capacity building activities are completed in early 2022.

	# of local residents benefited from the activities	233 (136 female)	300 (180 female)	15 (Partially achieved) Due to the late implementation of the activities caused by the Covid 19, the local people have not been widely engaged yet. In 2021, only 15 local people in 4 targeted communes received capacity building trainings from the project. However, they will become local champions to further raise local awareness of budget and procurement processes, through many public forums planned for 2022. They will also work closely with the trained local authorities to participate in budget processes and monitoring including bringing in citizens' concerns and requests to the local councils to consider when developing and carrying out budget plan.
	# of meetings/workshops/forums between local authorities and citizens on local budgeting issues	5	9	Not achieved. Due to late implementation of the activities caused by the Covid 19, no meetings and forums on local budget issues have been conducted between local authorities and citizens. However, in 2022, four forums and regular meetings on budget- and procurement-related issues between local councils and citizens are planned to be conducted and led by the four informal working groups which will be formed out of the capacity building trainings to selected local authorities and citizens, with support from TI Cambodia.
Output 2.5: Enhanced coordination and capacity of the Open Government Partnership (OGP) Working Group	# of meetings/workshops on OGP organised	1	1	1 (Achieved) One virtual meeting was organised by TI Cambodia and ODC to re-activate the OGP working group.
Outcome 3: Strengthened effectiveness of alternative reporting mechanisms on corruption cases through the Advocacy	# of corruption cases taken actions by anti-corruption and law enforcement agencies	1	3	Not achieved No corruption cases were referred to the anti-corruption agencies by TI Cambodia's ALAC. The reason is that reports received by ALAC from people regarding corruption issues lacked enough evidence to be referred to the anti-corruption agencies. In the reporting year, ALAC received four reports related to corruption.

<p>and Legal Advice Centre (ALAC) and enhanced the anti-corruption legal and regulatory frameworks</p>	<p># of legal and regulatory frameworks on anti-corruption drafted/passed/amended</p>	<p>1</p>	<p>1</p>	<p>Not achieved</p> <p>The draft laws on access to information, protection of reporting person, and protection of expert, victim and witness have not been any significant progress. The draft law on access to information remains at the hand fo the Ministry of Information while the draft laws on the protection of reporting person and the protection of expert, victim and witness are still in review process of the Ministry of Justice and ACU.</p> <p>On the CSO side, a CSO Working Group on Anti-Corruption was recently established with eight key CSOs. TI Cambodia was elected by all members as the working group’s secretariat. The first meeting was held to discuss the ToR and key anti-corruption priorities. The next meeting will be organised in 2022 to provide key updates on anti-corruption and further consult with members of the working group on the three-year anti-corruption strategic priorities from 2023-2026. The establishment of the working group will help push the agenda on anti-corruption.</p> <p>A CSO Working Group on Digital Rights was also formed with a dynamic force of 26 civil society organisations, media and individual experts. The working group held regular meetings to discuss situations of digital rights and security and relevant legislations, and to conduct capacity buildings and joint advocacy efforts. In the context of increasingly restricted freedom of expression, TI Cambodia has worked with Digital Rights Working Group to address issues and advocate for digital rights and Internet freedom in Cambodia. TI Cambodia has contributed to the draft and dissemination of a joint statement which aims to address the civil society and public’s concerns over human rights violations of the National Internet Gateway Sub-decree issued on 19 February 2021. The statement was endorsed by 62 civil society organisations and disseminated to public on social media platforms and news outlets and sent to Ministry of Posts and Telecommunications and Ministry of Interior for consideration. In addition to regular monthly meeting, the Digital Rights Working Group also organised a workshop among its members to do</p>
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				reflections on the approaches and achievements that have been made in the year.
Output 3.1: Legal services and advice are provided to citizens to report corruption and other cases to relevant authorities	# of people seek legal advice and assistance from ALAC	127 (47 female)	180 (60 female)	37 (Partially achieved) 37 (of whom 14 are women) clients received legal advice from the ALAC lawyer. The ALAC continued to conduct outreach activities to youth and citizens across provinces to promote ALAC alternative complaint reporting mechanism and knowledge of anti-corruption legal frameworks. In 2021, the ALAC reached around 408 (54% are female) youth and citizens through its trainings.
	# of complaints submitted/referred to ACU, CSOs and other law enforcement agencies	6 (2018)	7	Not achieved No corruption cases were referred to the anti-corruption agencies by TI Cambodia's ALAC. The reason is that reports received by ALAC from people regarding corruption issues lacked enough evidence to be referred to the anti-corruption agencies. In the reporting year, ALAC received four reports related to corruption on traffic police and court.
Output 3.2: Relevant anti-corruption legal and regulatory frameworks drafted, adopted and or amended in partnership with relevant stakeholders and government institutions	# of legal and regulatory frameworks on anti-corruption drafted/passed/amended	1	1	Not achieved The government had expressed its commitment to push for the adoption of the Access to Information (A2I) draft law by 2020. However, no progress has been made by the government since the announcement. There has been no progress also made by the government regarding the draft Laws on the Protection of Reporting Person and the Protection of Expert, Victim and Witness. In the context of increasingly restricted freedom of expression, a CSO Working Group on Digital Rights was formed with 26 organisations including TI Cambodia to jointly advocate for digital rights and internet freedom in Cambodia. The group has issued a joint statement to put forward the civil society's and public's concerns over human rights violations of the National Internet Gateway Sub-decree issued on 19 February 2021.

Output 3.3: Capacity of stakeholders including the government, CSOs, media and businesses enhanced on key anti-corruption legal and regulatory frameworks.	# of training manual developed	-	-	ALAC training manual had been developed in 2020. The print manuals have been used to distribute to participants during the training and other individuals requested. There is no more plan to develop any other manuals.
	# of trainings provided to university students, CSOs, media and business partners trained by ALAC team	5	14	17 (Achieved) 17 trainings on ALAC alternative complaint reporting mechanism and anti-corruption legal frameworks were provided to a total of 408 (of whom 54% were female) university students, individuals, CSOs, and journalists.
GOAL 2: CITIZEN AND YOUTH EMPOWERMENT PROGRAMME				
Expected Impact: Increased public demands for anti-corruption and enhanced civic participation by all citizens in decisions that affect their lives				
Outcome 1: Increased women, youth and citizens understanding and knowledge of good governance, integrity, transparency and corruption and its effects on their lives and society	% of youth who have engaged in the project interventions demonstrate better understanding of good governance, integrity, transparency and corruption and its efforts on their lives and society	-	50%	This impact will be best captured in the final year of the programme. However, TI Cambodia has continued to take notice of noticeable impacts from the youth awareness raising, capacity building and empowerment activities conducted in 2021. In the reporting year, more than 2,000 youths participated in our interventions as merely curious learners about good governance, corruption, accountability, citizen journalism, among many other social and political issues. However, after their engagement in our activities, we have noticed that 48% of 285 youth attended key activities such as youth camp, Youth Leadership Programme, Youth Leadership Coaching Programme, digital campaign, and policy brief training took a step further and committed to sharing the knowledge and skills they gained to their peers and local communities through their own initiatives. This indicates that youth who participated in our activities have not only increased their understanding but also wanted to take action to address the issues that concern them.

	<p>% of youth who have participated in the project interventions increase their confidence in sharing their concerns/voices to and interacting with policy-makers and key stakeholders</p>	-	30%	<p>This impact will be captured in the final year of the programme. Overall, trained youth have shown an increase in their understanding, and at the same time, their confidence in engaging in dialogues with stakeholders and policy makers are also taking shape as well. For instance, after joining Youth Leadership Programme (YLP), youth were able to apply their newly acquired knowledge to develop and implement their initiatives, which required engaging different stakeholders including the authorities. Trained youth were also able to produce 42 articles and 9 videos, openly discussing on various issues, some of which require more than just knowledge but also confidence to discuss the subjects. Youths were even able to organise and lead community forums to collect local issues and concerns on public service deliveries. Another significant result worth highlighting is the confidence that youths have to attend meetings and discussions over issues and concerns with local public service providers and local authorities. 70 meetings in 2021 alone were held between the project's core youths and sub-national duty bearers to raise concerns and provide feedback for the improvement of local public service provision.</p>
<p>Output 1.1: Women and youth leaders from across the country trained and equipped with skills, knowledge and social accountability tools to take actions against corruption, promote integrity, and engage in decision making process</p>	<p># of youth and citizens participated in training, youth camp, youth forums, debate and mock parliament</p>	<p>610 (422 female)</p>	<p>599 (360 female)</p>	<p>683 (Achieved) A total 683 (of whom 355 were women) youth and citizens across the country attended TI Cambodia's five public forums, two trainings and one camp. In the context of the Covid 19, these activities were adjusted to virtual activities. TI Cambodia tried to ensure that participants experienced less difficulty in accessing the online platforms. A simple guide on how to use the online platform was usually sent out and briefed to participants, prior to the event. A test run on the technology used for each virtual event was also conducted with participants before the activities started. A tech support of TI Cambodia was assigned to each activity to help participants to deal with technical issues. Most of the activities were also devised to ensure a high level of interactions and active engagement by the participants.</p>

Output 1.2: Enhanced capacity of youth leaders from CSOs and informal groups on data driven advocacy, digital advocacy and citizen journalism	# of youth leaders, CSO members, bloggers trained on digital advocacy and citizen journalism	-	278 (133 female)	<p>225 (156 female) (Almost achieved)</p> <p>In the reporting year, TI Cambodia in partnership with ThmeyThmey News conducted five trainings on Social Media Campaign and Citizen Journalism to 147 (110 female) youth in five target provinces. After the training, the participating youth formed up into groups to produce articles and videos to address community issues.</p> <p>Additionally, 78 (46 female) youth, were trained on Digital Communication Strategy and Vlog and equipped with skills to run successful digital campaigns in response to different civic and political issues. six youth groups were funded to run six digital campaigns to promote civic engagement on various issues such as mental health, environment, Gender, and LGBTQI+. All campaigns gather approximately 2 and a half million online engagements.</p>
	# of videos shared on social media	5	2	<p>7 (Achieved)</p> <p>TI Cambodia has produced and posted 7 short educational videos to promote civic education and increase public awareness of various issues on social media. To draw greater attentions of the public as well as specific audience on social media, young influencers and role models were engaged and featured in the videos that aim to convey core messages on various topics including women and career choice, creative arts and youth role in upholding arts, youth and environment, youth and civic engagement, LGBTQI+ persons and their leadership potential, sexual harassment, and youth and disability. The videos were posted on TI Cambodia's social media, and reached out to thousands of viewers.</p>
Output 1.3: Increased public demands for transparency and accountability through partnership with government partner,	# of partners implemented TI Cambodia's projects	5	9	<p>9 (Achieved)</p> <p>9 partners from different sectors continued to cooperate with TI Cambodia to implement projects to increase public awareness and demand for good governance, transparency, accountability and integrity. The partners include:</p> <ul style="list-style-type: none"> - Government: Ministry of Interior

civil society organisation, youth organisation, youth networks and informal groups				<ul style="list-style-type: none"> - Business: Federation of Associations of Small and Medium Enterprise of Cambodia (FASMEC) and Cambodia Women Entrepreneur Association (CWEA) - Media: ThmeyThmey, Cambodian Journalists Alliance (CamboJa), Women’s Media Center (WMC), and the CCIM/VoD - CSOs: ActionAid Cambodia (AAC) - Informal Group: Politikoffee
	# of talkshows via social media	-	23	<p>44 (Achieved)</p> <p>In partnership with the WMC and CCIM, 13 talk shows (produced by WMC) and 31 talk shows (produced by CCIM) about various topics around women and youth in leadership, civic engagement in anti-corruption, and social-economic issues especially in relation to youth and accountability in public service delivery, were produced and broadcast live and posted on social media, with around an average of 6,000 views per show.</p>
Outcome 2: Enhanced participation by youths on anti-corruption and increased demands for positive reforms	% of trained youth take actions to address issues in their community especially on transparency, integrity, public service delivery and anti-corruption	30%	50%	<p>48% of 285 trained youth (Achieved)</p> <p>48% of 285 youth (50% of 180 female and 45% of 105 male youth) who attended youth camp, youth leadership programmes, digital campaign training, and policy brief training implemented a total of 24 youth-lead initiatives in 2021.</p>
Output 2.1: Youth Led Initiatives developed and implemented by youths to raise awareness of corruption and its impacts on society with the main focus on public service delivery, budget transparency and women and youth empowerment in	# of youth-led initiatives implemented	24	22	<p>24 (Achieved)</p> <p>The 24 youth-led initiatives were formulated and implemented by youth groups who participated in online Young Leadership Programme trainings, online youth camp, Youth Leadership Coaching programme, policy brief training, and digital campaign and Vlog training. Those YLIs covered a wide range of topics from good governance, gender equality, women and youth in political participation, fake news, personal safety and precautionary on social media, domestic violence to gender equality, women and youth in social development, education disparity, public service delivery, mental health to personal safety and precautionary on social media and environment friendly and advocacy for plastic usage reduction. Those YLIs were implemented in a number of provinces including Battambang, Kah Kong, Kampong Cham,</p>

leadership and decision making process				Kampong Chhnang, Kampot, Prey Veng, Pursat, Ratanakiri, Siem Reap Takeo, and capital Phnom Penh.
	# of young journalist-led initiatives implemented	3	2	<p>5 (Achieved)</p> <p>In 2021, a competition on News Reporting on Social Accountability and Gender Responsive Public Service was organised through partnership with CamboJA. The competition received nine applications of concept notes. After reviewing and screening, 5 out of the 9 applications were awarded with a small grant to support their initiatives to produce the following feature stories about:</p> <ol style="list-style-type: none"> 1. Residents in Krouch Chhmar district who complain that the district referral hospital does not have enough equipment for childbirth; 2. Some Women and Children in Koh Sralao, Koh Kong Province who have missed health services due to poverty 3. Lack of teachers motivating an indigenous girl to become the first indigenous female teacher in the village; 4. Citizens' complaint about extra spending on informal passport services; 5. Challenges of pregnant women in accessing information about Covid-19 and services at healthcare centres during Covid-19.
Output 2.2: Increased individual and collective demand and commitment for anti-corruption and more open space for digital advocacy through public engagement with TI Cambodia's campaigns, the formation of core youth networks across the country	# of core youth networks recruited	166 (90 female)	72 (43 female)	<p>Not Achieved</p> <p>Due to the Covid 19, TI Cambodia did not recruit any core youth, but will plan to recruit and achieve the remaining targets in 2022.</p>
	# of youth and citizens attended digital forums	-	45	<p>180 (Achieved)</p> <p>Social Media Influencer Gathering was held virtually between 4 social media influencers and 180 participants to discuss the digital citizenship and social media use safety, strategy and tools for effective content creation, and content sensitivity on gender and mental health.</p>

Outcome 3: Enhanced the effectiveness of TI Cambodia's provincial presence in 3 regional provinces	# of citizen committee members recruited to provide the oversight role over the provincial team	34 (14 female)	34 (14 female)	35 (Achieved) A total of 35 (15 female) members of citizen committee continued to sit on the five committees to undertake an oversight and guidance roles over TI Cambodia's regional offices.
	# of regional staff recruited to manage and implement the activities at their respective province	8 (3 female)	8 (3 female)	8 (Achieved) 8 (3 female) regional staff members who were recruited last year continued to manage and implement TI Cambodia work at the regional levels in their respective regional offices in Battambang, Kampot, Prey Veng, Siem Reap and Ratanakiri provinces.
Output 3.1: Core youth members from across the regional offices mobilised, trained and equipped with skills, knowledge and social accountability tools to take actions against corruption and promote integrity	# of youth mobilised through regional offices' activities	175	511 (306 female youth)	564 (Achieved) 564 (328 female) youth were mobilised and engaged in various activities through TI Cambodia's regional offices. The activities include a number of regular meetings with youth groups, capacity building trainings conducted to youth groups from different provinces and National and International Anti-Corruption Day event.
	# of trainings/meetings/campaigns coordinated/conducted by 3 regional offices	19	27	64 (Achieved) The regional offices organised and coordinated a total of 64 activities and events including capacity building trainings, meetings with core youth members, meetings with regional citizen committees, and National and International Anti-Corruption Day.
GOAL 3: BUSINESS INTEGRITY PROGRAMME				
Expected Impact: Increased accountability, integrity and transparency in business practices				
Outcome 1: Policies adopted for a more level playing field	# of policies developed and implemented to create a level playing field	0	1	Not Achieved During this reporting period, no policy was developed on level playing field due the impact of COVID-19. The policy will be developed in 2022.

Output 1.1: Increased capacity in business associations to advocate for more effective policies.	through increased advocacy from business associations and government dialogue.	# of key government entities demonstrate an increased legal compliance and business integrity	0	1	1 (Achieved) Through our joint cooperation with FASMEC, government entities including Tax Department, Customs Department, Accounting and Auditing Regulator and Techo Start-up Centre have engaged and supported the SMEs Development Workshops conducted by FASMEC and TI Cambodia, by presenting to and sharing information with SMEs and new start-ups on tax incentives, customs incentives for SMEs, bookkeeping standards for SMEs, and guides to business registration through the online platform, respectively. These government agencies have shown demonstrated commitment towards better business compliance and integrity, particularly among SMEs.
		# of policy papers introduced and implemented to improve the business environment for women entrepreneurs	0	0	No plan for this output in the reporting year.
		# of female entrepreneurs demonstrate increased legal compliance	0	18	25 (Achieved) A total of 25 female business owners were trained by TI Cambodia on leadership and advocacy skills for an enabling business environment. These female entrepreneurs represent chapter members of Cambodia Women Entrepreneurs Association (CWEA) in five provinces: Kandal, Siem Reap, Kompong Thom, Banteay Meanchey and Battambang. The trainings have also helped them increase their understanding of policy inclusion procedure under the government's platform, legal compliance their businesses have to follow.
		# of reports on issues faced by SME produced	1	0	TI Cambodia and FASMEC have conducted a series of 10 virtual workshops to promote successful business practices and integrity to over one thousand SMEs in 10 provinces. FASMEC has developed and compiled those issues for its advocacy purposes. It is hoped that those issues will be raised at the next PPP meeting in which FASMEC's chairman is appointed a co-chairmanship of the SME committee.

	# of issues recommended in the report solved	0	3	<p>Not achieved</p> <p>TI Cambodia, PACT, FASMEC, CWEA and Young Entrepreneur Association have organised a joint meeting with high-level officials from MEF, GDT, MoC, and GDC to raise issues and challenges facing members of their associations and seek for potential solutions to those issues. At the meeting, representatives from business associations and partners took turn to raise issues that they collated from their members and requested for collaborations from each relevant authority to solve those issues. The issues that were raised are mainly on barriers to doing businesses, bureaucratic burdens of business registration and heavy compliances, irregularities and lack of supports from competent public officials as well as insufficient supports from the government on capital investment for SME and challenges in accessing to capital loan from the SME Bank. The general business environment, corruption, unfair competition, and level playing field were among the issues that were raised at the face-to-face meeting by TI Cambodia and partners.</p>
	# of businesses became more legally compliant	0	25	<p>Not achieved</p> <p>The result of this output has not been assessed. However, TI Cambodia has cooperated with the business association FASMEC to conduct two virtual trainings on bookkeeping and accounting regulations to its SMEs members. A total of 129 people from Phnom Penh, Siem Reap, Preah Sihanouk and Kompong Chhnang participated in the online trainings. It is expected that the knowledge they learnt will be applied in their business operations, which will lead to their businesses being better compliant with required accounting standards.</p>

Output 1.2: Increased cooperation with relevant government entities to improve the business operating environment and engage in dialogue with the private sector.	# of policies developed from dialogues to improve overall business environment	1	1	Not achieved yet However, TI Cambodia has attended a coordination meeting with Oxfam and Fair Finance Asia (FFA) on the preparation and procedures of engagement with the National Bank of Cambodia (NBC) and Asean's Bankers Secretariat call for endorsement (potentially ASEAN's Responsible Agribusiness Investment, or Sustainable Banking etc.). BIP, Fair Finance Coalition (FFC) and Oxfam have worked together to submit an official letter to the NBC and ABC requesting bilateral meetings to discuss on future collaboration on sustainable finance and other financial policies. As a result, a courtesy meeting between TI Cambodia's BIP, FFC members and NBC took place on 03 November to formally introduce the Fair Finance Coalition (FFC), present its works and achievement as well as to discuss on possible collaboration with NBC.
Outcome 2: Responsible Business Conduct (RBC) principles, including business integrity, adopted and implemented by Cambodian businesses.	# of companies began implementing and demonstrated a strong commitment to RBC, including business integrity, in their operations	0	4	Not achieved Due to the Covid 19 disruptive impacts on the business sector, TI Cambodia could not approach businesses to support them in responsible business conducts.
Output 2.1: Raised awareness of business integrity and RBC for individual businesses.	# of businesses attended training on RBC principles	0	32	134 (Achieved) TI Cambodia in cooperation with FASMEC have conducted 2 virtual trainings on bookkeeping and financial reports on 21 December and 23 December for local SMEs in Phnom Penh and 4 provinces (Preah Sihanouk, Kampong Chhnang, Kampong Chan and Siem Reap). The training was provided by officials from Accounting and Auditing Regulator (ACAR), and was joined by a total of 134 participants. The content of training covered the procedure as well as the required financial documents that SMEs need to have for their daily operations.

	# of initiatives formulated by CSOs to promote within the private sector	0	2	1 (Partially Achieved) A CSOs and private sector coalition (Business Registration technical informal working group) was initiated by Pact Cambodia in March to promote proper business registration via government online platform (CamDx). And later, led by OXFAM Cambodia, the CSR Platform was once again being initiated and reactivate this year.
Output 2.2: Startups, young entrepreneurs, media, CSOs, and development partners	# of Businesses began implementing RBC from the early stages of their business	0	4	Not achieved Due to the Covid 19 disruptive impacts on businesses, TI Cambodia could not approach businesses to support them in RBC aspects. Many businesses experienced loss of income and some had to closed down temporarily or permanently.
	# of media pieces covered RBC	0	1	1 (Achieved) There has been a media coverage in the Southeast Asia Globe on Cambodia's tax incentive law and green investment. The article was produced following TI Cambodia's report on tax incentive. The article argues that Cambodian tax incentive should be prioritised for projects or investments that take into account of environmental management and protection, biodiversity conservation, the circular economy and green energy including technology contributing to climate change adaptation and mitigation.
	# of CSOs/DPs attended workshop	0	36	20 (Partially achieved) 20 media outlets and CSOs attended a series of virtual training on the financial investigation for journalists which was jointly conducted by TI Cambodia and CamboJa. The training was delivered by trainers from Centre for Investigative Journalism (CIJ) based in UK and participated by a total of 20 participants. The twenty participants included nine women from the media outlets, freelance journalists, and CSOs members were recruited for the training. This training aimed to build capacity of journalists in Cambodia to produce critical and investigative stories on financial sector, and too equip journalists with skills and knowledge in data driven investigation and information security.

Output 2.3: Responsible business conduct interactive platform created leading to increased awareness of relevant RBC topics.	# of businesses joined and used the platform	0	40	Not achieved CSR Platform Cambodia is now reactivated and coordinated by Oxfam Cambodia, after a long inactiveness due to Covid 19 and lack of skilled human resources to coordinate the platform. TI Cambodia has been one of the 36 members of the CSR Platform Cambodia since its inception in 2016. It is expected that more businesses will join the platform once it is fully up and running.
Outcome 3: Increased research and advocacy on relevant private sector issues, including RBC and business integrity leading to raised awareness amongst the broader private sector of these topics.	# of publications to raise awareness of RBC principles and advocacy conducted to the relevant public and private sector	0	1	Not achieved yet No publication was made due to the delayed research study as a result of the Covid 19.
Output 3.1: Deeper understanding of the business integrity and RBC priorities amongst the private sector.	# of research reports on relevant BI issues including TRAC produced	0	1	Not achieved yet A study to assess the roles and effectiveness of international buyers and financial institutions in enhancing Environmental, Social and Governance principles in the garment industry in Cambodia, is underway, and conducted by an expert consultant. Data collection is in progress. The report is expected to be finalised and published in early 2022.
	# of companies attended workshops	0	30	Not Achieved as this output has been delayed to the following years.

Outcome 4: TI Cambodia's Business Integrity Consultancy continues to operate and provide services for the private sector, CSOs, and DPs.	% of CSOs, DPs, and private sector used BIP's consultancy services are more likely to reduce their corruption risk and increase compliance compared to those did not use the service		45%	Not Achieved BIP will work closely with FASMEC and CWEA to raise awareness among SMEs on business compliances and support them in transforming their business's corporate integrity.
Output 4.1: Business Integrity Consultancy deliver quality services to private sector, CSO and Development Partner Clients.	# of CSOs, DPs, and private sector used BIP's consultancy services	2	12	Not achieved This was not achieved as no CSOs, DPs nor Private Sector have used BIP's consultancy service.
Outcome 5: Enhanced transparency and accountability in the award of mining sector permits, license and contracts	# of guidelines/policies applied by MME	-	2	Not achieved The collaboration with MME under the Extractive Industry Governance Forum (EIGF) was put on hold due to the pandemic as well as the changing in leadership within MME.
Output 5.1: Enhanced transparency and accountability in mining sector	# of guidelines on socio-economic preliminary assessment and community consultation produced through multi-stakeholder consultation	-	-	No plan for this output in the reporting year.

	# of policy briefs on revenue collection from mineral licensing is developed and presented to the MME through the EIGF	-	2	2 (Achieved) Two policy briefs on non fiscal (licenses and permits) revenue and on rapid assessment of mining policy framework have been finalised.
	# of individuals from mining affected communities have better access to information on the mining sector and are empowered to advocate for transparency and accountability in mining sector	50	179 (79 female)	175 (Achieved) 175 (40 female) residents from mining affected communities, in Kratie, Preah Vihear and Ratanakiri joined four trainings conducted by TI Cambodia in 2021 on Fair, Prior and Informed Consent and Environmental Impact Assessment in Mineral Licensing Procedures, and on New Mining Legal Framework.
	# of EIGF meetings for discussion on mining sector conducted	2	2	Not achieved. Due to Covid-19, EIGF meetings will be conducted in 2022.
GOAL 4: RESEARCH AND BUSINESS DEVELOPMENT PROGRAMME				
Expected Impact: Well-informed anti-corruption stakeholders and publics on the state of governance, sector-based studies on corruption issues that affect the lives of people/business community, and addressed emerging corruption cases or abuse of power.				
Outcome 1: Enhanced knowledge and understanding of corruption, accountability, transparency and its effects through evidence-based research and studies.	# of cases where TI Cambodia's research studies and products contribute to policy adoptions or amendments	0	0	No planned target in 2021. TI Cambodia will conduct a proper assessment on this indicator at the final year.
	# of projects/initiatives implemented as a result of TI Cambodia's research studies and products	2	1	2 (Achieved) According to TI Cambodia's 2018 National Survey on Accountability and Transparency of Budget Process, one of key findings was the limited knowledge and accessibility of public budget among general citizens which turned out to be a prioritised recommendation for stakeholders. In response

				<p>to this gap, TI Cambodia has made an effort to produce Citizen Budget on 2021 National Budget in order to provide a simple illustration on public budget information and hopefully it increases people's understanding of how national budget affects their lives and the country's development.</p> <p>Following TI Cambodia's recent study on leadership of women and youth in Cambodia, TI Cambodia has revisited the concept note of its provincial forum activities in order to ensure that the contents of the forums are relevant to key findings and recommendations of the research study. As a result of the same study, TI Cambodia has designed a specific follow-on research to provide better insights on pathways to women's leadership in public sector.</p>
Output 1.1: Evidence based research/study on transparency, accountability, anti-corruption conducted	# of research/study on corruption related topics, good governance, transparency or accountability produced	1	1	<p>4 (Achieved)</p> <p>TI Cambodia has produced and published:</p> <ul style="list-style-type: none"> - Citizen Budget on Cambodian National Budget 2021 - CSO Parallel Report on UNCAC Implementation in Cambodia. - Rapid Assessment on Cambodia's Mining Policy Framework 2015-2020. - Policy Brief on Development of Non-Tax Revenue (licenses and permits) from the Mining Sector and its Policy Implications.
Goal 5: Governance Foundation and Capacity Development				
<i>Expected Impact: Enhanced capacity of TI Cambodia's staff and increased its members and their commitment in the fight against corruption</i>				
Output 1.1: Improved TI Cambodia's governance structure and capacity to effectively manage	# of policies/procedures/guidelines developed or revised	0	0	No plan for this output. TI Cambodia's key policies including HR resources manual, financial management manual, procurement manual, policy on preventing sexual harassment, and child protection policy were developed and or revised in 2020, and will be subject to review and revision in 2023.

and deliver results on anti-corruption at both national and sub-national levels	# of staff training/capacity building conducted	0	20	<p><u>25 (Achieved)</u></p> <p>The management team and staff received regular capacity building through training and coaching. The capacity need assessment was conducted amongst all staff and key training priorities. In 2021, a total of 25 in-house trainings were conducted. The trainings cover various skills and knowledge including: project management, research skills, communication skills, data driven advocacy, good governance, anti-corruption legal framework and tools, budget process, gender responsive public service, and many other necessary skills at work.</p>
Output 2.1: Members of TI Cambodia are increased through intensifying the implementation of membership policy and recruitment	# of members (individual members) selected	0	0	<p><u>31 (Achieved)</u></p> <p>31 individuals joined TI Cambodia as a member in 2020. Based on TI Cambodia's Membership Policy, these 31 members of the same core values which TI Cambodia upholds were selected by the Board of Directors' Recruitment Committee.</p>

Discussion on Progress of Results under TI Cambodia's overall strategic priorities for the reporting year 2021

Goal 1: Public Sector Engagement and Coalition Building Programme

Outcome 1: Enhanced public sector delivery at national and sub-national levels

TI Cambodia seeks to contribute to enhanced the public sector delivery sector in Cambodia. One of the success indicators for this outcome is that the government take actions to improve the public service delivery. In the reporting year, TI Cambodia implemented activities aimed at stimulating at least five actions of the government to improve better public service delivery. We were able to observe 15 actions by the government and the local councils, as results of our capacity building activities with sub-national officials/service providers. The key actions include two announcements issued by the Ministry of Interior to call for better cooperation from the sub-national administrations for ombudsmen who handle citizens' complaints and issues; changes in local councils' practices; increased actions by the local councils to improve local healthcare services and school services, and so on.

Other key indicators of this outcome, however, have not been realized due to the delayed mobile application initiative. But it is expected that with the soon to be launched mobile application is available for public use next year, the indicators will be achieved. The mobile application will serve as an easy platform where citizens can raise their feedback, concerns and complaints regarding the public services they experience, and where service providers can address those concerns and complaints. In this sense, it will enable and encourage citizens to easily participate in improving the public service delivery sector, by providing their quick feedback on the service delivery, which will in turn lead to actions taken by the local councils and government to address the feedback. In this way, the public service delivery will be eventually enhanced, through increased citizens' participation and government actions.

Output 1.1: Improved capacity of public officials at national level and One Window Service (OWS) officials at provincial and district levels to provide service more effectively

Activities which have been implemented under this output have indicated some level of both behavioural and institutional changes at both national and subnational levels. Under the School of Governance Project with the Ministry of Interior (MoI), TI Cambodia has supported a total of 19 capacity building trainings (of which 10 were organized virtually) provided to 626 (of whom 193 are women) sub-national officials including from One Window Service Units and Offices, Ombudsmen, and officials at provincial, district and commune levels in Phnom Penh and 8 provinces including Kampong Cham, Kampot, Ratanakiri, Koh Kong, Prey Veng, Siem Reap, Pursat, and Kampong Thom. The trainings to these sub-national officials were conducted by the MoI's assigned focal officials who received a series of capacity trainings in 2020 under the School of Governance Project. Overall, the trained sub-national officials have increased their knowledge of good governance, transparency, gender responsive and accountable public service delivery, and how to perform their duties more effectively towards citizens. In addition to increased knowledge, most of them have started to apply it in implementation of their roles and responsibilities. Based on a short survey with a representative sample, 75% of the surveyed sub-national officials reported having applied their knowledge and skills from the trainings in their daily duties. TI Cambodia and MoI have also selected and provided capacity building to another 29 selected focal officials (of whom 12 were women) of the MoI in order to prepare them for the next round of trainings to sub-national officials in 2022.

TI Cambodia continued to support the Department of Functions and Resources of the Ministry of Interior in organising reflection meetings with its Provincial and District Ombudsmen from across 25 provinces to identify challenges that the Ombudsmen face in fulfilling their roles and duties effectively. Two of the key problems identified in these reflections included lack of knowledge and skills in handling citizens' complaints, and little support received from the sub-national administrations. Moreover, a

manual on Complaint Investigation Skills for Ombudsmen is being developed by TI Cambodia together with the GIZ for the Mol's ombudsmen. At the same time, the Mol has also taken actions to address the other challenge. The Mol issued two letters, dated in September 2021, advising the provincial and district administrations to provide greater support to the Ombudsmen so that they are able to fulfil their duties in addressing citizens' complaints more effectively.

Output 1.2: Increased access to the complaint handling mechanisms of local authorities on public service delivery, particularly gender responsiveness, at local levels and newly created spaces for communicating feedback and dialogues on improving public service implementation

The mobile application has been developed but is now being tested on its functionality by the Ministry of Interior and TI Cambodia before it can be launched for the public to use. The mobile app launch is expected in early 2022. The mobile app will serve for the public as an easily accessible complaint reporting/handling mechanism. Preparations for implementation of our planned strategy to promote the mobile application have been made and in place. The strategy includes publishing promotion videos on social media and disseminating IEC materials through our project activities, partners and our youth networks within provinces across the country.

Outcome 2: Increased public understanding and demand for fiscal transparency and accountability

This outcome can be achieved only through combined efforts of all involved stakeholders especially the government and the citizens. In this regard, TI Cambodia's intervention for the reporting year intends to stimulate one action by the government and seven actions by youths. TI Cambodia will continue to adopt this kind of approach in the following year.

Output 2.1: Increased access to information and evidence on fiscal issues

As part of a strategic approach to increasing more evidence and greater access to information on fiscal issues, for the reporting year, TI Cambodia planned to produce one report or publication on a budget-related topic. Our activity implementation for this output has led to development and publication of **Citizen Budget on Cambodian National Budget 2021** which provides a simplified and visualized version of budget information which helps citizen at large to easily learn and understand Cambodian national budget 2021. Moreover, with the aim to increase access to information for the public, TI Cambodia together with the Budget Working Group has conducted a number of activities including **1)** organising a **national public forum** on Citizen Participation in Budget Development and Budget Expenditure Monitoring during COVID 19, the results and recommendations of which were submitted to the Ministry of Economy and Finance for consideration; **2)** co-organised a **national budget forum** with the Budget Working Group (BWG), with attendance of community representatives, CSOs, government and youths; **3)** together with the BWG, is developing a **manual for conducting budget analysis** in Cambodia; and **4)** provided **inputs and recommendations** on Macroeconomic Framework and Public Financial Policy on Preparation of Draft National Budget Law, to the Ministry of Economy and Finance (MEF) and the National Assembly.

In 2020, TI Cambodia conducted and finalised a **study on Tax Incentives**; however, it has yet to be published due to the fact that a new investment law will soon be adopted. The law, if adopted, could potentially make our study become irrelevant. For this reason, TI Cambodia is awaiting to review the law after it is passed, and where necessary, adjust our study based on the law.

Output 2.2: Improved coordination and capacity of Budget Working Group (BWG)

TI Cambodia supported the BWG on its regular meetings to discuss and update progresses of the joint initiatives on fiscal issues. The working group was well coordinated on fiscal-related issues. As mentioned in Output 2.1, the BWG together with TI Cambodia produced and launched the **Citizen Budget on National Budget 2021**, with participation of the MEF's officials, CSO partners and the wider

public. The BWG also issued a joint position statement on Budget Statement 2022, putting out a number of suggestions to the National Assembly and relevant ministries. The BWG also held National Conference on Sub-National Budget and ELC and held discussion on Guidelines on Citizen Budget for Sub-National Level and feedback on annual budget brief.

Output 2.3: Improved youth discussions, debates and actions on fiscal issues

In this reporting year, TI Cambodia planned to engage 98 youth in our fiscal-related activities and support 5 youth-led initiatives to increase public awareness and address the fiscal issues. To achieve these plans, TI Cambodia organised a five-week training with 31 (14 female) youths from academic and professional backgrounds. The training course covered topics such as Basic Statistics, Research Methods, Gender Budgeting, National Budget, and Policy Brief Writing. After the training, 17 participating youth submit their policy brief proposals. TI Cambodia did not have enough experts to support all youth producing their policy briefs, so only 11 youth got coaching/mentoring to reach their first draft and successfully present them to the evaluation committee for comments/suggestion. All 11 policy briefs will be completed and printed in early 2022. The policy briefs discuss and examine various policy issues such as fiscal governance, political participation, youth, health, good governance and impact of COVID-19.

In the challenging context of Covid-19 which makes face-to-face events very unlikely possible, a planned mock parliament had to be delayed to 2022. The activity was supposed to provide youths with opportunities to discuss and debate on a wide range of fiscal issues and also serve as a stepping stone for them to build confidence and prepare themselves to be professional debaters.

Output 2.4: Improved participation and coordination of budget preparation and monitoring at sub-national administration

In 2021, TI Cambodia planned to organise at least 9 meetings, workshops/ forums between local authorities and people to address budget-related issues, which lead to at least 60 local authorities and 300 citizens participating and benefiting from the events. In the reporting year, TI Cambodia was able to conducted only 3 capacity building trainings with 19 local authorities and 15 citizens to increase their knowledge and build their capacity on procurement and budget issues. The reason for this underachievement is due to the Covid-induced delay in the activity implementation. However, despite this underachievement, TI Cambodia will be able to achieve the remaining planned indicators of this output in the next year. As reported earlier, TI Cambodia with expert consultant started building capacity of selected youth groups and local councils, after conducting a needs assessment, on procurement, budget transparency and importance of citizen roles in budget process at the sub-national level, in four communes across two provinces – Battambang and Siem Reap. The capacity building is expected to be completed in the first quarter of 2022 with establishment of 4 informal working groups which consist of the trained local authorities, youth and citizens, who will take active roles in raising public awareness, promoting procurement and budget transparency and engaging fellow citizens in budget and procurement process and implementation. Public forums will be organised with support and coordination from these informal working groups, to further raise local people's awareness and increase their participation in addressing the issues in the communities. These activities are anticipated after the capacity building activities are completed in early 2022, and the targets for this output are expected to be realised soon after.

Output 2.5: Enhanced coordination and capacity of the Open Government Partnership (OGP) Working Group

The OGP working group in Cambodia appears to be less active as most members are busy with their priorities.

Outcome 3: Strengthened effectiveness of alternative reporting mechanisms on corruption cases through the Advocacy and Legal Advice Centre (ALAC) and enhanced anti-corruption legal and regulatory frameworks

Two outcome indicators including three corruption cases addressed by the anti-corruption and law enforcement agencies, and one anti-corruption legal or regulatory framework drafted, passed or amended, have not been achieved.

However, TI Cambodia's Advocacy and Legal Advice Centre (ALAC) continued to implement awareness raising and outreach activities, reaching 445 people and youths, 53% of whom were women, from across the country's 25 provinces and municipalities. Citizens either received free legal advice or were trained on the anticorruption legal framework and issues. Within this year, the chapter's ALAC conducted a series of 17 trainings targeting youths, civil society organisations (CSOs), and journalists to increase participants' awareness of corrupt practices and anti-corruption legal and regulatory frameworks. The number of people contacting the ALAC for free legal consultation in particular on corruption-related issues, however, continued to decrease in 2021. Potential lack of confidence by the public in the way public institutions handle corruption is a major obstacle for them to engage in corruption reporting, especially when charges on fault reporting of corruption can be made by the anticorruption institution against whistleblowers, complainants or victims of corruption. In order for the public to fully engage in reporting corruption, a safe and protective environment for the public must be first ensured by the law and the competent law enforcers. In its next year's plan, ALAC will scale up the promotion of ALAC services via social media and outreach activities, continue to provide capacity building to more partners, youth and citizens to encourage them report corruption with technical and legal advice of the ALAC, while trying to advocate with relevant working group for the government to improve the existing anti-corruption framework.

Because of the COVID 19, no progress was made, by the Ministry of Information, of the draft law on access to information, despite its publicly announced commitment to push for early adoption of the law in 2020. On the CSO side, led by TI Cambodia, a CSO Working Group on Anti-Corruption was recently established with eight key CSOs. The first meeting was held to discuss the ToR and key anti-corruption priorities. The next meeting will be organised in 2022 to develop a joint workplan. A CSO Working Group on Digital Rights was also formed with a dynamic force of 26 civil society organisations, media and individual experts. The meeting of the working group was held regularly to discuss situations of digital rights and security and relevant legislations, and to conduct capacity buildings and joint advocacy efforts. In the context of increasingly restricted freedom of expression, TI Cambodia has worked with Digital Rights Working Group to address issues and advocate for digital rights and Internet freedom in Cambodia. TI Cambodia has contributed to the draft and dissemination of a joint statement which aims to address the civil society and public's concerns over human rights violations of the National Internet Gateway Sub-decree issued on 19 February 2021. The statement was endorsed by 62 civil society organisations and disseminated to public on social media platforms and news outlets and sent to Ministry of Posts and Telecommunications and Ministry of Interior for consideration.

Output 3.1: Legal services and advice are provided to citizens to report corruption and other cases to relevant authorities

Only 37 (of whom 14 were female) clients, out of 180 targets for 2021, contacted Advocacy and Legal Advice Centre (ALAC) of TI Cambodia in 2021. 65% of the clients reached out to ALAC via ALAC hotlines, followed by 16% by walk-in and 11% through social media platforms. All clients are individuals, most of whom are from urban areas - 59%. 40 reports were received by ALAC; however, only four reports were related to corruption on traffic police and court, and due to lack of sufficient evidence, the cases could not be further built and proceeded to the Cambodian competent authorities. Thus, no corruption cases were referred to the anti-corruption agencies.

Output 3.2: Relevant anti-corruption legal and regulatory frameworks on anti-corruption drafted, adopted and or amended in partnership with relevant stakeholders and government institutions

In 2021, the government made no progress on the draft laws on Access to Information, Protection of Reporting Person, and the Protection of Expert, Victim and Witness. However, in the reporting period, CSO Working Group on Anti-Corruption was formed and led by TI Cambodia. The first meeting was held to discuss the ToR and key anti-corruption priorities. The next meeting will be organised in 2022 to develop a joint workplan. Another CSO Working Group on Digital Rights was also formulated, a technical taskforce of 26 civil society organisations, media and individual experts. The meeting of the working group was held regularly to discuss the updates on the situation of digital rights and security including on relevant legislations and to conduct capacity buildings and joint advocacy efforts. In the context of increasingly restricted freedom of expression, TI Cambodia has worked with Digital Rights Working Group to address issues and advocate for digital rights and Internet freedom in Cambodia. TI Cambodia has contributed to the draft and dissemination of a joint statement which aims to address the civil society and public's concerns over human rights violations of the National Internet Gateway Sub-decree issued on 19 February 2021. The statement was endorsed by 62 civil society organisations and disseminated to public on social media platforms and news outlets and sent to Ministry of Posts and Telecommunications and Ministry of Interior for consideration.

Output 3.3: Capacity of stakeholders including the government, CSOs, media and businesses enhanced on key anti-corruption legal and regulatory frameworks.

TI Cambodia's ALAC have provided 17 anti-corruption trainings (13 were conducted virtually), engaging 408 (of whom 54% are female) people including youth, civil society organisations (CSOs), and journalists, from all 25 provinces and Phnom Penh. The trainings have increased participants' awareness of corrupt practices and anti-corruption legal and regulatory frameworks.

Goal 2: Citizen and Youth Empowerment Programme

Outcome 1: Increased women, youth and citizens understanding and knowledge of good governance, integrity, transparency and corruption and its effects on their lives and society

The objective of the planned interventions under this outcome is to increase percentages of youth who have participated in our interventions demonstrating better understanding and confidence in voicing their concerns to relevant stakeholders and policy makers. TI Cambodia have not captured the results yet because they are believed to be best measured at the final year of the programme when the overall impacts will have taken shape clearly enough to be captured. With that being said, part of the impacts can be observed as reported under each output below.

Output 1.1: Women and youth leaders from across the country trained and equipped with skills, knowledge and social accountability tools to take actions against corruption, promote integrity, and engage in decision making process

Building on the success of last year's Women and Youth in Leadership Training Programme (YLP) 2020, TI Cambodia doubled the programme in 2021. The first YLP was conducted with 21 (13 were female) university students and youths in Phnom Penh. The program ran for around 8 months, in a radical approach in which coaching was mainly based on life experiences of a well-versed contracted coach in areas of democracy, good governance, leadership skills, and critical thinking of important social and political issues. Nearly 150 core values, two of which are transparency and integrity, were also proposed and agreed-upon to be upheld among the participating youths in their daily life and at work. Due to the COVID outbreaks, the programme was conducted using a virtual platform and a hybrid meeting format. The second YLP was also conducted virtually for four weeks with 53 youths (of whom 39 were female) from 11 different provinces and Phnom Penh on good governance, transparency, accountability, women and youth leadership and participation, project management skills and many

others. After the training programme ended, the participating youth reported that their knowledge increased, and that they found the covered topics very important to them. Following the two YLP programmes, 10 youth-led initiatives were also developed and implemented by them. This obviously indicates that the participating youth have increased their knowledge and understanding of the issues, and thus demonstrated their commitment to take action to address the issues.

A planned youth camp on "Discover Your Greatness and Engage for Better Democratic Governance" had to be adjusted to a series of nine online training sessions due to the Covid 19. 102 youths (66 were female) participated in the sessions. After this series, 10 youth-led initiatives were developed.

Five virtual forums on social accountability, good governance, and women and youth leadership were also successfully organised. A total of 513 people from five provinces of Kampong Thom, Pursat, Preah Vihear, Koh Kong and Kampot attended the forums.

Output 1.2: Enhanced capacity of youth leaders from CSOs and informal groups on data driven advocacy, digital advocacy and citizen journalism

As compared to the target of 278 (133 female) planned, in the reporting year, TI Cambodia in partnership with ThmeyThmey News conducted five trainings on Social Media Campaign and Citizen Journalism to 147 (110 female) youth in five target provinces. After the training, the participating youth formed up into groups to produce articles and videos to address community issues.

Additionally, 78 (46 female) youth, were trained on Digital Communication Strategy and Vlog and equipped with skills to run successful digital campaigns in response to different civic and political issues. six youth groups were funded to run six digital campaigns to promote civic engagement on various issues such as mental health, environment, Gender, and LGBTQI+. All campaigns gather approximately 2 and a half million online engagements.

TI Cambodia conducted a series of two trainings on how to run digital campaign with 50 (29 female) participants, aiming to equip CSO's young leaders with digital campaign skills such as existing and available social media tools and resources in order for them to run their own successful digital campaigns that address socio-economic and political issues. In addition, two vlogging trainings were also conducted with 24 (14 female) participants, with the same purpose of improving CSO and young leaders' capacity in using social media to voice their concerns, spread their work and achieve their advocacy. Following the trainings, six youth-led initiatives were developed and implemented by participating youths, to promote civic education on social media including awareness of LGBTQI+ groups and rights, mental health, and environmental issues.

As outreach activities to raise awareness of civic education through social media, videos on civic education were produced and posted on TI Cambodia Facebook page. A video competition was also organised and completed. The winners received their award during the International Youth Day.

Output 1.3: Increased public demands for transparency and accountability through partnership with government partners, civil society organisations, youth organisations, youth networks and informal groups

TI Cambodia continued to work in partnerships with partners including: 1) Ministry of Interior, 2) ActionAid Cambodia, 3) Women's Media Center of Cambodia (WMC), 4) Federation of Associations for SMEs of Cambodia (FASMEC), 5) Cambodia Women Entrepreneur Association (CWEA), 6) Politikoffee, 7) Cambodian Journalists Alliance Association (CamboJA), 8) ThmeyThmey and 9) Cambodian Center for Independent Media (CCIM).

Through our partnership with the **Mol**, capacities of more than 600 public service officials at sub-national levels were enhanced in 2021. We also support the organisation of the reflection meetings

among provincial and district ombudsmen to identify their issues and challenges in performing their duties effectively. An innovative citizen report handling mechanism in a form of mobile application has been developed and is now being tested on its functionality by the MoI and TI Cambodia, and it is expected to be publicly launched in early 2022. The mobile application will serve as a quick and easy platform for citizens to file their complaints regarding public services, and for the public service officials to address citizens' concerns, which will ultimately lead to improved public service delivery.

With the business associations, the **FASMEC** and the **CWEA**, businesses enhanced their understanding of business integrity. Businesses were also supported to become legal compliant and operate their businesses in an enabling environment through our engagement in and support to policy dialogues with relevant government institutions.

With the **CCIM and WMC**, we achieved in organising the targeted talk shows. 44 talk shows in total were produced, broadcast live, and posted on social media, drawing an average of 2,000 views per show. The talk-shows focused on a broad range of topics from women and youth in leadership to civic engagement in anti-corruption, accountability in public services, youth role in commune development, youth and public services, people with disability empowerment, gender-based violence, youth in politics, and other social-economic issues.

Through TI Cambodia's sub-grant to **CamboJA**, young professional journalists were trained on accountable and gender responsive public service, and they were later able to formulate five projects to address, through connecting evidence and writing, specific issues on public services. One of their projects, for example, was related to the challenges for pregnant women in access to public healthcare services during Covid-19 and another project involved extra fees in applying for Cambodian passport. The other three projects were about the lack of equipment for childbirth at a district referral hospital, the difficulty for women and children to get access to healthcare due to the poverty, and the lack of support/motivation for an indigenous girl to become the first indigenous female teacher.

With **Thmey Thmey**, we conducted five trainings on Social Media Campaign and Citizen Journalism to 147 (110 female) youth in five target provinces. After the training, the participating youth formed up into groups to produce 42 articles and 9 videos to address different social, political and community issues.

With the **ActionAid Cambodia** and its local CSOs partners, we trained and built capacity of local focal youth groups across five provinces. Complementarily, TI Cambodia also has focal youths across other five provinces. These core youths have been prepared to be active agents to drive further positive change in their communities.

Through a sub-grant to **Politikoffee**, 25 weekly dialogues were organised to stimulate dialogues between youth and key representatives from CSO, thinktank and academia, media, development partners, politicians, government officials from the Ministry of Economy and Finance, Ministry of Justice and Ministry of Environment. Politikoffee also offered civic education to many young people on various subjects such as socio-economic issues, environmental issues, good governance, human rights, democracy, freedom of expression, media literacy, women and LGBTQ+ empowerment, public service delivery and accountability. As a result of the civic education provided by the Politikoffee, 40 opinion pieces and 4 videos were developed and disseminated online to participate and influence decision-making for positive reform

Outcome 2: Enhanced participation by youths on anti-corruption and increased demands for positive reforms

In the reporting year, TI Cambodia's interventions aimed to achieve at least 50% of trained youth taking concrete actions to address their community issues on women and youth in leadership, transparency, integrity, and public service delivery. As a result of TI Cambodia's implementation in the year, **48% of**

285 youth who attended youth camp, youth leadership programmes, digital campaign training, and policy brief training took action to address issues in their communities by implementing a total of 24 youth-led initiatives.

To achieve this outcome result of increased youth participation, the following two output results must be first delivered. The first output involves interventions that supports youth in formulating and implementing their own initiatives, while the second output seeks to mobilise core youth and engage youth them in digital forums to collectively demand for and commit towards anti-corruption, transparency and accountability.

Output 2.1: Youth led initiative developed and implemented by youths to raise awareness of corruption and its impacts on society with the main focus on public service delivery, budget transparency and women and youth empowerment in leadership and decision-making process

2021 aimed to see 22 youth-led initiatives developed and implemented. Following our interventions in 2021, a total of 24 youth-led projects have been initiated and successfully implemented by youths with some support from TI Cambodia, which has overall contributed to further increase in awareness among the public and youths of important issues including, among many others, corruption, good governance, accountability, public service, youth leadership, women and youth empowerment, civic engagement, wildlife, public health, mental health, domestic violence particularly among indigenous women, and awareness of LGBTQ+ communities.

The interventions include 1) conducting a series of nine online training sessions, after which participating youth initiated 10 projects (4 of which will be conducted by youth in 2022); 2) running two YLP programmes, after which 10 initiatives were developed by participating youths, 3) together with CamboJA, organising capacity development training to young journalists who later developed four initiatives, 4) providing a training on Running Digital Campaigns to the participants who, after the training, initiated six projects of their own. These initiatives included face-to-face trainings, webinars, online surveys, social media campaign, educational video production and dissemination, Facebook live and Q&A.

Output 2.2: Increased individual and collective demand and commitment for anti-corruption and more open space for digital advocacy through public engagement with TI Cambodia's campaigns, the formation of core youth networks across the country

In 2020, 216 (150 were female) core youths across the country were recruited by TI Cambodia and partners. In 2021, 72 more core youths were planned to be recruited, but due to the Covid 19, TI Cambodia decided to delay recruiting more core youths to the following year (2022). TI Cambodia, however, put more focus on building capacity of the existing core youths. As will be reported in the following output, regular meetings and capacity development trainings were conducted with the youths. 170 youth and local authorities were also gathered to renew their anti-corruption commitment at the National and International Anti-Corruption Day's event where corruption issues were discussed, anti-corruption was promoted, and networking among youth and with local authorities was enhanced.

With an aim to create digital space for civic engagement and advocacy, a Social Media Influencer Gathering was held virtually, where 4 social media influencers and 180 participants gathered to discuss around topics such as digital citizenship and social media use safety, strategy and tools for effective content creation, and content sensitivity on gender and mental health. Leading towards 2021 International Women's Day, TI Cambodia launched a one-month social media campaign to engage youth and citizens in promoting gender equality. The campaign included short inspiring message videos, questions and prizes, and inspiring quotes from successful women. The campaign was well received, reaching out to thousands of social media users, including female youth group aged 18 to 24. TI Cambodia additionally participated in the 16-day campaign of activism against gender-based

violence. TI Cambodia took to the social media and online platforms to increase public awareness of gender-based violence, by posting videos about women empowerment, facts and figures about the importance of women rights and participation in decision making process, blogs about gender-based violence issues, and stimulating discussions on the issues among social media users through questions and prizes. The campaign reached up to 60,000 social media users with an average of 1,000 engagements per post. A digital campaign was also run to raise awareness and promote equal rights of LGBTQ+ persons. The campaign ranged from questions and prizes and inspiring quotes.

Outcome 3: Enhanced the effectiveness of TI Cambodia's provincial presence in 3 regional provinces.

TI Cambodia continued to have needs for the five citizen/advisory committees to oversee and provide strategic advice to TI Cambodia's regional staff in the five provinces to carry out the regional work. The committees consist of youth, citizens, CSO representatives and commune council representatives. A total of 35 (of whom 15 are women) members continued to sit on the citizen committees in 2021. The committee met on a regular basis to provide guidance to TI Cambodia's regional teams and constantly provided feedback to improve TI Cambodia's regional strategic plan as a whole.

Under this outcome, it is also important for TI Cambodia's regional offices to be adequately staffed. During the reporting year, TI Cambodia continued to maintain its eight staff members (3 of whom are women) at the regional offices in Battambang, Kampong Speu, Prey Veng, Siem Reap and Ratanakiri provinces. The regional staff's capacity was also greatly enhanced through TI Cambodia's internal staff capacity development.

Output 3.1: Core youth members from across the regional offices mobilised, trained and equipped with skills, knowledge and social accountability tools to take actions against corruption and promote integrity

The focal youth, who were recruited in the 2020, will play an important part to drive the success of our intervention of collective demand and actions against corruption. In the reporting period, these focal youths participated in a number of capacity building trainings organised by project teams. The trained youth have generally increased their understanding of the severe impacts of corruption and the importance of their role in anti-corruption, transparency, accountability and good governance, in particular at the community level. They were also introduced to relevant local authorities for future engagement. Regular training has been virtually conducted to allow youth to interact and exchange knowledge with each other as well as gaining new skills from guest speakers who are various experts in their field. The training topics include information on scholarships, public services at sub-national levels, covid and its impact on youth, youth participation in good governance, digital tools for youth, digital security, effective communication and networking, conflict resolution, soft skills such as writing and reading skills, etc.

Goal 3: Business Integrity Programme

Outcome 1: Policies adopted for a more level playing field through increased advocacy from business associations and government dialogue

TI Cambodia's Business Integrity Programme planned to contribute to at least one policy aimed at creating an enabling, level playing field for business, being developed and implemented in 2021. The indicator of this outcome has not been achieved. However, TI Cambodia has been working in partnership with Cambodia's key business associations to advocate the government to adopt a policy that helps promote business integrity.

Output 1.1: Increased capacity in business associations to advocate for more effective policies

TI Cambodia's Business Integrity Program (BIP) continues to work in partnership with the women-led Cambodia Women Entrepreneurs Association (CWEA), and Federation of Associations for SMEs of Cambodia (FASMEC). With technical supports from BIP team, CWEA conducted two capacity trainings to their potential provincial chapters. With FASMEC, SMEs development workshops have been conducted successfully with SMEs in Siem Reap, Oddar Meanchey, Stung Treng, Kampot, Takeo and Sihanouk Ville, with the purpose of building SMEs' capacity to do business with effectiveness and integrity.

Output 1.2: Increased cooperation with relevant government entities to improve the business operating environment and engage in dialogue with the private sector

BIP has been working with PACT (WE ACT project) to develop the joint-action plan to engage with relevant government ministries on the effectiveness of business registration. In late 2021, TI Cambodia, PACT and other partners met with representatives of the Ministry of Economy and Finance (MEF) to discuss challenges faced by businesses who used the government's Single Window Service - an online registration platform where many licenses or permits can be requested and obtained.

Outcome 2: Responsible Business Conduct (RBC) principles, including business integrity, adopted and implemented by Cambodia businesses

Under this outcome, the Business Integrity Programme intended to support at least 4 companies in incorporating and implementing RBC in their operations. The programme could not support any company to implement RBC such as having their company properly registered and comply with legal requirements. In the next year's implementation, the programme will increase its efforts to reach out to more companies who need our support, and encourage more businesses to practice RBC.

Output 2.1: Raised awareness of business integrity and RBC for individual business

In coordination with FASMEC, 2 trainings on bookkeeping and accounting regulation were successfully conducted to FASMEC's SME members, with the aim to promote better internal compliance and business integrity. The trainings were trained by government officials from Accounting and Auditing Regulators.

Output 2.2: Startups, young entrepreneurs, media, CSOs and development partners

TI Cambodia in collaboration with Cambodian Journalists Alliance Association (CamboJA) organized a virtual training on Investigative Technique on Financial Sector which was facilitated by the Centre for Investigative Journalism (CIJ) from 3rd to 11th August 2021. The 20 participants including nine women from the media outlets, freelance journalists and CSOs members were recruited for the training. This training aimed to build capacity of journalists in Cambodia to produce critical and investigative stories on financial sector, and to equip journalists with skills and knowledge in data driven investigation and information security. Three participants from the training expressed their interests and were selected to participate in the post-training mentorship supports from 1st until 3rd of December and was facilitated by CIJ. Two of the three who were doing investigative stories surrounding the illegal case of human trafficking and money laundering as well as cybercrime by Chinese gangs based in Preah Sihanouk province, Cambodia, and the illegal smuggling of Khmer Ancient Artifacts through Thailand onto international stage was also guided to question who the perpetrator was and how they were able to get financial means to conduct the illegal transactions.

Output 2.3: Responsible business conduct interactive platform created leading to increased awareness of relevant RBC topics

TI Cambodia is working with Oxfam on their existing CSR platform. TI Cambodia is in talks with the Oxfam and core members of the platform to develop a joint strategic plan to promote CSR and RBC.

Outcome 3: Increased research and advocacy on relevant private sector issues, including RBC and business integrity leading to raised awareness amongst the broader private sector of these topics.

Under this outcome, one research study will be produced this year. However, due to the Covid 19, the research study is still underway and will be complete next year.

Output 3.1: Deeper understanding of the business integrity and RBC priorities amongst the private sector

TI Cambodia is in the process of conducting an assessment on the roles and effectiveness of international buyers and financial institutions in enhancing ESG implementation in the garment industry in Cambodia. The main objective of this assessment is to examine and assess the roles and effectiveness of international buyers and international financial institutions in enhancing the implementation of ESG principles in the garment industry in Cambodia. Led by the contracted expert consultant, Key Informant Interviews have been conducted with relevant stakeholders including garment workers, unions, CSOs, and buyers.

Outcome 4: TI Cambodia's Business Integrity Consultancy continues to operate and provide services for the private sector, CSOs, and DPs.

The outcome result for 2021 was to reach 45% target of businesses, CSOs or development partners who used the Business Integrity Programme's consultancy having reduced corruption risk and increased compliance. TI Cambodia could not achieve this outcome as we had to postpone our consultancy to businesses due to the COVID 19. Furthermore, as COVID-19 has severely affected business especially SMEs, businesses are more likely focusing on their survival mode rather compliances. BIP will work closely with FASMEC and CWEA to raise awareness among SMEs on business compliances and support them in transforming their business's corporate integrity.

Output 4.1: Business Integrity Consultancy deliver quality services to private sector, CSP and development partner clients

The Business Integrity Programme could not provide any support to any company as compared with a plan for 12 companies to be engaged in 2021 due to

Outcome 5: Enhanced transparency and accountability in the award of mining sector permits, license and contracts

While this outcome's indicator of having at least two guidelines or policies adopted by MME, has yet to be achieved, TI Cambodia has made its efforts at opening space for civil society to actually impact indigenous communities through community consultation. The project's various efforts to strengthen civil society mechanisms engaged at community level in two main forms. Firstly, mining vulnerable communities are encouraged to participate in and be active in the EISEI Network. Secondly, the project supported direct activities with a range of indigenous communities affected by mining projects.

Output 5.1: Enhanced transparency and accountability in mining sector

TI Cambodia Business Integrity Programme (BIP) continued to promote public awareness of transparent and accountable mining. The BIP has also conducted workshops in Preah Vihear, Kratie and Ratanakiri with 78 (18 women) community people to raise their awareness of Environment Impact Assessment and Fair, Prior Informed Consent principles and processes. A training on new mining legal framework was also conducted to community people in Preah Vihear. The policy papers on non-fiscal revenues and on rapid assessment of mining policy framework has been completed.

Goal 4: Research and Business Development Programme

Outcome 1: Enhanced knowledge and understanding of corruption, accountability, transparency and its effects through evidence-based research and studies

To achieve this outcome for 2021, two project initiatives were planned to be developed and implemented as a result of TI Cambodia's research studies. This outcome indicator has been overachieved. **4 initiatives** were implemented to address issues identified in.

An initiative involves the cooperation between TI Cambodia and the Southeast Asia Globe to produce a number of articles to influence and shape public understanding and perspective based on the findings and the issues identified in TI Cambodia's research reports. The articles were related to the changing face of Cambodian leadership, women and young people seeking opportunities amid longstanding obstacles to advancement and empowerment, and the Cambodian healthcare system facing a 'dual practice dilemma'.

Another research study "Pathway to Women's Leadership in the Public Sector in Cambodia" was also initiated to further explore how Cambodian women navigate their leadership paths and career ladders in the country's public bureaucracy despite the hurdles. The study is a follow-up to another study on "Leadership of Women and Youth in Cambodia: Current Status and Challenge".

A project on "Toward Public Procurement Transparency" was also formulated in response to the findings and recommendations in the UNCAC parallel report on the implementation of the convention against corruption. As part of the report findings, public procurement has been identified as one of the most important issues related to promotion of integrity and fighting corruption in the public sector.

Another project on "Young Budget Tracker" was also formulated based on the findings in the National Survey on Transparency and Accountability of Public Budget. The aim of "Young Budget Tracker" is to equip youths who are interested in fiscal transparency and accountability to receive capacity development and produce policy briefs/papers on fiscal issues.

Output 1.1: Evidence based research/study on transparency, accountability, anti-corruption conducted

A Study on Leadership of Women and Youth in Cambodia: The Current Status and Challenges was completed and successfully launched to the public.

CSO Parallel Report on UNCAC Review 2nd Cycle in Cambodia has been developed and published on the UNCAC Coalition's website. The report provides and reviews Cambodia's anti-corruption legal framework and enforcement against Chapter 2 and Chapter 5 of the UNCAC.

TI Cambodia also partners with the Southeast Asia Globe, an online media outlet, to produce and publish articles and features on women and youth in leadership and transparency and accountability of healthcare in Cambodia on its news website. More articles will be written and published.

TI Cambodia is conducting a study on beneficial ownership disclosure in the context of land and property sectors. An advisory group of experts were formed to oversee the study and provide technical guidance and input throughout the research process. An inception report was developed by an international consultant, and the report was given input to by TI Secretariat, TI Australia, and UNCAC Coalition. The report is now in its final draft which will be reviewed and commented on by the advisory group again at the next advisory group meeting in early 2022.

On the National Youth Outlook Survey, data collection and analysis have been completed. The report will be finalised and launched in the first quarter of 2022.

Goal 5: Governance Foundation and Capacity Development

Output 1.1: Improved TI Cambodia’s governance structure and capacity to effectively manage and deliver results on anti-corruption at both national and sub-national levels

TI Cambodia continued to ensure strong governance within the organisation. Five organisational policies, including the revised Financial Management Manual, revised HR Management Manual, revised Procurement Management Manual, new Child Protection Policy, and new Policy on Preventing Sexual Exploitation, Abuse and Harassment, which were developed or revised in 2020, have been strictly observed. In the reporting period, there was no plan to develop a new policy or revise the existing ones.

Capacity of TI Cambodia’s management and staff was also enhanced through external and internal capacity development. By the end of the reporting year, 25 in-house capacity training were organised and/or attended by TI Cambodia staff and management. The training responded well to the needs of TI Cambodia staff and management for both technical and soft skill development.

Output 2.1: Members of TI Cambodia are increased through intensifying the implementation of membership policy and recruitment

In the reporting year, no new members were planned to be recruited. In 2020, TI Cambodia recruited 31 members. These members were endorsed by the Board of Directors. The first Annual Membership Meeting is planned in 2022. To mitigate potential risks of individual members coming on board with a political agenda, the Board of Directors have decided to limit these members’ decision-making power on TI Cambodia’s work.

5. Risks and Challenges

The following table provides a report on the risks that actually occurred in 2021 (as described in the “Status” Column) as compared with the risks that were identified before and during the implementation (in the “Risk Description” Column). The table also provides information regarding when each risk was identified, what type of each risk is, impact and probability of those risks happening, and mitigation of the risks. Note: risks are rated on a scale of 1 to 4, 1 being low/very unlikely and 4 being high/highly likely.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgt response	Owner	Submitted, updated by	Last Update	Status
OVERALL RISK: ALL PROGRAMMES									
1	The continuation of Covid-19 outbreaks in Cambodia and delays of access to the vaccine for all	01 January 2021	External	If community outbreaks still remain, programme activities involving gathering of people may continue to take a hit. Probability: 4 Impact: 3	TI Cambodia keeps exploring new ways and stays innovative in programme deliveries. The restrict compliance with the Ministry of Health’s instructions also help the preventive efforts.	Executive Director and Director of Programmes	Director of Programmes	20 February 2022	This risk occurred. However, TI Cambodia has adapted to the new normal by leaving some flexibility to conduct most of activities online and in small groups to ensure compliance with health preventive measures, and delivery of the planned activities.
GOAL 1: PUBLIC SECTOR ENGAGEMENT AND COALITION BUILDING PROGRAMME									
1	Effectiveness and sustainability of the School of	01 January 2021	External	As the Project does not provide any incentives to the government officials, some officials who are appointed to	TI Cambodia has secured high level commitments from MoI on the project and	Executive Director and Director of Programmes	Director of Programmes	20 February 2022	The risk did not occur.

	Governance Project			work with TI Cambodia may not be as effective as they should be. Probability: 2 Impact: 4	formulate the joint management team of the project with Mol.				
2	Political unwillingness to pass the law on Access to Information and the law on Protection of Reporting Person and the law on the Protection of Witness, Expert and Victim which meet minimum international standards	01 January 2021	Political	The delays in adoption of the laws undermine citizens' rights to access to public information as well as legal protection of whistleblowers and victims of corruption. The quality of laws that meet minimum international standards is also a major concern. Probability: 3 Impact: 3	Through the working groups and the engagement with the Ministry of Information and ACU, we will jointly advocate for adoption of the laws and improvement on the quality of the laws.	Programme Manager and Director of Programmes	Director of Programmes	20 February 2022	This risk occurred. The draft laws have not been passed despite the proclaimed commitment by the government. However, TI Cambodia and relevant CSO working groups will continue to advocate the government to improve the poorly defined clauses in the draft laws before advocating for the passing of the laws.
II GOAL 2: CITIZEN AND YOUTH EMPOWERMENT PROGRAMME									
3	The restrictions on freedom of expression and limited civil society space	01 January 2021	Legal framework and practice	This implication can delay TI Cambodia's planned activities on the ground, particularly with the demand side.	We will enhance our official partnerships with national government institutions and	Programme Manager and Director of Programmes	Director of Programmes	20 February 2022	This has been an ongoing issue. TI Cambodia's work, however, has not been strongly affected given good cooperation we have established with Mol to

				Probability: 3 Impact: 3	sub-national authorities.				support our work on the ground.
III GOAL 3: BUSINESS INTEGRITY PROGRAMME									
4	Unfair business practices remain a major barrier, particularly SMEs in Cambodia and therefore, TI Cambodia's efforts to enhance clean business practices undermined	01 January 2021	Business environment	If this risk was to occur, more and more companies may choose not to comply with the laws as the cost of compliance is higher. Probability: 3 Impact: 3	We will continue to work with key business partners such as FASMEC and CWEA as well as the government to limit the impacts of this.	Programme Manager and Director of Programmes	Director of Programmes	20 February 2022	The risk occurred. However, in the context of the Covid 19, it even makes hard for business to try to conduct business with full compliance. We will continue to work closely with stakeholders of the same interest to promote clean business.
5	Lack of political will from MME to improve transparency and accountability in the mining sector	01 January 2021	Political	As there are many interest groups involved in the mining sector, efforts to make this sector more transparent and accountable is a great challenge for the working group Probability: 5 Impact: 5	Through EIGF, we will continue to foster constructive dialogues and discussions with MME on this project	Director of Programmes and Programme Manager	Director of Programmes	20 February 2022	With the change of leadership, there is a concern about the commitment of MME. Through the EIGF, TI Cambodia continued to engage and advocate the MME to address transparency and accountability issues in the mining sector.
IV Goal 4: RESEARCH AND BUSINESS DEVELOPMENT PROGRAMME									

6	Relevant partners, particularly the government reject the collaboration with TI Cambodia on key researches and studies	01 January 2021	Political sensitivity	If this risk was to occur, ensuring quality studies will be in questions due to the lack of buy-in from relevant stakeholders Probability: 3 Impact: 3	We will engage very closely with relevant partners to engage in the process.	Programme Manager	Director of Programmes	20 February 2022	The risk occurred to some extent. Some of relevant government institutions have been in good cooperation with our work, while some may find some of our studies sensitive.
8	Youths are afraid of their involvement in the survey due the political sensitivity of the subject	01 January 2021	Political sensitivity	If this risk was to occur, ensuring a quality survey will be in questions due to the lack of participation from young peoples Probability: 3 Impact: 3	Under the MoU with MoI, we will be able to provide assurance to youths	Programme Manager	Director of Programmes	20 February 2022	The risk did not occur, mainly due to the increase in youth understanding of their freedom to express and empowerment to voice their concerns.

6. Cross-cutting issues

Gender integration

In efforts to creating a gender safe work environment, TI Cambodia has developed and implemented a policy on preventing sexual exploitation, abuse and harassment (PSEAH), throughout the organisation and within its activity implementation. Training on the policy and PSEAH has been conducted with staff. TI Cambodia continues to maintain gender balance in its workforce, with female staff being well represented. Of the 58 staff members (including interns and volunteers), females comprise 45 per cent. Factoring gender into account, TI Cambodia has one female staff representative and one male staff representative, to provide support to female and male staff respectively in addressing their personal wellbeing issues as well as work-related problems. Female employees also represent at managerial and senior officer levels, both in the programme and operation sides. Two female staff sit on the senior management team who address major issues and make key institutional decisions. At the very top level of TI Cambodia's governance, four out of the five members of the Board of Directors were women who provide strategic advice to the organisation and the oversight function. In 2021, TI Cambodia has officially become a membership-based organisation with 31 individual members (14 females) are already on board.

TI Cambodia has been implementing a project initiative called Women and Youth Empowerment in Leadership, which specifically support women to take leadership positions, through promoting women role models who have made significant accomplishments in life and career; increasing civic education for women; and building their capacity so that they will be ready and empowered to take leadership positions. TI Cambodia also continue to implement a joint project with the Ministry of Interior to improve the public service delivery that especially responds to gender needs.

Well balanced representation between women and men in TI Cambodia's activities were ensured during the reporting period, with at least 50% female representation in its youth and women engagement programme activities. For instance, female participants in the 2021 youth camp made up 61 per cent of total participation. Among 74 trainees of the 2021 Young Leadership Programmes, 70 per cent were female who have been empowered and equipped with knowledge and tools, these young females took the lead in sharing knowledge and raising awareness to their peers and people in their communities through their own initiatives. An inspirational video on "10 Most Influential Women in Cambodia" is another initiative that particularly designs to level up women roles in society and showcase their success stories to inspire other young women to take leadership role in the society.

Environment Sustainability

TI Cambodia considers environmental impacts in its project activities. For example, in most of our events except high-profile events with government stakeholders, we choose to use an LCD projector to display our event backdrops rather than printing them out for a one-time use. In our office, staff are encouraged to reduce paper consumption by means of using online tools to take notes, print less or double-sided and make use of recycled paper. We prioritise publications and materials for public relation that are environment friendly or, at least, durable and long-lasting so that it can be recycled or reduce the consumption. Small and local producers of the materials are also targeted to support the livelihoods of local communities and small-scale producers.

On the project level, TI Cambodia has continued to implement a project initiative to support the Ministry of Mines and Energy to increase accountability and environmental sustainability in the mining sector in which all involved stakeholders – the government, the mining companies and the affect communities – would benefit in a long term, ensuring the mineral resources are being properly utilised, not being depleted, and thereby environmental sustainability is ensured.

Human Rights-Based Approach

Right based approach is an integral part of our governance work. In addition to capacity building of duty bearers and providing them with necessary tools and supports to perform their roles and duties, TI Cambodia has also prioritised working with rights holders. TI Cambodia has worked directly with local citizens especially youths on awareness raising, building capacity and empowering them to take actions to address issues affecting their lives and communities. Beyond building capacity of duty bearers and empowering right holders, providing them platform and facilitating their engagement is also a key part of our interventions. It is mainly to ensure that the citizens know their

rights, understand their responsibilities and have platforms to interact with duty bearers and communicate their needs and concerns with them. It also provides them opportunities to hold the authorities accountable for their actions and decisions.

TI Cambodia has also prioritised inclusiveness as a key component of our strategies. TI Cambodia has worked with vulnerable and minority groups for our work. As part of our projects targeting transparency and accountability of local governance and public services, youths from vulnerable backgrounds such as those with disabilities and those from LGBTQ+ and those from indigenous communities are being identified and selected as prioritised focal youths for their respective communities. Being focal youths of the projects allows them to develop their knowledge and skills, to represent their communities, and to engage directly with authorities to make their voices heard.

Synergies

TI Cambodia has been a key organisation, which is regularly invited to attend the Ministry of Economy and Finance's meetings on PFM as an observer. The collaboration between GDT and TI Cambodia's Business Integrity Programme also continues to be strengthened through the mobilisation of resource persons from GDT to train the business community on relevant laws and policies related to taxation. TI Cambodia has engaged with other PAT partners including GDT, NIS, PIC (now PCAsia) as well as Audit Authority to provide key updates and find synergy among PAT partners. TI Cambodia has discussed with the Senate's Department of Budget Office on a potential collaboration and the department has sent a request to TI Cambodia to support its budget office on capacity building and study in 2022.

Synergy is also extended to other key players. In addition to its long and well-established CSO working group on transparency and accountability of national budget, the cooperation among CSOs is also expanded to cover pertinent issue of social protection which is becoming an area of importance. TI Cambodia has also joined hands with key CSO players in establishing a working group, "Fair Finance Cambodia", dedicating to promoting sustainable financing which takes environmental and sustainable governance as the key pillars. Recently, TI Cambodia joint a working on digital rights and takes a lead in anti-corruption working group.

An informal CSO working group was established among non-governmental organizations working on One Window Service Office/Unit and Ombudsmen Office. The CSO working group included TI Cambodia, ActionAid Cambodia, GIZ, API and Nickol Global/USAID. The working group met on a quarterly basis to update about progress, challenge and lessons learned as well as exploring areas of synergies and cooperation.

Cambodia has been an active membership of the CSO working group on the draft law on Access to Information. TI Cambodia has maintained its commitment with other CSOs to advocate for Access to Information law that adequately safeguards citizens' rights to information. In response to a key emerging issue around digital repression, TI Cambodia joined hands with prominent media and local and international NGOs in establishing a working group on digital rights, aiming to reverse the shrinking space for freedom of expression and rights to privacy and digital security.

Capacity development

Ensuring effectiveness, efficiency and capability of the management and staff of TI Cambodia is critical in order to plan, implement and ultimately deliver expected results. Therefore, we have designated one solid programme, which was designed to take care of this intention particularly. In 2021, a total of 25 in-house trainings were conducted. The trainings cover various skills and knowledge including: project management, research skills, communication skills, data driven advocacy, good governance, anti-corruption legal framework and tools, budget process, gender responsive public service, and many other necessary skills at work.

7. Lessons Learned

Areas that need additional efforts

COVID 19 has become a big external factor that poses challenges and brings on negative impacts on our activities. In 2021, it played a big role in causing our activities to be delayed or delivered behind schedule. For the next coming years, we have taken into account at a great length the pandemic in our planning, implementation and measurement

of our activities by re-adjusting our approach, increasing even more efforts, and working closer with partners in order to ensure delivery of the results.

Public Financial Management Reform: TI Cambodia as a member of the Budget Working Group has been engaging with the government particularly with the Ministry of Economy and Finance on its efforts to reform the public financial management. Although room for CSO engagement has been created by the government, it is still currently limited, and the engagement has mostly not led to significant results, since feedback and recommendations from CSOs through the Budget Working Group tend to be rejected. This is mainly due to the fact that the government is yet to be open enough to working with the CSOs, which results in different views or interpretation between the government and CSOs on the actual progress of the PFM reform. As of now, TI Cambodia and other CSOs are invited to participate in the consultations/meetings with MoEF only as observers.

Effective strategies/activities

Tapping into existing efforts of key government's ministries is key to ensure success of the project. The engagement programmes with the Ministry of Interior on the School of Governance on the public service delivery, and with business associations such as FASMEC and CWEA on business integrity, proved very effective in our mission towards the goals.

The community outbreak of Covid-19 has provided us a lesson. After delays to activity implementation, there was an impulse to move activities online. However, virtual events may suit to certain target groups and geographical areas. It was observed that while implementing activities online works quite well for youths and especially cost reduction, it seemed not affective for older age groups who have lower level of digital literacy and ability to stay engaged online. We have learned that conducting virtual trainings for sub-national level authorities and public service providers is not very practical because it is very challenging to engage and maintain their interaction and focus. Virtual event is also challenging for people in rural communities where internet access is not stable.

8. Conclusion

Overall, TI Cambodia successfully implemented many planned key activities in 2021, despite the challenges of the pandemic. The key activities which were not achieved include the launch of the mobile application on public services, engagement with the government to advocate for improvement or adoption of anti-corruption legislation, and engagement with businesses on business compliance. Nonetheless, we made our most efforts to deliver a number of other expected outputs by allowing flexibility for adopting alternative approaches given the COVID 19.

Working with supply side: TI Cambodia has maintained relationships and partnerships with key strategic government institutions. The School of Governance (SoG) project with the Ministry of Interior is going smoothly, and results are taking place now. SoG's project team and trainers are well equipped with knowledge and technical skills to implement the project and deliver capacity development training to sub-national officials who are public service providers. Working closely with the Ministry of Mines and Energy (MME), TI Cambodia supports the MME to improve transparency and accountability in mining sector and engage the ministry to address some key recommendations from the Corruption Risk Assessment in mining in Cambodia, in particular on FPIC and public consultations on EIA. On the Business Integrity, TI Cambodia continues to engage with General Department of Taxation while also working alongside with key business associations such as FASMEC and CWEA to advocate for clean business and CSR. With the Ministry of Information and ACU, TI Cambodia and the relevant CSO working groups continue to advocate for the adoption of the 3 proposed laws with proper consultation with relevant stakeholders to ensure an inclusive process and the laws that meet standards. TI Cambodia and CSO budget working group also continue to engage the Ministry of Economy and Finance and the commission 2 of National Assembly to support the PFM reform while also advocating for transparency and accountability, meaningful public participation in the national budget process and effective oversight.

Working with demand side: In coalition with CSO working groups, TI Cambodia maintains its leadership roles on promotion of fiscal transparency and accountability and transparent, inclusive and gender responsive public services, youth empowerment and leadership, youth civic education and engagement in democratic governance, corporate integrity, compliance and sustainable financing, extractive industry transparency initiatives (EITI) and anti-corruption studies and campaigns. TI Cambodia is intensifying its outreach campaigns to encourage citizens to report corruption

cases to ACU and ALAC as an alternative reporting platform. TI Cambodia has formed a large youth networks and youth core groups across the 25 provinces, aiming at educating and empowering citizens in key decision-making processes that affect their lives and communities. A number of youth and women empowerment projects were implemented which include youth camp, young leadership programme, young professional internship programme, youth debates, public forums and online campaigns. 285 youth were directly benefited from TI Cambodia's projects. 24 youth led initiatives were formulated and implemented by youth groups across Cambodia, enabling TI Cambodia to reach out to thousands of youths and further expanding its networks at the grass-root level. These youth empowerment activities and action programmes have contributed significantly to behavioural changes among youth on their civic engagement and an increase in citizen and youth activism against corruption in Cambodia.

TI Cambodia maintains its balanced-strategic approach to work with both supply and demand sides despite difficulties in engaging meaningfully with key government counterparts. Although 2021 presented a great challenge for TI Cambodia and CSOs in general, we were able to deliver parts of expected outputs and key activities as planned in the Results Assessment Framework (RAF). Regardless of the challenges, below are key highlights of successes, which TI Cambodia has significantly contributed to:

1. Policies and Institutional Changes:

- **Better Institutional Processes:** TI Cambodia continued to support the Ministry of Interior technically and financially to strengthen the School of Governance. In 2020, 32 government officials received trainings to become trainers for the School of Governance. In 2021, they led and conducted 19 trainings to sub-national public service officials. As a result of the trainings, positive behavior changes were seen among the trained sub-national officials. We also provided both technical and financial assistance to the Ministry of Interior to improve service delivery in Cambodia by increasing people access to information on public services and collecting citizens' feedback through a mobile application. TI Cambodia's engagement with MoI and its sub-national administration have led to the development of two official notifications via Sor Chor Nor no. 1849 and Sor Chor Nor no. 1850 on Strengthening the Roles and Responsibilities of Ombudsmen at the Provincial and District Levels, respectively – advising the provincial and district board of governors to provide greater support to ombudsmen offices. The ministry has requested TI Cambodia and GIZ to develop a manual on Investigation skills for Provincial Ombudsmen and District Ombudsmen in order to enhance the capacity of PO/DO in complaint handlings.
- **Better coordination among pro-democratic organisations:** TI Cambodia's strategic approach to build and enhance coordination and institutional capacity of key pro-democratic institutions that support Cambodia's governance pillars are fundamental, especially in the continued shrinking civic and democratic space. TI Cambodia's active involvements in key working groups as well as supporting CSOs, media, journalists, unions, and groups that promote civic and political participation, provide profound added values and foster a pro-democratic eco-system that enables those key actors to perform their mandates effectively and implement their advocacy initiatives that advance democratic development in Cambodia.

2. Behavioural Changes:

- **Stronger Social Movement against Corruption:** Building upon the momentum, TI Cambodia continued to scale up its women and youth empowerment initiatives across Cambodia. However, this year with the COVID 19 going on, TI Cambodia has directly reached to just around 285 youth and citizens in addition to its existing youth networks. 24 youth led initiatives were implemented. This women and youth programme has not only raised understanding on the causes and impacts of corruption but also galvanized citizens particularly women and youth to take concrete actions against corruption. Citizens no longer tolerated corruption as a way of life and more people expressed their desire to partake in reducing it. The programme has increased anti-corruption activism among citizens and communities.
- **Increased Public Understanding and Engagement in Budget Transparency:** In partnership with key members of the Budget Working Group, we worked with the Ministry of Economy and Finance and the Commission 2 on PFM reform and advocate for transparency and an inclusive public engagement in the National Budget Formulation in Cambodia. TI Cambodia conducted Budget Tracking Programme with youth. We ran social

media campaigns and competitions, engaging citizens and youth in discussing and further raising awareness to more people on budget transparency.

- **Increased Business Compliance:** Business compliance goes hand in hand with the enforcement of law on taxations and other legal frameworks. Within this year, TI Cambodia in partnership with FASMEC, CWEA and the General Department of Taxation conducted training, meetings and forums to raise awareness among the business community on business integrity, legal compliance and the Corporate Integrity System (CIS), leading to increase of understanding among SMEs and businesses of business integrity.

9. Description of key changes in 2021

The COVID 19 has presented TI Cambodia challenges that resulted in some of our priorities in 2021 being delayed and added into the following year's workplan. New interventions for 2022 have also been initiated following availability of funding from other donors, although the overall objectives were not changed. In this regard, the following shows the outputs TI Cambodia will focus in 2022 and the description of carried-forward activities and key changes in 2021. All proposed outcomes and outputs of the three-year strategic plan, which were originally approved by SIDA/EU in 2020, have not changed.

Goal 1: Public Sector Engagement and Coalition Programme

Outcome 1: Enhanced public service delivery at national and sub-national levels

Output 1.1: *Improved capacity of public officials at national level and of OWS officials at provincial and district levels to provide public services more effectively*

Description of key changes

Key action 1: *Build capacities of Mol officials on accountable and gender responsive public service delivery*

We have completed this priority in 2020 and 2021. There is no further plan for continuous capacity building of Mol officials and on accountable and gender responsive public services.

Key action 2: *Build capacities of sub-national service providers by the trained Mol officials to provide public services to citizens more effectively*

After some delays in 2021, the action will be prioritised in 2022. At least 12 capacity building trainings to sub-national officials will be implemented in 2022.

Output 1.2: Increased access to complaint handling mechanisms on public service delivery, particularly gender responsiveness at local level and newly created spaces for communicating feedback and dialogue on improving public service implementation

Description of key changes

Key action 3: *Improve performance of the service delivery through a citizen report and complaint handling mechanism*

Part of this output was not successfully delivered as planned in 2021 due to slow development process of the mobile application caused by the Covid 19. For this reason, efforts will be intensified in 2022 to implement the unachieved activities including the mobile app development and launch and the subsequent activities following the launch.

The budget is adjusted based on the unspent 2021 budget and original 2022 budget. The budget is mainly for app launch and dissemination, printing IEC materials related to the mobile app, and supporting focal youth monitoring and meeting activities with local authorities on public service delivery.

Outcome 2: Increased public understanding and demand for fiscal transparency and accountability

Description of key changes

Output 2.1: *Increased access to information and evidence on fiscal issues*

Part of this output was funded by Oxfam. Some of the 2021 budget for research studies have been reallocated to Goal 4, outcome 1. The budget is also planned for additional activities to undertake policy review and produce policy

paper, produce and disseminate a video and IEC materials, and conduct a multi-stakeholder dialogue with the government on fiscal issues.

Output 2.2: Improved coordination and capacity of Budget Working Group

Key action 4: *Provide capacity building to the BWG to effectively participate in discussion and monitoring of national budget*

TI Cambodia will continue to prioritise supporting the BWG to build their capacity on budget issues so that they can carry out effective advocacy and engage with the government more constructively through policy dialogues or by providing meaningful inputs and recommendations.

Output 2.3: Improved youth discussions, debates and actions on fiscal issues

Key action 5: *Raise awareness and engage women and youths at national and sub-national levels to demand for and promote revenue and spending transparency and access to information on fiscal issues*

TI Cambodia will intensify its activities to increase understanding and awareness among women and youths, and empower them to take actions to promote and demand for fiscal transparency and accountability. It involves building capacity and strengthen youth engagement on fiscal issues. A journalist training on fiscal issue will also be held in 2022 which is followed by journalist led initiatives so that journalists are able to produce stories/investigating stories on the issue.

Output 2.4: *Improved participation and coordination of budget preparation and monitoring at sub-national administration*

Key action 6: *Support local communes and local people to enable them to increase civic participation in budget preparation and monitoring in their commune.*

This output started to be implemented very late in 2021 because of the Covid 19 restrictions. However, the activities under this output will be intensified in 2022. We foresee that the it can be achieved on time and target after the necessary ground work has been laid. The budget for this output is also funded by TIS.

Outcome 3: *Strengthened effectiveness of alternative reporting mechanism on corruption cases through the Advocacy and Legal Advice Centre (ALAC) and enhanced the anti-corruption legal and regulatory frameworks*

Description of key changes

Output 3.1: Legal services and advice are provided to citizens to report corruption and other cases to relevant authorities

Key action 7: *Strengthen alternative reporting mechanism, case referrals and follow-ups on corruption cases*

ALAC will continue to promote its free legal consultation services to the wider public in 2022, and support clients in their pursuit of corruption issues with relevant agencies, or refer them to relevant institutions for other issues. From 2022, ALAC will intensify its effort in media monitoring of corruption cases and produce a thematic report.

Goal 2: Citizen and Youth Empowerment Programme

Outcome 1: *Increased women, youth and citizen understanding and knowledge of good governance, integrity, transparency and corruption, and its effects on their lives and society*

Description of key changes

Output 1.1: Women and youth leaders across the country trained and equipped with skills, knowledge and social accountability tools to take actions against corruption, promote integrity, and engage in decision making process

Key action 8: *Youth leaders across the country trained and equipped with skills, knowledge and tools to take action against corruption through trainings, workshops, camps and/or campaigns*

In 2021, the key activities were successfully implemented, leading to many youths and women increasing their knowledge and skills. We will continue to implement these activities in 2022 to reach out to more young people and women and raise their awareness of the issues. Given the prolonged pandemic, a combined exposure visit to one of Asean countries which was planned in early 2022 will be changed to an in-country study tour.

Outcome 2: *Enhanced participation by youths on anti-corruption and increased demands for positive reforms*

Output 2.1: Youth-led initiatives developed and implemented by youths to raise awareness of corruption and its impacts on society with the main focuses on public service delivery, budget transparency and women and youth empowerment in leadership and decision-making process

Key action 9: *Support youth-led initiatives in communities to promote integrity, transparency and accountability.*

The priority is also given to this output as it is important to support youths to be able to take actions to address issues. Some of the initiatives formulated by youths in 2021 have yet to be implemented, and therefore, will be incorporated into our 2022 plan.

Goal 3: Business Integrity Programme

Description of key changes

Outcome 2: Responsible Business Conduct (RBC) principles, including business integrity, adopted and implemented by Cambodian businesses

Output 2.2: Promote RBC to start-ups, young entrepreneurs, media, CSOs and development partners, and support them to implement RBC

Key action 10: *Enhance a level of playing field and responsible business conduct through awareness raising, coalition building and advocacy*

In the reporting year 2021, TI Cambodia could not support stakeholders to implement the RBC. In 2022, we plan to scale up activities to engage start-ups, young entrepreneurs, media, CSOs and or development partners to adopt and implement RBC.

Goal 4: Research and Business Development Programme

Description of key changes

Outcome 1: Enhanced knowledge and understanding of corruption, accountability, transparency, and its effects through evidence-based research and studies

Output 1.1: Evidence based research/study on transparency, accountability and anti-corruption conducted

Key action 11: *Diagnosis corruptions and its impacts through evidence-based research and studies*

The Youth Outlook Survey was not completed as planned in 2021. Therefore, the remaining activities of the survey study are carried over to 2021. TI Cambodia will also have to complete and publish a few studies in 2022 including a study on beneficial ownership in the land and property sector, a study on pathways to women leadership in the public sector and a study on the influence of international buyers and financial institutions in upholding Environmental and Social Governance (ESG) in the garment factory.

Annexes

Annex 1: Revised Result Assessment Framework 2020-2022

Annex 2: Main Activities Implemented in 2021

Annex 3: Visibility Report for 2021

Annex 4: Updated Risk and Mitigation Plan

Annex 5: List of Key Events for 2022

Annex 6: List of Sub-Grantees for 2022

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