

Transparency International Cambodia
“Collective Actions Against Corruption (CA2C)”
Annual Report
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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. With the on-going repression on the opposition party, CSOs, the shutdown of the last neutral media platform VOD, the 2023 National Election in July is obviously being seen as neither free nor fair and its results won't reflect the will of the Cambodia people.

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 second 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 24 out of 100 in 2022. 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 2022

4.1 Results achieved specifically under PAT II for the year 2022

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 unachieved during the reporting year 2022, which can be quickly compared to the output indicator targets for 2022.

Objectives	Expected Output	Indicators	Baseline	Target 2020	Actual 2020	Target 2021	Actual 2021	Target 2022	Progress for Jan-Dec 2022
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%	74% (achieved) In this reporting period, TI Cambodia M&E team conducted an evaluation with 189 citizens in some of the project target areas in Kampong Thom, Oddar Meanchey, and Kampot provinces to assess their satisfaction on service delivery at sub-national level. Through this evaluation, it revealed that 74% of 165 surveyed citizen reported being more satisfied with the provision of local public services. This result was aggregated from 72% of 136 respondents expressed their satisfaction on commune/ Sangkat service delivery; 79% of 102 citizens expressed their satisfaction on OWSO service delivery, and 60% of 30 citizen demonstrated their satisfaction on complaint handling at commune/ Sangkat level, and 100% of 2 people who depicted their satisfaction on complaint handling at district ombudsmen. The proportion of satisfaction reported by

									<p>citizen was consistent with the knowledge gained by local authorities who also reported having applied it in the performance and implementation of their responsibilities. Based on our survey with a representative sample of these sub-national officials, the trainings have produced not only a positive short-term outcome of increased knowledge and understanding, but also some significant behaviour changes among the trained officials. Beside these factors, a number of citizen in project target areas had participated in many events organized by local authorities, TI Cambodia and partner organizations, and volunteer youths. These events included public forums (gender-based violence and drug, role and duty of commune/ Sangkat and PO/DO, services available at commune/ Sangkat and OWSO/SU, mobile application “Mate Yerng” promotion), commune consultative workshops, and multi-sector dialogues at provincial level. Through this participation, citizen have chance to ask questions or raise their concerns to relevant authorities. At the meantime, local authorities used this platform to clarify to their citizen about misunderstanding in service delivery in the past years. Through the dialogue between authorities and citizen, a number of citizen are aware of role and duties of local</p>
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									authorities, local public services, and procedure to request.
	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	13	5	<p>Although this indicator was achieved in 2021, in the reporting period, TI Cambodia contributed to 4 actions either being developed or implemented by youth and young journalists.</p> <p>As reported above, Young Budget Tracker for Transparency training was conducted with a group of youth on fiscal policies, national and sub-national revenue and citizen budget. Following the training, they received supports from TI Cambodia to develop one training project of their own which will be implemented in 2023. Three other initiatives were successfully implemented by young journalists who participated in training on Investigative Reporting on Business Integrity and Fiscal Issues, co-organised with TI Cambodia's BIP and CamboJa. These three initiatives involved in-depth feature articles on relevant issues.</p>
	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 consultation, forums,	30% trained youth (96 youth camp participants	40%	73%	50%	48%	60%	In the reporting year, TI Cambodia's interventions aimed to achieve at least 60% 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 reporting year, nearly 69% of 112 trained youths who received capacity

		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	and 25 young leadership programme = 121) took actions in 2019						building from TI Cambodia through Young Leadership Program and Young Journalist Training on Social Accountability and GRPS, applied their knowledge and skill gained from the programmes to address issues within their communities. These 69% developed and successfully implemented their own projects following their participation in the trainings
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	No corruption cases were referred to the anti-corruption agencies, the reason being that the reports received by ALAC regarding corruption issues lacked sufficient grounds for referring further to the anti-corruption agencies. In the reporting year, ALAC received five issues related to corruption of which four were grouped into 4 classifications as follows 1- corruption alleged at high school 2- asking bribery by security guard at embassy 3- cronyism at school 4- asking for bribery by lawyer	

	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>There was no further plan in 2022, for this indicator was achieved in 2020 and 2021. However, TI Cambodia continued to carry out initiatives to address the findings of its past studies and research such as:</p> <ul style="list-style-type: none"> - according to its 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 citizen. In response to this gap, TI Cambodia has made an effort to produce annual Citizens Budget Booklets of 2021 and 2022 National and Sub-National Budgets in order to simplify budget information into simple illustrations and accessible language for the wider public to increase people's understanding of how national budget that affects their lives and the country's development. - Young Budget Tracker for Transparency Programme was also initiated and conducted in 2021 and 2022 with youth groups with an aim to enhance their knowledge of budget and increase their participation in it.
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									<ul style="list-style-type: none">- Based on its study on Pathway for Women and Youth in Leadership, TI Cambodia leveled up its awareness raising campaigns on social media to promote women and youth in leadership including producing and engaging youth to produce inspiring video clips to promote women and youth in education, employment and such.
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Objective: Increase public accountability and transparency through demand-driven advocacy and dialogue

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

In this reporting period, TI Cambodia conducted an evaluation with a sample of selected citizens in some of the project target areas in Kampong Thom, Oddar Meanchey, and Kampot provinces. Through this evaluation, 189 citizens have been surveyed to assess their satisfaction on service delivery at sub-national level. The result revealed that 74% of 165 respondents reported being more satisfied with the provision of local public services. The proportion of satisfaction reported by the citizens is consistent with the knowledge gained by local authorities who also reported having applied it in the performance and implementation of their responsibilities following receiving capacity building training conducted by TI Cambodia and MoI. Based on another survey with a representative sample of these trained sub-national officials, the trainings have produced not only a positive short-term outcome of increased knowledge and understanding, but also some significant behaviour changes among them. A number of actions were reported to be taken by the interviewed officials in efforts to improve local service delivery and work. These reported actions could be categories into 12 key changes as in the following:

1. More dissemination of information on public services being carried out including through leaflets, posters and meetings;
2. Public servants' behaviours became more refined when delivering services to citizens;
3. Increased efforts in encouraging citizen participation such as in council meeting, budget planning and expenditure monitoring;
4. Provisions of services better prioritised for vulnerable groups such as people with disability and ID poor;
5. Improved facility to accommodate people with disability such as equipping a wheelchair ramp;
6. Conducting reflections and seeking feedback from citizens for continuous improvement;
7. More open and supportive of women staff bringing babies to work;
8. Encouraging and providing merit-based job promotion to officials who perform well;
9. More attention and mentoring provided to support public servants on transparency, accountability and their duties toward citizens;
10. Prompt interventions and responses taken to address citizens' complaints;
11. Encouraging and facilitating citizens to seek services themselves without support of middlemen;
12. More consultations with senior government officials to address local people's concerns and complaints.

The service providers in the target areas also became more responsive in addressing citizens' concerns. Through the mobile app initiative and consultative forums organised between public service providers with citizens across different provinces, 394 reports have been collected and 66% of the reports have been responded by local service providers. The remaining are being reviewed. An internal decision to provide annual awards to the best performed provincial and district ombudsmen was also made and approved by the minister of interior in order make ombudsmen feel encouraged and rewarded to proactively seek and address citizens' issues – an effort that could lead to improved service delivery.

TI Cambodia and GIZ also supported MoI to develop a manual on complaint investigation for ombudsmen. The manual was successfully developed, published and distributed to all provincial and

district ombudsmen offices across the country in August 2022. The manual will serve as a guideline for ombudsmen to improve their ability to handle and address citizens' complaints more effectively.

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

To raise public understanding and demand for fiscal transparency and accountability, TI Cambodia and Budget Working Group have carried out a number of joint activities such as national budget forum, provincial dialogues, and analysis of key legislation drafts, engaging both the public and the government. Through the national forum and provincial dialogues, communities' representatives from target areas of BWG members have reported increasing awareness and participation in budget processes. Recommendations from analysis of the government's 2022 Budget in Brief and draft laws on public procurement, have been taken and will be incorporated by Ministry of Economy and Finance. Another recommendation for the government to disseminate and provide a complete draft budget law to people, was also observed to be accepted. Following the recommendation, MEF released a full draft budget law for financial management 2023 on its website.

TI Cambodia also carried out many activities of ourselves to raise awareness of accountability and transparency in national and sub-national budget, procurement and other fiscal issues on money laundering, beneficial ownership and tax avoidance. The activities were successfully implemented, leading to the public having better understanding of the issues, mutual trust being fostered between local authorities and residents, and closer relationship built between youth and local authorities.

Output: 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 60% 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 reporting year, **70%** of 112 trained youths who received capacity building from TI Cambodia through Young Leadership Program and Young Journalist Training on Social Accountability and GRPS, applied their knowledge and skill gained from the programmes to address issues within their communities. This 70% developed and successfully implemented their own projects following their participation in the trainings.

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 over 300 people and youths, around 50% 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 19 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 2022. Potential lack of trust 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 anti-corruption 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.

On legal framework advocacy, ALAC continued to work in relevant CSO working groups including Anti-Corruption and Access to Information, Digital Rights working groups to promote public awareness of anti-corruption, access to information, freedom of expression, and internet rights. A number of notable

accomplishments have been achieved, particularly on advocating for the government to consider CSO inputs on relevant draft and existing laws and regulations.

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

TI Cambodia has continued to implement initiatives developed based on the findings of its research and studies.

- according to its 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 citizen. In response to this gap, TI Cambodia has made an effort to produce annual **Citizens Budget Booklets of 2021 and 2022 National and Sub-National Budgets** in order to simplify budget information into simple illustrations and accessible language for the wider public to increase people's understanding of how national budget that affects their lives and the country's development.
- **Young Budget Tracker for Transparency** Programme was also initiated and conducted in 2021 and 2022 with youth groups with an aim to enhance their knowledge of budget and increase their participation in it.
- Based on its study on Pathway for Women and Youth in Leadership, TI Cambodia leveled up its awareness raising campaigns on social media to promote women and youth in leadership including producing and engaging youth to produce inspiring video clips to promote women and youth in education, employment and such. This reporting year 22 videos were produced and published widely on social media.

In addition to these projects, TI Cambodia Research Team also provided technical support to programme teams in development of a number of research studies including:

- In-depth study on Pathways to Women's Leadership in the Public Sector in Cambodia
- Cambodian Youth Policy Survey (read at <https://bit.ly/3ZuYubu>)
- In-depth study on Beneficial Ownership Transparency in Land and Property Sector
- In-depth study on Parliamentary Oversight Assessment (ongoing)
- Citizens Budget on Cambodian National Budget 2022 (available in Khmer only at <https://bit.ly/3EL6s8o>)
- Policy brief on Press Council
- In partnership with Future Forum, 30 articles by young researchers
- Analysis on Cambodian Macro-Economic Framework and Public Finance Policy for Drafting Budget Law 2023 (read at <https://bit.ly/3Ybi9Mv>)
- Analysis on Draft Law on Public Procurement
- Analysis on Draft Law on Public Finance System (read at <https://bit.ly/3milHiv>).

4.2 Results achieved under Overall TI Cambodia's Strategic Priorities for the year 2022

The following table provides an overview of accomplishments and progresses toward the planned results under TI Cambodia's overall strategic priorities within 2020-2022. For easy reference, the table shows the planned results we want to achieve in the column **Expected Results** (consisting of outcomes and outputs results), the result indicators in the column **Indicators** through which outcomes and outputs are measured, **Baseline indicators** from the past projects if any, indicator **Targets** to be achieved in the implementing year 2022, and the **Actual Progress of Results in 2022**. The Actual Progress of Results can be used to quickly compare against the indicator Targets 2022, in order to see if the planned results (outcomes and outputs) have been achieved, underachieved or delayed. The Actual Progress column provide a brief summary of how the results have or have not been achieved, while the more details on each result can be found in the Discussion on the Progress section below the table, and detailed implementation of the activities can be seen in annex Main Activities Implemented in 2022.

Expected Results	Indicators	Baseline	Target 2022	Actual Progress of Results 2022
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>12 (Achieved)</p> <p>Through TI Cambodia supports such as capacity building trainings and reflection meetings organised for One Window Services and Ombudsmen officials in Phnom Penh and seven provinces, it has been observed that a majority of the engaged sub-national public service officials have increased their knowledge and awareness and improved their performance of service duties for their local citizens. Based on an evaluation conducted by TI Cambodia with a sample size of randomly selected trained officials, a number of actions are reported to have been taken by local service providers in efforts to improve local service delivery and work. These reported actions could be categories into 12 key changes as in the following:</p> <ol style="list-style-type: none"> 1) More dissemination of information on public services being carried out including through leaflets, posters and meetings; 2) Service providers' behaviours have become more refined in delivering services faster to citizens; 3) Increased efforts in encouraging citizen participation such as in council meeting, budget planning and expenditure monitoring;

				<ul style="list-style-type: none"> 4) Provisions of services better prioritised for vulnerable groups such as people with disability and ID poor; 5) Improved facility to accommodate people with disability such as equipping a wheelchair ramp; 6) Conducting reflections and seeking feedbacks from citizens for continuous improvement; 7) More open and supportive of women staff bringing babies to work; 8) Encouraging and providing merit-based job promotions to officials who perform well; 9) More attention and mentoring provided to support public servants on transparency, accountability and their duties toward citizens; 10) Prompt interventions and responses taken to address citizens' complaints; 11) Encouraging and facilitating citizens to seek services themselves without support of middlemen; 12) More consultations with senior government officials to address local people's concerns and complaints.
	<p># of citizen reports through the Citizen Report Handling Mechanism</p>	-	500	<p>394 (partly achieved)</p> <p>Through the mobile app initiative, 218 reports (including 81 complaints and 137 inquiries and requests) were submitted by users. This number appears to be relatively low, compared to the target. However, this is to be expected since the mobile application development experienced a long delay, and was only completed and launched in the reporting year. It is also expected that the number of submitted reports will keep increasing overtime as more people come to know about the app.</p> <p>Nonetheless, to make up for the late rollout of the mobile app, TI Cambodia and MoI proactively took an additional action to collect citizens' complaints and reports in a more conventional way through in-person consultation forums. 20 such forums were successfully organised, collecting 176 concerns, suggestions and questions from local people in target areas within seven provinces.</p> <p>In this regard, from both the mobile app and consultation workshops, a total of 394 reports were collected. These concerns will be presented, discussed</p>

				and potentially solved at the National Public Forum of MoI and relevant ministries/departments in early 2023.
	% of cases that are responded by public service providers increase from year to year	-	15%	66% As reported above, through the mobile app initiative, 218 reports were collected. Additionally, from the 20 consultation workshops, 176 reports were collected. Of the 218 reports from the mobile app, nearly 47% were responded. Of the 176 from the workshops, 86% were addressed, while the rest are being reviewed. In this regard, the response percentage to the combined cases from the mobile app and consultation workshops amounts to 66%.
	# 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) MoI has requested supports from TI Cambodia and GIZ to develop a manual on complaint investigation for ombudsmen. The manual was successfully developed, published and distributed to all provincial and district ombudsmen offices across the country in August 2022. The manual will serve as a guideline for ombudsmen to improve their ability to handle and address citizens' complaints more effectively. An internal decision on provision of annual awards to the best performed provincial Ombudsmen was also made and approved by the minister of interior. What underlies this decision is the idea of making ombudsmen feel encouraged and rewarded to proactively seek and address citizens' issues – an effort to improve overall service delivery.
	% of service users in targeted communities demonstrate more satisfaction with the provisions of local public services		50%	74% (achieved) In this reporting period, TI Cambodia M&E team conducted an evaluation with 189 citizens in some of the project target areas in Kampong Thom, Oddar Meanchey, and Kampot provinces to assess their satisfaction on service delivery at sub-national level. Through this evaluation, it revealed that 74% of 165 surveyed citizen reported being more satisfied with the provision of local public services. Based on our survey with a representative sample of these

				<p>sub-national officials, the trainings have produced not only a positive short-term outcome of increased knowledge and understanding, but also some significant behaviour changes among the trained officials. Beside these factors, a number of citizen in project target areas had participated in many events organized by local authorities, TI Cambodia and partner organizations, and volunteer youths. These events included public forums (gender-based violence and drug, role and duty of commune/ Sangkat and PO/DO, services available at commune/ Sangkat and OWSO/SU, mobile application “Mate Yerng” promotion), commune consultative workshops, and multi-sector dialogues at provincial level. Through this participation, citizen have chance to ask questions or raise their concerns to relevant authorities. At the meantime, local authorities used this platform to clarify to their citizen about misunderstanding in service delivery in the past years. Through the dialogue between authorities and citizen, a number of citizen are aware of role and duties of local authorities, local public services, and procedure to request.</p>
<p>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</p>	<p># of Mol officials trained to become ToTs</p>	<p>25 (5 female)</p>	<p>0</p>	<p>Although this indicator was already achieved by the end of 2021, Mol trainers continued to receive orientations by SoG team to sustain their knowledge and skills. In 2020 and 2021 TI Cambodia, ActionAid Cambodia and Ministry of Interior (Mol) jointly provided capacity development training on gender responsive and accountable services to a total of 61 (of whom 23 were women) officials from relevant departments of the ministry including Department of Functions and Resources and Department of Integrity and Governance. In addition to increasing their understanding, the training was specifically designed to make these officials well-equipped and skilled at imparting knowledge further to their fellow public service officials at the district/commune levels. As a result, over the past three years (2020-2022), they have been the focal trainers for hundreds of sub-national public service providers in 11 target areas within Phnom Penh and seven provinces. <i>(See the below indicator result regarding the trained sub-national officials in 2022)</i></p> <p>Furthermore, under the partnership framework, TI Cambodia continued to support the Mol in strengthening the capacity of its Department of Internal Audit in which 73 officials (of whom 28 were women) were trained on</p>

				<p>leadership and gender equality. Like last year, this year TI Cambodia continued to support the ministry’s reflection meeting and evaluation with its ombudsmen offices across the country. The manual on complaint investigation skills for ombudsmen was also developed, and 2500 copies of it were distributed to all the ombudsmen in the country. TI Cambodia also supported ongoing development of a database management system for the MoI's Ombudsmen to keep records of citizens’ complaints across the country. An overseas study tour in Indonesia was also organised for MoI delegation comprising of 12 officials from relevant departments of functions and resources, integrity and governance, and internal audit to learn from experiences and best practices regarding compliant handling in the fellow ASEAN country.</p>
	# of sub-national officials trained by ToTs	78	186 (36 women)	<p>309 (Achieved)</p> <p>In 2022, the focal trainers of the MoI continued to build capacity of 309 sub-national public service officials (of whom 74 were women) through 10 trainings regarding good governance, accountable and gender responsive public services, and how to effectively perform duties toward citizens. The results of pre and post-tests illustrated that 73% of 135 trained authorities have better understanding on the topics provided. Additionally, based on a survey with 71 trained officials in 2021, 66% of them have applied their knowledge and skills gained from the training in their duties to promote transparency, accountability and responsiveness in their service delivery.</p>
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	# of interaction on the Citizen Report Handling Mechanism (mobile application) through social media and IEC materials	-	50,000	<p>Achieved</p> <p>In 2022, an animation video, a celebrity video, and a quiz campaign on mobile application “Mate Yerng” have been published on TI Cambodia’s Facebook page to provide public deeply aware of mobile application and its function. This campaign received 263.3k reach, 183k view, and 1098 post engagement. As result of quiz campaign, award was provided to the five winners (of whom 4 were females). On the other hand, 12,821 materials shared to project beneficiaries, including T-Shirt Mobile App, Sticker, Poster, E-co Bag, Leaflet, X- Stand, and Cap. Therefore, there were around 276,000 people (42% are females and 58% are males; 1,098 engaged and 183,000 viewed) interacted</p>

communicating feedback and dialogues on improving public service implementation				on Citizen Report Handling Mechanism (mobile application) through social media and IEC materials.
	# of downloads that have been made for the mobile application	-	6,000	2,642 From the launch in May 2022 to the end of 2022, the mobile app was downloaded 2642 times on App Store and Play Store, with 2633 registered users. The app is available for both iOS and Android devices (download link for iOS devices: https://apple.co/3INRmbo , and for Android devices: https://bit.ly/3wL4eBf). The number of downloads is expected to keep increasing as more people will be aware through the mobile app promotion activities which will continue to be carried out in 2023 under the EU's financial support.
	% of citizen reports which are responded by relevant local authorities and public service providers in the targeted communities	-	20%	66% From the mobile app, 218 reports (including 81 complaints and 137 questions and requests) were received, mostly on the tardiness of the public services. 47% of the 218 reports were responded. TI Cambodia and MoI additionally collected 176 citizens' concerns, questions and suggestions through 20 onsite consultation forums between local service providers and users in different communes in Kampong Thom, Kampong Cham, Siem Reap, Ratanakiri, Kampot, Pursat and Prey Veng. The forums were attended by a total of 1,626 citizens (among which 678 were women). As a result, 176 concerns and requests were collected, of which 86% were addressed during the forums. Combined both reports from the mobile app and the forums, 394 reports were collected, and 66% were addressed or received interventions.
	# of multi-sector dialogues at provincial and national levels that are held to discuss about the issues generated from the mobile	-	12	6 (partly achieved) Only six multi-sectoral dialogues were successfully held in Phnom Penh, Prey Veng, Kampong Cham, Ratanakiri and Prey Veng with a total of 633 participants to address challenges and possible solutions to improve the citizen grievance redress mechanisms and coordination between

	application and actions to be taken in improving public service delivery			administration offices, ombudsmen and other specialised offices. The reason for this indicator underachievement is mainly attributed to the Covid outbreaks which caused slow, and stagnate at times, development of the mobile app, and thus late implementation. Thanks to the funding and approval from the EU donor – we, however, will be able to complete the remaining dialogues in 2023, in which we foresee more citizens’ concerns, gathered from the mobile app and other means, will be reported and addressed.
	% of Mol, 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	-	50%	<p>73% of 11 provincial/district ombudsmen offices are able to apply the knowledge to improve public service delivery.</p> <p>Through web admin of mobile application “Mate Yerng”, officials of 9 out of 11 PO/DOs in project target areas were able to apply knowledge to generate data from mobile application as well as to respond to complaints/requests/inquiries by citizen through mobile application. It is equivalent to 73% of the total PO/DOs in this reporting years.</p>
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	<p>1 (Achieved)</p> <p>TI Cambodia has conducted detailed analysis of the 2023 budget law and provided key recommendations to the government in the following areas: national revenue mobilisation (tax on cigarette, high sugar sweeten drinks and alcohol, property, tax incentives), public expenditure, education, health, social protection, public debt, unanticipated expenses. TI Cambodia and BWG will use this analysis as a basis for the draft 2024 budget law. BWG has provided a number of recommendations to the government to ensure fiscal transparency. One of those recommendations on Cambodian Macro Economics Framework and Public Finance Policy for Drafting 2023 Budget Law was for the government to disseminate and provide a complete draft budget law to people. Following the recommendation, it has been observed that MEF released a full draft budget law for financial management 2023 on its website. This is a positive step in the right direction toward a full public disclosure of all 8 key documents on the national budget. MEF also accepted some of the inputs from the joint work of BWG members and TI Cambodia. For example, MEF accepted 5 recommendations from BWG on its 2022 Budget in Brief, and</p>

			<p>three recommendations on the draft law on public procurement. The other inputs provided to MEF were either considered or turned down with justification. As a result of TI Cambodia and Budget Working Group's advocacy, and efforts made by the EU and PFM Working Group, some key positive developments have been observed as the following:</p> <p>The government issued a directive for public institutions to disseminate ministerial budgets, policies and priorities to the public, in efforts to promote budget transparency. 4 key ministries have been selected as a pilot to conduct public forums and produce their own citizen budget focusing on their respective budget, policies and priorities. This initiative will lead to an increased public participation and transparency in the budget process. The selected ministries are:</p> <ol style="list-style-type: none">1. Ministry of Industry, Science, Technology and Innovation (MISTI)2. Ministry of Education, Youth and Sport3. Ministry of Water Resources and Meteorology4. Ministry of Social Affairs, Veterans and Youth Rehabilitation <p>Ministry of Economy and Finance also aims to improve OBS Scores by enhancing budget transparency and increasing public participation based on key indicators of the OBS report. The government's innovative approach to develop and implement the e-government platforms will reduce the bureaucratic and administrative burdens and opportunities for corruption, although its level of effectiveness remains to be assessed.</p> <p>However, key efforts to improve oversight, internal and external audit functions have not seen any significant progress. The future adoption of the Law on Public Procurement will, hopefully, lead to an increased transparency and accountability in the implementation of the government's public bidding and procurement processes.</p> <p>The government's efforts to promote fair business competition and level of playing field is also in slow progress, although we have seen the adoption of</p>
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				the law on investment and the government's plan to launch the Commercial Court to promote both domestic and foreign investments in the Kingdom.
	# of actions taken by citizens and youth for greater fiscal transparency and accountability following TI Cambodia's/partners' actions	2	0	<p>Although this indicator was achieved in 2021, in the reporting period, TI Cambodia contributed to 4 actions either being developed or implemented by youth and young journalists.</p> <p>As reported above, Young Budget Tracker for Transparency training was conducted with a group of youth on fiscal policies, national and sub-national revenue and citizen budget. Following the training, they received supports from TI Cambodia to develop one project of their own which will be implemented in 2023. Three other initiatives were successfully implemented by young journalists who participated in training on Investigative Reporting on Business Integrity and Fiscal Issues, co-organised with TI Cambodia's BIP and Camboja.</p>
Output 2.1: Increased access to information and evidence on fiscal issues	# of research/study reports or publication produced	1	2	<p>6 (Achieved)</p> <p>In close collaboration with the CSO Budget Working Group (BWG), TI Cambodia took a number of initiatives in order to increase more information on fiscal issues for relevant stakeholders and the public including:</p> <ol style="list-style-type: none"> 1. an analysis on draft Law on Public Finance System which has been submitted to the ministry of economy and finance; 2. a review on Public Procurement Legal Framework and Enforcement in Cambodia which has been disseminated to relevant stakeholders and public; 3. an analysis on draft Law on Public Procurement which has been submitted to the ministry of economy and finance. A few recommendations (03 of 13) have been accepted by the ministry; 4. a policy paper on Cambodia Macro Economy Framework and Public Finance Policy for Drafting 2023 Budget Law; 5. development of Citizen Budget 2022 6. Budget Analysis on the 2023 National Budget Law

<p>Output 2.2: Improved coordination and capacity of Budget Working Group (BWG)</p>	<p># of capacity building activities provided to BWG members</p>	<p>1</p>	<p>1</p>	<p>1 Achieved</p> <p>As Vice-Chair of the BWG, TI Cambodia continued to support the capacity development of the group and coordinate the budget transparency works of its members to ensure the efforts became more synchronised and solidified to achieved more effective results. Even though we could not organise a planned training for the BWG member in the reporting year, we sought opportunities to build the group's capacity through external training. A workshop organised by International Budget Partnership (IBP) on Collaborating for Open and Accountable Budgets in September 2022. BWG members gained better insight into national and sub-national budgeting processes, Open Budget Survey (OBS) and best practices in other countries regarding budget accountability and transparency.</p> <p>In 2022, meetings were regularly organised among BWG members to discuss progresses and challenges faced in the group's advocacy for budget transparency and fiscal issues. The last meeting within the reporting year also discussed the new strategic plan 2023-2025 for the group and how its joint efforts could be further enhanced to make BWG's endeavours more effective. In addition to the regular meetings, smooth coordination on specific or emerging issues were also ensured throughout the year. For example, the group met on a number of times to analyse, produce and submit to the government joint recommendations related to Law on Public Financial Management System and Public Procurement Law. TI Cambodia and CSO members of the BWG also organised together a national public forum with over 200 people from the government, development partners, CSOs, educational institutions, communities and youth, focusing on citizen engagement in budget formulation and monitoring on public revenue and expenditure process in post-covid 19.</p> <p>TI Cambodia has also conducted a training on "Policy Brief Writing on Transparency and Accountability of the National Budget" to the Senate's Budget Office, the Department of Budget Research and the Department of Legal Research. 15 officials (7 female) from the departments received a three-</p>
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				<p>day training on a wide range of research and study topics. According the pre and post test, 13 participants increased their understanding about the provided subjects.</p> <p>BWG has also taken in two new associated members, expanding its membership size to 22 local and international organisations.</p>
Output 2.3: Improved youth discussions, debates and actions on fiscal issues	# of youth engaged in activities on fiscal issues	92 (60 female)	165 (85 female)	<p>274 (136 female) (Achieved)</p> <p>TI Cambodia has carried out a number of activities to provide platforms where youth and young journalists could be engaged in discussions around and participation in addressing fiscal issues including accountability in budget processes, national and sub-national budget, dirty money, beneficial ownership and tax evasion and avoidance. As a result, 274 youths (213 youth and 58 young journalists) were engaged in the following interventions in 2022.</p> <p>TI Cambodia engaged 29 youths (of whom 17 were women) from Phnom Penh and four provinces in a one-week training on “Young Budget Tracker for Transparency” aimed at increasing budget literacy and awareness of budget transparency, accountability and civic participation in budget processes. The training achieved its objective, with 71% of the participants demonstrated increased knowledge after the training. 01 project is also being developed by trained youths and expected to be finalised and implemented in early 2023.</p> <p>To further promote discussions among youths on Budget Accountability and Public Service Delivery, we organised a youth debate competition in which 80 youths (of whom 52 are female) participated. These 80 youths made up 20 groups, with each group consisting of 4 members. The competition comprised multi-rounds of elimination which all the youth groups had to go through until only four groups remaining as winners. The competition enabled youth to gain better knowledge on accountable public service delivery and budget accountability as they had to do comprehensive review and research on pre-assigned topics for their debate.</p>

				<p>In cooperation with CSO Budget Working Group, a National Forum on Civic Engagement in Budget Formulation and Monitoring Public Revenue and Expenditure in Post Covid 19, was successfully organised with over 200 participants. Among these participants, 70 (of whom 38 are female) were youths.</p> <p>In partnership with Politikoffee, a weekly dialogue was conducted to stimulate discussions specifically around dirty money/money laundering and its impacts to the country. 34 youth participants (of whom 15 are women) actively participated in the discussion as the topic appeared pretty new to them.</p> <p>TI Cambodia and CamboJa conducted a training on National Budget Reporting to 19 (3 female) journalists who learned national budget processes, relevant legal framework and reporting tips on the transparency and accountability aspects of national and sub-national budget expenditure.</p> <p>Synergising with TI Cambodia BIP and in collaboration with partner CamboJa, two trainings on investigative reporting focusing on business integrity and fiscal issues such as money laundering, beneficial ownership and tax avoidance were also conducted with a total of 42 (11 female) journalist participants.</p> <p>Aiming to raise awareness on social media and engage social media users in discussions around fiscal issues particularly on money laundering, tax haven and beneficial ownership, three animation videos are being produced and will be published on social media to draw attention and stimulate conversations among social media users.</p>
	# of youth-led initiatives on fiscal governance	2	1	<p>4 (Achieved)</p> <p>As already briefly reported above, TI Cambodia conducted a Young Budget Tracker for Transparency programme in which participants were specifically coached on fiscal policies, national and sub-national revenue and citizen budget. They were provided with a chance to learn first-hand about commune</p>

				<p>budget formulation and expenditure from three commune councils within Siem Reap province. One training project is being developed by a group of trained youth and will be finalised for implementation in 2023.</p> <p>With TI Cambodia BIP and CamboJa, two trainings were organised on business integrity and fiscal issues. Following the trainings, participants formulated and carried out 7 projects on their own, of which 3 initiatives were centred around fiscal issues, while other 4 on business integrity issues.</p>
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)	101 (31 female)	30 (Partially achieved) During reported period, 30 (8 females) authorities joined training and joined organized public forum to raise awareness of local development, budget and procurement process.
	# of local residents benefited from the activities	233 (136 female)	585 (352 female)	493 (Almost achieved) A total of 493 citizens and youth (of whom 263 were women) attended four local public forums which aimed at stimulating frank and open discussions on local development, budget and procurement between local people and councils. The forums led to increased local awareness and citizen participation in commune development and responsive local service delivery.
	# of meetings/workshops/forums between local authorities and citizens on local budgeting issues	5	18	19 (achieved) As reported earlier, four local forums were organised in Siem Reap and Battambang on commune procurement and budget accountability. Trained youth in Siem Reap and Battambang also started to attend commune meetings more often, after receiving the capacity building training. At least 15 meetings were attended by youth, citizen representatives and local authorities.
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) TI Cambodia proposed to key local CSO working groups a concept of bringing every working group together under a format of OGP. Three working groups including Anti-Corruption Working Group, Access to Information Working Group and Digital Rights Working Group agreed to the idea. The groups met for the first time in November to discuss their respective agenda and had scheduled a date for the next meeting. Currently only 3 working groups are

				synergised and form a local OGP-like coalition, but more working groups will be engaged and introduced to this platform.
Outcome 3: Strengthened effectiveness of alternative reporting mechanisms 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 by anti-corruption and law enforcement agencies	1	9	<p>Not achieved</p> <p>No corruption cases were referred to the anti-corruption agencies, the reason being that the reports received by ALAC regarding corruption issues lacked sufficient grounds for referring further to the anti-corruption agencies. In the reporting year, ALAC received five issues related to corruption of which four were grouped into 4 classifications as follows</p> <ul style="list-style-type: none"> 1- corruption alleged at high school 2- asking bribery by security guard at embassy 3- cronyism at school 4- asking for bribery by lawyer <p>TI Cambodia's legal advisor provided legal consultations to clients on the above cases and allowed them to make decision whether to pursue the case further or drop them.</p>
	# of legal and regulatory frameworks on anti-corruption drafted/passed/amended	1	3	<p>Not achieved</p> <p>Despite CSOs' efforts in pushing for adoption of the access-to-information bill as well as the government leader's declaration to do so by 2021, the draft law is yet to be passed due to three reasons causing the slow progress, as given by the Ministry of Information, which include Covid 19 pandemic, more stakeholder inputs being still received, and more efforts put into ensuring the law meets national and international standards. CSO Working Group on Access to Information and other relevant CSOs continued to advocate for the adoption. In June 2022, 33 CSOs made a joint statement to urge the prime minister to expedite the process. In response, the prime minister has publicly made another commitment to have the law passed by 2025.</p> <p>On whistle-blower protection, TI Cambodia under the collaboration framework of CSO Working Group on Anti-Corruption carried out an advocacy campaign to promote awareness of whistle-blower protection act. On Whistle Blower Protection Day, TI Cambodia conducted an online quiz with social</p>

				<p>media users on Facebook to arouse their interest and encourage them to discuss the importance of having a whistle blower protection act.</p> <p>As a member of CSO Working Group on Digital Rights, a network of local and international organisations and UN agencies in Cambodia, we continued to advocate for digital rights and freedom in Cambodia. TI Cambodia has worked with Digital Rights Working Group to address issues and advocate for digital rights and Internet freedom in Cambodia. TI Cambodia last year contributed to the draft and dissemination of a joint statement which aimed 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. Through the advocacy and campaign efforts with CSO Digital Rights Working Group, the implementation of a sub-decree on Internet Gateway, a move that would further jeopardize personal privacy and internet freedom, was put on hold. In addition to the advocacy efforts, the working group has provided a number of capacity trainings to its members on digital rights and security, legislatives concerning digital rights and space and advocacy strategies. The working group is also working on developing its joint strategies.</p>
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)	327 (105 female)	<p>16 (8 females) partially achieved</p> <p>This low level of clients reaching out is due to the shrinking civic and political space which has led to fear of reporting corruption. With the absence of robust protections guaranteed for whistleblowers and complainants, citizens are bound to be discouraged to report cases of corruption for fear of retribution under the pretext of defamation. This has significantly, if not totally, resulted in loss of public trust in competent institutions or authorities to take action to address corruption cases.</p>
	# of complaints submitted/referred to ACU, CSOs and other law enforcement agencies	6 (2018)	15	<p>Not achieved</p> <p>Only one non-corruption case was referred to a legal firm for further action. The reason for this underachievement is that the reports received by ALAC regarding corruption issues lacked sufficient grounds to be referred further to the anti-corruption agencies. In the reporting year, ALAC received five reports related to corruption.</p>

<p>Output 3.2: Relevant anti-corruption legal and regulatory frameworks drafted, adopted and or amended in partnership with relevant stakeholders and government institutions</p>	<p># of legal and regulatory frameworks on anti-corruption drafted/passed/amended</p>	<p>1</p>	<p>3</p>	<p>Not achieved</p> <p>Despite CSOs’ efforts in pushing for adoption of the access-to-information bill as well as the government leader’s declaration to do so by 2021, the draft law is yet to be passed due to three reasons causing the slow progress, as given by the Ministry of Information, which include Covid 19 pandemic, more stakeholder inputs being still received, and more efforts put into ensuring the law meets national and international standards. CSO Working Group on Access to Information and other relevant CSOs continued to advocate for the adoption. In June 2022, 33 CSOs made a joint statement to urge the prime minister to expedite the process. In response, the prime minister has publicly made another commitment to have the law passed by 2025.</p> <p>On whistle-blower protection, TI Cambodia under the collaboration framework of CSO Working Group on Anti-Corruption carried out an advocacy campaign to promote awareness of whistle-blower protection act. On Whistle Blower Protection Day, TI Cambodia conducted an online quiz with social media users on Facebook to arouse their interest and encourage them to discuss the importance of having a whistle blower protection act.</p> <p>As a member of CSO Working Group on Digital Rights, a network of local and international organisations and UN agencies in Cambodia, we continued to advocate for digital rights and freedom in Cambodia. TI Cambodia has worked with Digital Rights Working Group to address issues and advocate for digital rights and Internet freedom in Cambodia. TI Cambodia last year contributed to the draft and dissemination of a joint statement which aimed 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. Through the advocacy and campaign efforts with CSO Digital Rights Working Group, the implementation of a sub-degree on Internet Gateway, a move that would further jeopardize personal privacy and internet freedom, was put on hold. In addition to the advocacy efforts, the working group has provided a number of capacity trainings to its members on digital rights and security, legislatives</p>
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				concerning digital rights and space and advocacy strategies. The working group is also working on developing its joint strategies.
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	-	-	A training manual on anti-corruption legal framework was developed and published in 2020. The print manuals have been used to distribute to participants during ALAC training and other individuals requested.
	# of trainings provided to university students, CSOs, media and business partners trained by ALAC team	5	12	19 (Achieved) This year, TI Cambodia's ALAC conducted a series of 19 trainings to 381 (of whom 51% are women) youths, civil society organisations (CSOs), and journalists to increase their awareness of corrupt practices and anti-corruption legal and regulatory frameworks.
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	-	60%	76% (achieved) Youth who have been engaged in TI Cambodia activities have shown increased understanding of good governance, transparency, accountability and corruption impacts. According to training pre-tests and post-tests on social accountability and GRPS, democracy and political literacy, good governance and youth empowerment, 76% of them demonstrated increased knowledge after the training. To be gender specific, 77% of 115 female youth, 77% of 125 male youth, 75% of 4 youth from LGBTQ group and 72% of 39 youth with unspecified gender, have demonstrated increased knowledge after the training.
	% 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	-	40%	67% (achieved) TI Cambodia conducted a follow-up survey with 76 core youth who received trainings and participated in TI Cambodia activities in the survey. Of these 76 youths, 67% reported having increased confidence in voicing their concerns to their authorities and engaging in dialogues with policy makers and stakeholders to address issues of their concern.

<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>916 (565 female)</p>	<p>1,327 (Achieved) In this reporting year, 1327 (of whom 823 were women) youth and citizens across the country were engaged in various outreach and awareness-raising activities organised and supported by TI Cambodia, including:</p> <ol style="list-style-type: none"> 1. Young Leadership Programme (organised two times) 2. Provincial youth outreach training (three times in partnership with Politikoffee) 3. Weekly dialogues (17 times in partnership with Politikoffee) 4. Provincial youth forums (3 forums) 5. Youth debate and mock parliament (one) 6. National Youth Day (one) 7. National Anti-Corruption Day (one) 8. Regular capacity building trainings to youth network <p>These key activities aimed at increasing awareness and participation of the public, especially youth and women regarding anti-corruption, good governance and youth/young women empowerment, leadership and involvement in decision-making processes. Some of the activities provided participants with further first-hand learning opportunities such as exposure trips or study visits at international and national state institutions, local CSOs and sub-national public institutions in the country. Additionally, participants were also supported, both technically and financially by TI Cambodia, in their own projects or actions to address relevant issues in their communities or society as a whole.</p>
<p>Output 1.2: Enhanced capacity of youth leaders from CSOs and informal groups on data driven advocacy, digital advocacy and citizen journalism</p>	<p># of youth leaders, CSO members, bloggers trained on digital advocacy and citizen journalism</p>	<p>-</p>	<p>53 (28 female)</p>	<p>210 (140 female) achieved Two trainings on news reporting on social accountability and gender responsive public services were organised in collaboration with partner CamboJa, with total attendance of 41 (of whom 15 were female) participants who are young journalists, citizen journalists, bloggers and media students.</p> <p>In partnership with ActionAid Cambodia, 169 (125 female) focal youth attended a refresher training on Social Media Campaign and Citizen Journalism. With the knowledge and skills gained from the training and</p>

				mentoring support from ActionAid Cambodia, youth were able to produce 125 articles and 121 videos on various issues concerning local governance and public services after receiving training on social media and citizen journalism and youth engagement in GRPS.
	# of videos shared on social media	5	0	<p>22 (Achieved)</p> <p>TI Cambodia continued to promote youth and young women empowerment and leadership on social media platforms. As such, this reporting year, 22 videos were produced and disseminated on the internet.</p> <ul style="list-style-type: none"> • Two videos aiming to inspire women and girls to pursue higher education and to participate in voluntary social work. The videos were produced and published on TI Cambodia's Facebook Page, and met with positive reactions from audience. • 13 videos made by youth were disseminated on social media. These videos were submitted to two video competitions organised by TI Cambodia as part of the strategy to engage youth and the public in raising awareness and inspiring women and girls to take leadership roles. The video competitions called for youth to submit creative video pitches in response to the themes “<i>Women and Girls in Science</i>” and “<i>the Important Role of Women and Girls in Anti-Corruption</i>”. • Seven videos showcasing successful and influential women from different sectors in the society were released and posted on social media.
Output 1.3: Increased public demands for transparency and accountability through partnership with government partner, civil society organisation, youth organisation, youth	# 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: 1) School of Governance and 2) NASLA - Business: 3) Federation of Associations of Small and Medium Enterprise of Cambodia (FASMEC) and 4) One Village One Product (OVOP) - Media: 5) CCIM and 6) Cambodian Journalists Alliance (CamboJa),

networks and informal groups				<ul style="list-style-type: none"> - CSOs: 7) ActionAid Cambodia (AAC) and 8) Advocacy and Policy Institute - Informal Group: 9) Politikoffee
	# of talkshows via social media	-	3	<p>33 (Achieved)</p> <p>To promote discussions among experts, independent analysts, policy makers and relevant stakeholders on social and economic issues, especially in relation to youth participation in accountable in public service delivery, TI Cambodia partnered with CCIM to produce 33 online talkshows in which 69 guest experts with different backgrounds were invited to discuss 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. The talkshows were broadcast live and posted on social media, with around an average of around 18,000 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%	60%	<p>69% achieved</p> <p>Nearly 69% of 112 trained youths who received capacity building from TI Cambodia through Young Leadership Program and Young Journalist Training on Social Accountability and GRPS, applied their knowledge and skill gained from the programmes to address issues within their communities. This 70% developed and successfully implemented their own projects following their participation in the trainings.</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	18	<p>29 (Achieved)</p> <p>A majority of youths who have participated in TI Cambodia's capacity building activities were able to apply their gained knowledge into their own projects. A total of 29 initiatives were developed and successfully carried out by trained youths who after the training formed into groups and took actions to address a wide range of governance and social issues in their communities. Among these youth-led initiatives, 19 (of which 4 were carried forward from 2021 Young Leadership Programme) were resulted from the 2022 Young Leadership Programmes. Three projects were implemented by youth groups that won awards at the youth project exhibition at the National Youth Day forum. Seven others were developed by youth participants of other capacity building trainings and a coaching programme. These 29 youth-led projects</p>

leadership and decision making process				spanned across the country, covering Phnom Penh and 11 provinces and reaching out further to 1573 (921 female) youths and citizens.
	# of young journalist-led initiatives implemented	3	0	This indicator was already achieved in the previous reporting years. However, in this reporting year, we managed to give rise to 8 initiatives which were developed and carried out by trained young journalists as results following the capacity building training on News Reporting on Social Accountability and Gender Responsive Public Service Delivery conducted with young journalists, social media activists and bloggers. These initiatives were in-depth feature articles. The articles were successfully produced and published on social media.
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)	144 (86 female)	47 (35 female) partly achieved Only 47 (of whom 35 are female) core youth were recruited in 2022
	# of youth and citizens attended digital forums	-	0	This indicator was achieved in 2021 in which a 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.
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)	35 (15 female)	33 (achieved) A total of 33 (of whom 13 are women) members continued to sit on the citizen/advisory committees for the five offices of TI Cambodia. They have been playing a crucial role in providing oversight and guidance for TI Cambodia's strategic work at the regional levels in the country. They have also been playing a vital facilitator role between TI Cambodia and local authorities, making it easier for the regional work to be implemented and achieved.

	# of regional staff recruited to manage and implement the activities at their respective province	8 (3 female)	8 (3 female)	8 (achieved) 8 (of whom 5 are women) provincial staff members who have been on board and managing the implementation of TI Cambodia strategic 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	447 (278 female youth)	942 (470 female) achieved Through regional offices' capacity and networking building activities, a total number of 942 (of whom 470 are female) youths were engaged.
	# of trainings/meetings/campaigns coordinated/conducted by five regional offices	19	0	32 achieved 32 trainings were organised by regional offices of TI Cambodia in the five provinces.
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 through increased advocacy from business associations and government dialogue.	# of policies developed and implemented to create a level playing field	0	1	1 Achieved Securities and Exchange Regulator of Cambodia issued a Guideline on Green Bonds following a policy recommendation by Fair Finance Cambodia, of which TI Cambodia is a member, that has been advocating with relevant government counterparts to promote sustainable financing that takes into account on social and environmental impacts, particularly on the well-being of vulnerable groups.
	# of key government entities demonstrate an increased legal compliance and business integrity	0	1	1 Achieved National Bank of Cambodia issued a press release calling for financial institutions to put in places policies that promote green finance and support climate-friendly investment. This was a result of Fair Finance Cambodia's efforts in lobbying the national bank to promote green finance.

Output 1.1: Increased capacity in business associations to advocate for more effective policies.	# 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	0	40 achieved TI Cambodia conducted a survey with 58 FASMEC members who received capacity development training and workshops supported by TI Cambodia. Of these 58 members, 40 members who have female leadership have reported increased compliance with laws and regulations.
	# of reports on issues faced by SME produced	1	0	FASMEC has developed and compiled 31 issues collected from SMEs for advocacy purposes to improve business environment and integrity. FASMEC, CWEA, PACT and TI Cambodia conducted with key government ministries including MEF, MOC and Tax Department to review those concerns and address some of them. As a result of the consultations, some of the recommendations were addressed at the meeting, while others were taken into account by other ministries.
	# of issues recommended in the report solved	0	3	8 achieved Issues that have been addressed and solved: <ol style="list-style-type: none"> 1) Accounting report 2) License and permit 3) Access to Information about investment 4) Difficulties in import and export 5) Lack of financial support 6) Lack of government support 7) Lack of technical support 8) Unclear definition of SMEs
	# of businesses became more legally compliant	0	45	58 achieved TI Cambodia conducted a survey with 58 FASMEC members who received capacity development training and workshops supported by TI Cambodia. All of these surveyed members reported having become legally compliant.

<p>Output 1.2: Increased cooperation with relevant government entities to improve the business operating environment and engage in dialogue with the private sector.</p>	<p># of policies developed from dialogues to improve overall business environment</p>	<p>1</p>	<p>1</p>	<p>Achieved Fair Finance Cambodia (FFC) was established in 2019 as a local member of Fair Finance Asia. FFC is a local coalition of six CSO members including TI Cambodia, that promotes sustainable finance and social and environmental well-being of disadvantaged and vulnerable groups. FFC has been closely engaging with Ministry of Economy and Finance and National Bank of Cambodia to provide input on the Green Finance. Moreover, as part of the joint strategic work, FFC conducted an in-depth study on Green Financing Policy Implementation in Cambodia. The report was launched in early 2022, and the findings and recommendations of the study were shared with Ministry of Economy and Finance, National Bank of Cambodia (NBC) and other relevant stakeholders.</p> <p>As a result, a guideline on green financing was developed and published by Securities and Exchange Regulator of Cambodia (SERC) in October 2022. The guideline is dedicated to the definition and criteria of green bonds, which is what FFC recommended to the government based on the findings of its recent study on Green Financing Policy Implementation in Cambodia. In addition, in a press release, National Bank of Cambodia called for financial institutions to adopt policies that promote green finance to reduce or mitigate social, economic and environmental impacts of climate change. Since its establishment, FFC met regularly with National Bank of Cambodia on a quarterly basis to promote green finance in Cambodia.</p>
<p>Outcome 2: Responsible Business Conduct (RBC) principles, including business integrity, adopted and implemented by Cambodian businesses.</p>	<p># of companies began implementing and demonstrated a strong commitment to RBC, including business integrity, in their operations</p>	<p>0</p>	<p>11</p>	<p>20 Achieved From the same survey with 58 FASMEC members, 20 out of 58 companies reported having adopted responsible business conduct such as being in compliance with tax payment, accurate recording of monthly income and expenditures, accounting standards, and other legal requirements.</p>

Output 2.1: Raised awareness of business integrity and RBC for individual businesses.	# of businesses attended training on RBC principles	0	0	There was no plan in 2022, for this indicator was achieved in 2021.
	# of initiatives formulated by CSOs to promote business integrity within the private sector	0	1	1 (achieved) In efforts to raise awareness of sustainable finance and social and environmental well-being of disadvantaged and vulnerable group, TI Cambodia became part of Fair Finance Cambodia (FFC) as a local member of Fair Finance Asia. FFC is a local coalition of six CSO members including TI Cambodia, that promotes sustainable finance and social and environmental well-being of disadvantaged and vulnerable groups. FFC has been closely engaging with Ministry of Economy and Finance and National Bank of Cambodia to provide input on the Green Finance. Moreover, as part of the joint strategic work, FFC conducted an in-depth study on Green Financing Policy Implementation in Cambodia. The report was launched in early 2022, and the findings and recommendations of the study were shared with Ministry of Economy and Finance, National Bank of Cambodia (NBC) and other relevant stakeholders.
Output 2.2: Startups, young entrepreneurs, media, CSOs, and development partners	# of Businesses began implementing RBC from the early stages of their business	0	11	20 achieved From the same survey with 58 FASMEC members, 20 out of 58 companies reported having adopted responsible business conduct such as being in compliance with tax payments, accurate recording of monthly income and expenditures, accounting standards, and other legal requirements.
	# of media pieces covered RBC	0	0	4 achieved Although this indicator was achieved in 2021, TI Cambodia joint hands with CamboJA partner in 2022 to further promote responsible business conduct through media outlets by organising two trainings for 42 (11 female) young journalists from various media institutions. Following the training, seven articles on responsible business conduct and fiscal issues were covered by them. Four of the articles focusing on business integrity were published on social media platforms of Fresh News, Dap News, CamboJa News and VOD.

	# of CSOs/DPs attended workshop	0	16	13 (partially achieved) 13 representatives from CSOs, Government representatives (MEF, MOWA and NBC), Garment Factory Unions, Entrepreneur to attend the Consultation Workshop on Consultation and Validation Workshop on the Roles and Effectiveness of International Buyers and Financial Institutions in Enhancing ESG Implementation in the Garment Industry in Cambodia
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	4	Not achieved This indicator has not been achieved as the platform is led by Oxfam. There was no progress made by Oxfam to reactivate the platform.
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	3	2 achieved To achieve this outcome, two research reports have been conducted and completed. The reports will be used to advocate for better business integrity and awareness of ESG principles.
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	3	2 Almost achieved 2 research reports are being finalised: <ul style="list-style-type: none"> – Study report on the Implementation of Environmental, Social and Governance (ESG) Principles in the Garment Industry in Cambodia: A Rapid Assessment. – Stakeholder Mapping on Integrating ESG into Regulations for Cambodia’s Capital Market
	# of companies attended workshops	0	60	28 (Partially achieved) 28 business representatives attended a Workshop on Official Launch of Small Package E-Trade for SMEs (SeT4SME).

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		60%	Not Achieved This indicator cannot be measured.
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	24	Not achieved TI Cambodia has engaged with two startup businesses who are interested in adopting CIS. The two companies are now fully set up with required registration and operating licenses and are ready to implement CIS. Ongoing support is being provided by TI Cambodia to the companies.
Outcome 5: Enhanced transparency and accountability in the award of mining sector permits, license and contracts	# of guidelines/policies applied by MME	0	2	Not achieved TI Cambodia is a member of EIGF. Through this platform, TI Cambodia and members provided inputs to the government on mining fund which has not been fully utilised by the government. As a result of our lobbying, mining fund has been encouraged to be applied for by the communes. TI Cambodia also provided input to the development of a Guideline on Mining Fund Procedures. TI Cambodia and CSO partners have been raising awareness among the communities on the mining fund and the procedures to apply for mining fund.
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	0	0	There was no plan in 2022 for this indicator.

	# of policy briefs on revenue collection from mineral licensing is developed and presented to the MME through the EIGF	0	0	No indicator for 2022
	# 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	4 (2 female)	10 (6 female) achieved) TI Cambodia, ANSA and DPA conducted a ToT on Mining Fund Procedure and Proposal for Extractive Mining Area Communities with 37 representatives of commune councillors, community representatives and CBO representatives. 10 community representatives became more aware of mining fund procedures. Kbal Damrei commune council, one of the commune councils attending ToT training, have used their gained knowledge to disseminate with its commune in one of their regular commune council meetings on 21 November 2022. Their commune has been affected by gold mining project).
	# of EIGF meetings for discussion on mining sector conducted	2	4	In principle, EIGF is organised regularly either once or twice a year. However, due to the Covid 9 pandemic, the EIGF could not take place for 2 years. It was only until October 2022 when it resumed its work and held its 9 th EIGF. TI Cambodia BIP Team took part in the 9th EIGF which was attended by 116 participants from MME, mining companies, regulators, CSOs and affected community. The forum discussed updates about mining industry development and transparency and accountability in access to mining fund for local community development, good practices of social and environmental compliances and the experience on the community engagement to promote FPIC (Free, Prior, and Informed Consent) principles.
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	2	<p>3 achieved</p> <p><u>Contribution to Draft Law on Public Procurement 2022</u> TI Cambodia conducted a thorough analysis on the draft law on public procurement upon receipt from Ministry of Economy and Finance. From the analysis, 13 recommendations were submitted and later presented to the ministry. Among recommendations, MEF welcomed 3 inputs which will be incorporated into the draft law.</p> <p><u>Contribution to Budget in Brief</u> As a result of 2022 Citizen Budget developed by TI Cambodia and Budget Working Group on draft budget law 2022, Ministry of Economy and Finance engaged Budget Working Group to provide input on its own Budget in Brief – a longer version of Citizen Budget. Out of 17 input recommendations, 30% were accepted and incorporated in its Budget in Brief.</p> <p><u>Contribution to Draft Law on Public Finance Management System</u> TI Cambodia and Budget Working Group conducted an analysis on the draft law on public finance management system. Consolidated list of input and recommendations was submitted to MEF.</p>
	# of projects/initiatives implemented as a result of TI Cambodia's research studies and products	2	0	<p>There was no plan in 2022, for this indicator was achieved in 2020 and 2021. 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 citizen. In response to this gap, TI Cambodia has made an effort to produce Citizens Budget Booklets of 2021 and 2022 National and Sub-National Budgets in order to simplify budget information into simple illustrations and accessible language for the wider public to increase people's understanding of how national budget that affects their lives and the country's development. Young Budget Tracker for Transparency Programme was also initiated and conducted in 2021 and 2022 with youth groups with an aim to enhance their knowledge of budget and increase their participation in it.</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	0	<p>Even though there was no target plan for this reporting year, the research team continued to provide supports to the programme teams and completed the following:</p> <ul style="list-style-type: none"> • In addition to these projects, TI Cambodia Research Team also provided technical support to programme teams in development of a number of research studies including: • In-depth study on Pathways to Women’s Leadership in the Public Sector in Cambodia • Cambodian Youth Policy Survey (read at https://bit.ly/3ZuYubu) • In-depth study on Beneficial Ownership Transparency in Land and Property Sector • In-depth study on Parliamentary Oversight Assessment (ongoing) • Citizens Budget on Cambodian National Budget 2022 (available in Khmer only at https://bit.ly/3EL6s8o) • Policy brief on Press Council • In partnership with Future Forum, 30 articles by young researchers • Analysis on Cambodian Macro-Economic Framework and Public Finance Policy for Drafting Budget Law 2023 (read at https://bit.ly/3Ybi9Mv) • Analysis on Draft Law on Public Procurement • Analysis on Draft Law on Public Finance System (read at https://bit.ly/3milHiv).
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	10	<p>10 (Achieved)</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 2022, a total of 7 in-house trainings were conducted. The trainings cover various skills and knowledge including: event management, project management, report writing, logframe and MEL, business integrity, money laundering, and understanding cultural differences of indigenous groups. Management team members and relevant technical staff also attended 3 other capacity activities which include International Anti-Corruption Conference, World Justice Forum and a MEL Workshop by Cooperation Committee of Cambodia.</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>There was no plan in 2022 to recruit more members. Currently there are 31 individual members who joined TI Cambodia in 2020. These 31 members who share the same core values were selected by the Board of Directors' Recruitment Committee in accordance with TI Cambodia's Membership Policy.</p>

Goal 1: Public Sector Engagement and Coalition Building Programme

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

Through TI Cambodia supports such as capacity building trainings and reflection meetings organised for One Window Services and Ombudsmen officials in Phnom Penh and seven provinces, it has been observed that a majority of the engaged sub-national public service officials have increased their knowledge and awareness and improved their performance of service duties for their local citizens. Based on an evaluation conducted by TI Cambodia with a sample size of randomly selected trained officials, a number of actions are reported to have been taken by local service providers in efforts to improve local service delivery and work. These reported actions could be categories into 12 key changes as in the following:

1. More dissemination of information on public services being carried out including through leaflets, posters and meetings;
2. Service providers' behaviours have become more refined in delivering services faster to citizens;
3. Increased efforts in encouraging citizen participation such as in council meeting, budget planning and expenditure monitoring;
4. Provisions of services better prioritised for vulnerable groups such as people with disability and ID poor;
5. Improved facility to accommodate people with disability such as equipping a wheelchair ramp;
6. Conducting reflections and seeking feedbacks from citizens for continuous improvement;
7. More open and supportive of women staff bringing babies to work;
8. Encouraging and providing merit-based job promotions to officials who perform well;
9. More attention and mentoring provided to support public servants on transparency, accountability and their duties toward citizens;
10. Prompt interventions and responses taken to address citizens' complaints;
11. Encouraging and facilitating citizens to seek services themselves without support of middlemen;
12. More consultations with senior government officials to address local people's concerns and complaints.

Through the mobile app initiative and consultation workshops, sub-national service providers address 66% of 394 reports submitted from citizens. Mol has requested supports from TI Cambodia and GIZ to develop a manual on complaint investigation for ombudsmen. The manual was successfully developed, published and distributed to all provincial and district ombudsmen offices across the country in August 2022. The manual will serve as a guideline for ombudsmen to improve their ability to handle and address citizens' complaints more effectively. An internal decision on provision of annual awards to the best performed provincial Ombudsmen was also made and approved by the minister of interior. What underlies this decision is the idea of making ombudsmen feel encouraged and rewarded to proactively seek and address citizens' issues – an effort that could lead to improved service delivery.

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

This output has been well achieved. The plan for 2022 was to build capacity of officials at Ministry of Interior (Mol) to become focal trainers in trainings intended for district/commune public service officials (OWS officials) and councils in Phnom Penh and 7 provinces in order to help them perform their duties and roles for citizens more effectively.

In this reporting year, no plan was made to provide further trainings of trainers (ToT) to Mol officials since they already received a ToT in 2020 and 2021. However, these trained Mol officials still needed

to provide capacity building to 186 public service officials based on the 2022 target plan. Under the School of Governance project, a joint intervention between TI Cambodia, ActionAid Cambodia and Ministry of Interior, from actual execution, Mol focal trainers successfully built capacity of 309 sub-national public officials (of whom 74 were women) in six provinces through 10 trainings regarding good governance, accountable and gender responsive public services, and how to effectively perform duties toward citizens. Based on evaluation conducted with a random sample of 71 officials, it revealed that 66% of them have put their knowledge into practice and daily performance of their duties.

TI Cambodia additionally supported Mol in other capacity development activities. For instance, 73 (of whom 28 were women) officials of its Department of Internal Audit were trained on leadership and gender equality. Like last year, this year TI Cambodia continued to support the ministry's reflection meeting and evaluation with its ombudsmen offices across the country. With a joint support from GIZ, the manual on complaint investigation skills for ombudsmen has been completed and published for the ombudsmen as a guide to handling citizens' reports. We organised an overseas study tour to Indonesia for Mol delegation comprising of 12 officials from relevant departments of functions and resources, integrity and governance, and internal audit to learn from experiences and best practices regarding compliant handling in the fellow ASEAN country.

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

Under this output, we aimed to increase public access to complaint reporting/handling mechanisms related to public service delivery, by creating a mobile application, organising public forums and carrying out various youth-involved activities to raise public awareness of One Window Service and Ombudsmen offices.

The mobile application called **Mate Yerng** or in Khmer **មតិយើង** was successfully developed, soft-launched with local service providers and administrations in the 11 target areas in the first semester of 2022, and officially released to the public in July 2022 with relevant stakeholders. Mixed feedback was received from the local service providers when first introduced to the mobile app. Some officials believe that citizens may find it difficult to use the app and that they would make biased, subjective complaints, while many welcome it as an added value to the existing mechanism. As an outreach campaign to promote the new digital complaint reporting mechanism, IEC materials including stickers, posters, and two demo/promo videos were also produced and disseminated to the public, reaching over 246,000 audience on the internet. In addition, quizzes and rewards about the mobile app were also held on social media with 1,700 engagements, reaching 14,000 audience. From the launch in May 2022 to the end of 2022, the mobile app was downloaded 2642 times on Apple Store and Play Store, with 2633 registered users, receiving 81 complaints, 137 inquiries and requests. Of the 81 complaints, 40 (nearly 50%) were addressed, while 62 (45%) inquiries and requests were responded. The number of downloads and usages of the mobile app are expected to keep increasing as more people will be aware through the mobile app promotion and awareness-raising activities which will continue into 2023 under the EU's financial support. The app is available for both iOS and Android devices (download link for iOS: <https://apple.co/3INRmbo>, and for Android: <https://bit.ly/3wL4eBf>). A database management system was developed for the Mol to maintain records of citizens' reports across the country.

As an additional strategic approach to creating more access for citizens to report complaints on public services and relevant issues, TI Cambodia and Mol organised 20 consultation forums between local service providers and users in different districts in Kampong Thom, Kampong Cham, Siem Reap, Ratanakiri, Kampot, Pursat and Prey Veng, collecting 176 citizens' concerns, questions and suggestions regarding public service delivery. The forums were attended by a total of 1,626 citizens (among which 678 were women) who were also made aware of public services provided by One Window Services and

complaint mechanisms such as the mobile app and Ombudsmen which they can access to seek redressing.

Six out of twelve multi-sectoral dialogues were successfully held in Phnom Penh, Prey Veng, Kampong Cham, Ratanakiri and Prey Veng with a total of 633 participants to address challenges and possible solutions to improve the citizen grievance redress mechanisms and coordination between administration offices, ombudsmen and other specialised offices. The reason for this underachievement is mainly attributed to the Covid outbreaks which caused slow, and stagnate at times, development of the mobile app, and thus leading to late implementation. Thanks to the funding and approval from the EU donor – we, however, will be able to complete the remaining dialogues in 2023, in which we foresee more citizens' concerns, collected through the mobile app and other means, will be raised and addressed.

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

Budget Working Group, of which TI Cambodia is a member, has provided a number of recommendations to the government to ensure fiscal transparency. One of those recommendations on Cambodian Macro Economics Framework for 2023 Budget Law was for the government to disseminate and provide a complete draft budget law to people. Following the recommendation, it has been observed that MEF released a full draft budget law for financial management 2023 on its website. MEF also accepted some of the inputs from the joint work of BWG members and TI Cambodia. For example, MEF accepted 5 recommendations from BWG's 2022 Budget in Brief, and three recommendations on a new draft law on public procurement. The other inputs provided to MEF were either considered or turned down with justification

TI Cambodia also carried out many activities of ourselves or in collaboration with relevant partners to raise awareness of accountability and transparency in national and sub-national budget, procurement and other fiscal issues on money laundering, beneficial ownership and tax avoidance. The activities were successfully implemented, leading to the public having better understanding of the issues, mutual trust being fostered between local authorities and residents, and closer relationship built between youth and local authorities.

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

This output has been overachieved. While the output indicator for 2022 targeted only two studies or analysis papers developed and published, six papers were actually achieved from the activity implementation.

In close collaboration with the CSO Budget Working Group (BWG) members, a number of initiatives were carried out together in order to increase more information in the forms of analysis and review papers on fiscal issues including:

1. an analysis on Budget Law 2023 which has been shared with the EU;
2. an analysis on draft Law on Public Financial Management System which has been submitted to the ministry of economy and finance;
3. a review on Public Procurement Legal Framework and Enforcement in Cambodia which has been disseminated to relevant stakeholders and public;
4. an analysis on draft Law on Public Procurement which has been submitted to the ministry of economy and finance. A few recommendations have been accepted by the ministry;
5. a policy paper on Cambodian Macro Economics Framework;
6. development of a Citizen Budget 2022

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

TI Cambodia, as Vice-Chair of the BWG, has continued to actively support the group and coordinate budget transparency works of the members in various forms to ensure the efforts became more synchronised and synergised, and thus achieving better results. The output target for 2022 was to provide an annual capacity development training to the working group. The target was achieved. Even

though the training was not organised by TI Cambodia per se, through good networking and collaboration, BWG members were able to attend a capacity building workshop organised by International Budget Partnership in September 2022. The workshop enabled the members to gain better insight into national and sub-national budgeting processes, Open Budget Survey (OBS) and best practices in other countries regarding budget accountability and transparency.

2022 was a hectic yet productive year for BWG. In addition to the capacity building workshop, meetings were regularly organised among BWG members to discuss joint activity progresses and challenges faced in the group's advocacy for budget transparency and fiscal issues. The last meeting of the reporting year also discussed the new strategic plan 2023-2025 for the group and how its joint endeavours could be further enhanced to make the BWG work more impactful. Prompt coordination on specific or emerging issues were also ensured throughout the year. For example, the group worked together on a number of occasions to analyse, produce and submit to the government joint recommendations related to Cambodian Macro Economics Framework, draft laws on Public Procurement Law and Public Financial Management System. In August, the Ministry of Economy and Finance (MEF) released a relatively elaborated draft version of Law on Public Procurement 2022 which, once adopted, will replace the current version of the procurement law passed in 2011. TI Cambodia and CSOs Budget Working Group, upon receiving a copy of the draft law, analysed and provided inputs to MEF to ensure it will meet an acceptable standard. Out of 13 recommendations provided, 3 have been accepted, and 7 are being considered by MEF. BWG also conducted an analysis on the draft law on Public Financial Management System and submitted its inputs to MEF who later invite BWG to meet and discuss with its senior officials the recommendation points and key concerns including the concentration of fiscal power within the MEF, the lack of oversight institutions to play their roles and the challenges for citizen participation in budget processes. Moreover, a statement with key input positions and recommendations on Cambodian Macro Economics Framework was also made and submitted to the National Assembly and MEF. BWG also provided a capacity building training on budget expenditure analysis and policy brief development skills to 15 officials of the Senate's Department of Budget Research.

The agreed activity plan which was part of the joint strategic plan was also successfully carried out. Like last year, BWG produced a Citizen Budget of national and sectoral budgets for 2022 which is a simplified version of the budget information made in language accessible and readable by the wider public. Citizen Budget 2022 was disseminated in a public budget forum and Young Budget Tracker programme. A national forum on citizen engagement in budget formulation and monitoring on public revenue and expenditure process in post-covid 19 was also successfully organised through the joint efforts of BWG members, engaging over 200 people from the government, development partners, CSOs, educational institutions, communities and youth.

BWG has not only strengthened its capacity but also its budget-related expertise and reputation well recognised by the government. It has also taken in two new associated members, expanding its membership size to 22 local and international organisations.

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

TI Cambodia has carried out a number of activities to provide platforms where youth and young journalists could be engaged in discussions around and participation in addressing fiscal issues including accountability in budget processes, national and sub-national budget, dirty money, beneficial ownership and tax evasion and avoidance. As a result, **274** youths (213 youth and 58 young journalists) were engaged in the following interventions in 2022.

Building up on the success of previous years' implementation, in 2022 TI Cambodia engaged **29 youths** (of whom 17 were women, 1 with disability and 1 from LGBTQI group) from Phnom Penh, Siem Reap, Battambang, Banteay Meanchey and Kampong Chhnang provinces in a one-week training on "Young

Budget Tracker for Transparency” from 29 September to 04 October 2022 in Siem Reap, with a purpose of increasing budget literacy, promoting civic participation in budget processes, and raising awareness of budget transparency and accountability. The participants were specifically coached on fiscal policies, national and sub-national revenue and citizen budget. They were provided with a chance to learn first-hand about commune budget formulation and expenditure from three commune councils within Siem Reap province. The training received positive feedback from the participants and achieved its objective with 71% of the youths demonstrating increased knowledge after the training based on pre- and post-tests.

To further promote discussions among youths on Budget Accountability and Public Service Delivery, we organised a youth debate competition in which **80 youths** (of whom 52 are female) participated. These 80 youths made up 20 groups, with each group consisting of 4 members. The competition comprised multi-rounds of elimination which all the youth groups had to go through until only four groups remaining as winners. The competition enabled youth to gain better knowledge on accountable public service delivery and budget accountability as they had to do comprehensive review and research on pre-assigned topics for their debate.

In cooperation with CSO Budget Working Group, a National Forum on Civic Engagement in Budget Formulation and Monitoring Public Revenue and Expenditure in Post Covid 19, was successfully organised with over 200 participants. Among these participants, **70** (of whom 38 are female) were youths.

In partnership with Politikoffee, a weekly dialogue was conducted to stimulate discussions specifically around dirty money/money laundering and its impacts to the country. **34** youth participants (of whom 15 are women) actively participated in the discussion as the topic appeared pretty new to them.

TI Cambodia and CamboJa conducted a training on National Budget Reporting to **19** (3 female) journalists who learned national budget processes, relevant legal framework and reporting tips on the transparency and accountability aspects of national and sub-national budget expenditure.

Synergising with TI Cambodia BIP and in collaboration with partner CamboJa, two trainings on investigative reporting focusing on business integrity and fiscal issues such as money laundering, beneficial ownership and tax avoidance were also conducted with a total of **42** (11 female) journalist participants.

Furthermore, aiming to raise awareness on social media and engage social media users in discussions around fiscal issues particularly on money laundering, tax haven and beneficial ownership, three animation videos are being produced and will be published on social media to draw attention and stimulate conversations among social media users.

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

To accomplish this output, we planned to engage both relevant local authorities and local residents in the discussions, participation and monitoring of the budget processes at the sub-national levels. The reporting year targeted at least 101 local authorities, 585 local residents and 18 meetings/forums held.

As reported earlier in the output above, last year TI Cambodia provided three trainings on commune procurement and budget accountability to three commune councils (19 council members in total) and youth groups in Siem Reap and Battambang. This year, another commune council (3 council members) in Siem Reap received the capacity building training, following which, in 2022, they played a key facilitator role together with TI Cambodia in organising four public forums in their respective communes. A total of 493 citizens and youth (of whom 224 were women) attended the forums which aimed at stimulating frank and open discussions on local development, budget and procurement

between local people and councils. The forums led to increased local awareness and citizen participation in commune development and responsive local service delivery. In addition to the forums, the youths who received the capacity building training with councillors also started to attend commune meetings more often to support their communities in bringing citizens' concerns to their council and at the same time monitor the status of those concerns being addressed. 15 regular commune meetings were attended by them.

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

Rather than having OGP as a separate working group, many key local CSO working groups including Digital Rights, Anti-corruption, Access to Information, and Budget Transparency are now synergised, meaning that all working groups will meet to discuss their respective issues on the same day.

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

TI Cambodia's [Advocacy and Legal Advice Centre \(ALAC\)](#) continued to implement awareness raising and outreach activities, reaching over 300 people and youths, around 50% 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 19 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 2022. Potential lack of trust 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 anti-corruption 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.

On legal framework advocacy, ALAC continued to work in relevant CSO working groups including Anti-Corruption and Access to Information, Digital Rights working groups to promote public awareness of anti-corruption, access to information, freedom of expression, and internet rights. A number of notable accomplishments have been achieved, particularly on advocating for the government to consider CSO inputs on relevant draft and existing laws and regulations.

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

16 clients contracted Advocacy and Legal Advice Centre (ALAC) of TI Cambodia in 2022. This low level of clients reaching out is due to the shrinking civic and political space which has led to fear of reporting corruption. The absence of robust protections guaranteed for whistleblowers and complainants is also another factor.

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

To increase public awareness of anti-corruption, TI Cambodia joint the celebration of International and National Anti-corruption Day by organising a full-day forum on 08 December 2022 in Phnom Penh in which 193 people from 26 institutions with diverse backgrounds including the government (from MEF, MoEYS and MoC), non-governmental organisations, diplomats, analysts, researchers, unions, private sector, journalists, CBOs, youth groups, LGBTQI+ group and other vulnerable groups attended. The event brought together relevant stakeholders to deeply discuss corruption mainly regarding most pressing corruption issues, their impacts and solutions. The event consisted of activities including plenary sessions, three series of workshops, and 10 short videos showcasing activism to promote the

importance of whistleblower protection, youth role in anti-corruption and collective action against corruption. The participants pledged their anti-corruption commitment by writing it down and leaving their hand marks symbolic of their commitment on a photo prop. At the end of the event, TI Cambodia, CSO anti-corruption working group and its partners developed a joint paper of the issue and recommendations collected from plenary sessions and workshops. TI Cambodia was also invited by the government's Anti-Corruption Unit to join its celebration on national anti-corruption day this reporting year.

Despite the government leader's pledge to have access to information bill adopted by 2021, the draft law has yet to be passed. As the Ministry of Information indicated, such slow progress was caused by three main reasons which include Covid 19 pandemic, stakeholder inputs being still received, and more efforts being put into ensuring the law will meet national and international standards. TI Cambodia and CSO Working Group on Access to Information (A2I Working Group) has been advocating the government to speed up the process. A number of campaigns were carried out throughout the reporting year in increase public demand for the law. The activities ranged from producing and disseminating IEC awareness-raising materials such as posters and videos on the importance of the law to organising five video competitions. The group has met with relevant government counterparts such as the information ministry and national assembly to lobby for adoption of A2I law. In June 2022, led by the CSO A2I Working Group, 33 CSOs came together to issue a joint statement urging the prime minister to expedite the process. As what may be an indirect response, the prime minister has publicly made another commitment to have the law passed by 2025. In 28 September, CSO A2I Working Group celebrated International Day for Universal Access to Information with 149 participants including commission of the national assembly, government officials from ministry of information, development partners, budget working group members, and local authorities. The forum aimed to raise aware on the significance of information for transparency and in democratic society. It was also a joint CSO attempt to push for adoption of the law on access to information. Additionally, on 16-17 October 2022, the working group joined Cambodian People Forum to host a workshop on Digital Rights, Freedom of Expression on the Internet, and Related Legal Framework on Digital Security. A joint statement endorsed by 424 people from diverse backgrounds (farmers, trade unions, indigenous people, and workers from informal economy, land dispute victims, people with disability, LGBTQ+ and NGO representatives from a total of 19 provinces) was issued with the purpose to demand for adoption of A2I law.

TI Cambodia with key CSOs formed a CSO Working Group on Anti-Corruption in back 2021, and the group started to officially function from mid 2022 after a couple meetings held to set up and formalise the group. Under the collaboration framework, the working group carried out an advocacy campaign to promote awareness of anti-corruption especially whistle-blower protection. On Whistle Blower Protection Day, TI Cambodia and the group conducted an online quiz with social media users on Facebook to arouse their interest and encourage them to discuss the importance of having a whistle blower protection act. Between September and October 2022, TI Cambodia ran a video competition on the importance of whistleblower protection. 37 participants lawyer, journalists and youth participated and submitted their short videos. Six videos were selected. Top three videos were graded by the three independent judges with legal, media and video production backgrounds, respectively. The top three videos were displayed in the national anti-corruption day forum 2022. The participants who had thought that whistleblowers were a role only for news reporters and journalists, have expressed their increased awareness and agreed on the need for whistleblower protection act, following their participation in the competition.

TI Cambodia was part of the organising committee of Cambodia People Forum (CPF) 2022 co-organised by 21 Cambodian organisations, associations and trade unions. The two-day forum was attended by 428 participants (of whom 179 are women) who are farmers, workers, Indigenous people, people with disabilities, older peoples, LGBTQI group, unions and NGO staff from 19 provinces/cities across

Cambodia. The forum focused on five themes: 1) Human rights, Peace, Security, and civic space, Authoritarianism in Cambodia; 2) Business, environment, and food security; 3) Innovation, New and Emerging Technologies, Digital Rights, and Online Scam in Cambodia; 4) Strengthening People's Movements in Cambodia and Empowerment of Marginalized Groups, and 5) Life with Dignity: Social Protection, Decent Work, safe migration, and Healthcare for All in the Post COVID-19 Recovery. In the forum, TI Cambodia contributed to hosting a workshop on anti-corruption and business integrity in line with theme number 2, while CSO Working Groups on Access to Information and Digital Rights hosted two workshops in line with theme number 3. At the end of the event all participants produced a joint statement with recommendations for the government to address key issues under each theme.

Through the advocacy and campaign efforts of CSO Digital Rights Working Group, a network of local and international organizations and UN agencies in Cambodia working to protect digital space and internet freedom in the country, in which TI Cambodia is a core member, the implementation of a sub-degree on Internet Gateway, a move that would further jeopardize personal privacy and internet freedom, was put on hold. In addition to the advocacy efforts, the working group has provided a number of capacity trainings to its members on digital rights and security, legislatives concerning digital rights and space and advocacy strategies. The working group is also working on developing its joint strategies.

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

This year, TI Cambodia's ALAC successfully completed a series of 19 trainings, exceeding the plan by 5 trainings. The trainings were provided to 381 (of whom 51% were women) youths, civil society organisations (CSOs), and journalists. The trainings aimed at providing knowledge to local youth, NGO staff and journalists who live and work in communities, so that they can use their legal knowledge to fight corruption, share their knowledge to their workplaces and or communities, and speak up or take action against corruption. Only 14% of 116 participants who did pre-tests before the training, received 50 scores and above; however, after the training, 88% of 110 participants received 50 scores and above on post-tests. This indicates their increased knowledge of the subjects from the training.

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

Youth who have been engaged in TI Cambodia activities have shown increased knowledge and understanding of good governance, transparency, accountability and corruption impacts. According to training pre-tests and post-tests on social accountability and GRPS, democracy and political literacy, good governance and youth empowerment, 76% of them demonstrated increased knowledge after the training. To be gender specific, 77% of 115 female youth, 77% of 125 male youth, 75% of 4 youth from LGBTQ group and 72% of 39 youth with unspecified gender, have demonstrated increased knowledge after the training.

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

To realise the above outcome, reaching out to youths and citizens from across the country and build their capacity is prerequisite. In 2022, we planned to engage as many as 916 citizens and youths, and the plan was well achieved as 1327 (of whom 823 were female) youth and citizens were engaged in many outreach and awareness-raising activities organised and supported by TI Cambodia, including:

1. Young Leadership Programme (YLP)

This flagship programme of TI Cambodia has proved to be a successful approach to building high competency of youths. In the reporting year, the programme was conducted two times, but with different methods, engaging a total of 71 youths (of whom 54 are female). The first

one was a five-day intensive training, conducting with the supports from various guest trainers, from 11 to 15 June, with 56 youths (of whom 46 are female, and 1 from LGBTQI group) from Phnom Penh and nine provinces including Siem Reap, Kampong Thom, Uddar Meanchey, Kampot, Koh Kong, Pursat, Ratanakiri, Kampong Cham and Prey Veng. 69% of the participants reported having increased their knowledge on the various subjects covered in the training. As compared with the first YLP which adopted classroom-style techniques including presentations, discussions and roleplaying, the second YLP took a different approach as it focused on mentoring 15 youths (of whom 8 are female), shaping them to become future leaders with integrity, accountability, well-rounded knowledge, good decision-making and other principles of a good leader. The training ran on a weekly basis for seven months (April to October), led by a well-versed, experienced consulting coach, Mr Ok Serei Sopheak who is well recognised among both the government and CSO sectors. Both programmes covered various topics and issues including youth empowerment, leadership and participation in social issues and political processes, good governance, democracy, and critical thinking skills. As results of these two trainings, youth participants have demonstrated their enhanced capacity through development and implementation of their own initiatives (details of these initiatives are discussed in Output 2.1 below).

2. Provincial youth outreach training

In partnership with Politikoffee, three youth outreach trainings were conducted in Siem Reap and Battambang, engaging **a total of 67 young participants** (of whom 43 are female youths). The first training was conducted in Siem Reap from 05 to 06 February with 24 (of whom 15 are female) to increase their understanding of the importance of youth and civic engagement as well as providing them with soft skills such as to use ICT tools (internet, email and digital communication channels) and employment readiness advice. The second youth outreach training was organised in Battambang province from 07 to 08 May with 20 youths (of whom 14 are female), aimed at building their soft skills as well as engaging them in discussion on Democracy in Cambodia. The last training took place again in Siem Reap from 17 to 18 September, with 23 youth (of whom 14 are female), focusing on youth participation in political processes, in addition to enhancing their soft skills on ICT tools and job readiness.

3. Weekly dialogues

In cooperation with Politikoffee, 17 youth dialogues were organised, engaging 388 youths (of whom 142 are female youth). The dialogues were conducted via Zoom between guest experts with interested participants. Each dialogue covered a different and specific topic or issue, making it possible for an extensive list of subjects to be discussed, ranging from climate change; economy, trade and fiscal issues; good governance; democracy; rule of law, politics and youth participation as well as key events happening in the ASEAN region and around the globe.

4. Youth forum

The provincial youth forums in 2022 were successfully conducted as planned on 24, 26 and 28 October 2022 in Siem Reap, Pailin, and Kampong Chhnang, respectively. The theme and discussions in each forum were framed into different topics based on the main issues happening in their community/province per recommendations from TI Cambodia's regional staff and Advisory Committees. The forum in Siem Reap discussed the theme "The challenges faced by women and youth in freedom of speech and how to address it" whereas the forums in Pailin and Kampong Chhnang discussed on "women and youth's preparation in becoming leaders in the 21st century". The forums attracted significant number of participants: 186 (127 F) in Siem Reap forum, 137 (86 F) in Pailin, 152 (113 F) in Kampong Chhnang. Feedback was also collected from the participants and summarised as follows:

- The forums provided a very good platform for youth especially young women to express their voices and concerns regarding social issues and youth development
- Through these forums, participants could gain knowledge on the topics including leadership skill, women empowerment, public speaking, and freedom of expression
- The contents were interesting and participants wish to participate in future events with more new topics.

5. Youth debate and mock parliament

20 youth groups consisting of 80 (52 female) youths participated in a youth debate competition on GRPS and Budget Accountability. The debate competition comprised of audition, elimination round, quarter-final, semi-final and final round, running from January (announcement) to April (final elimination round). Before the audition round began, a two-day orientation was conducted for the youth participants to brief them on the programme objective, debate rules and guidelines, and expert guest-speakers were also invited to share knowledge on the theme of the debate. The final round was concluded on 09 April with four winning teams.

From 4 to 18 December 2022, TI Cambodia in collaboration with ActionAid Cambodia (AAC), Advocacy and Policy Institute (API), Cambodian Center for Human Rights (CCHR), Cambodian Center for Independent Media (CCIM), and Politikoffee organized a Model Youth National Assembly Plenary Session (MYNAPS) on the theme “Discussion and Adoption of Draft Law on Access to Information” with 94 university students, of whom 43 were females. The program aimed to (1). provide women and youth a platform to discuss, debate, and learn about the draft law on access to information, (2). provide women and youth with an opportunity to learn the roles and responsibilities of lawmakers and the importance of the National Assembly in a democratic society, and (3). provide women and youth with an inclusive platform to learn and understand the procedures for formulating laws and national public policies. The program was conducted into a series of the event – orientation day, training day, rehearsal day, and plenary session day.

6. National Youth Day

In celebration of the international and national youth day, TI Cambodia in collaboration with Gender and Development for Cambodia, Diakonia, Cambodian Center for Independent Media, Cambodian Living Art and ActionAid Cambodia organised a full day National Youth Forum on August 10, 2022 in Phnom Penh with a total of 131 participants (86 females, 5 LGBTIQ, 1 person with disability) from Phnom Penh and some provinces. The forum aims at providing an opportunity and platform for youth to discuss and debate policy issues, priorities and recommended solutions as well as to connect youth with relevant stakeholders, particularly policy makers, by giving them a space to interact and exchange views. The forum had brought together key policy makers and guest-speakers including representatives from Ministry of Education, Youth and Sport, Ministry of Health, Ministry of Labour and Vocational Training, Ministry of Women's Affairs, National Committee for Sub-National Democratic Development, private businesses, CSOs and active youths who shared their experience and expertise from civic engagement to education and career, mental health, women and technology, and environmental issues. In the forum, there was also an exhibition showcasing 20 youth groups' projects, of which three were voted by the participants as the top best. These three youth groups were awarded with a small grant each to further implement their projects (details are described in Output 2.1 below).

7. National Anti-Corruption Day

As reported in earlier in Output 3.2 of Goal 1, TI Cambodia joint the celebration of International and National Anti-corruption Day by organising a full-day forum on 08

December 2022 in Phnom Penh with 193 people from 26 institutions including the government (from MEF, MoEYS and MoC), non-governmental organisations, diplomats, analysts, researchers, unions, private sector, journalists, CBOs, youth groups, LGBTQI+ group and other vulnerable groups attended. The event brought together relevant stakeholders to deeply discuss corruption mainly regarding most pressing corruption issues, their impacts and solutions. The event consisted of activities including plenary sessions, three series of workshops, and 10 short videos showcasing activism to promote the importance of whistleblower protection, youth role in anti-corruption and collective action against corruption. The participants pledged their anti-corruption commitment by writing it down and leaving their hand marks symbolic of their commitment on a photo prop. At the end of the event, TI Cambodia, CSO anti-corruption working group and its partners developed a joint paper of the issues and recommendations collected from plenary sessions and workshops. TI Cambodia was also invited by the government's Anti-Corruption Unit to join its celebration on national anti-corruption day this reporting year.

8. Capacity building trainings for youth network in provinces

Capacity of the youth network across different provinces continued to be built and enhanced through trainings on corruption issues, transparency, accountability and good governance. Throughout the year, 344 youths (55% of which were women) received capacity-building trainings. In addition, youth groups developed and successfully carried out 10 initiative projects of their own, aiming at promoting awareness of various subjects including local governance, administration, service delivery, gender, village safety and environment. The initiatives further engaged 713 youths and citizens

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

Under this output, we tapped into the expertise of our media partner CamboJa and ActionAid Cambodia in order to enhance capacity for youths on data driven/digital advocacy and citizen journalism. A total of 210 (140 female) youth increased their capacity after participating in trainings organised in collaboration with partner CamboJa and ActionAid Cambodia. With the knowledge and skills gained from the training and mentoring support, youth were able to implement 8 initiatives and produce 125 articles and 121 videos on various issues concerning local governance and public services after receiving training on social media and citizen journalism and youth engagement in GRPS.

TI Cambodia continued to promote youth and young women empowerment and leadership on social media platforms. As such, this reporting year, 22 videos were produced and disseminated on the internet.

- **Two videos** aiming to inspire women and girls to pursue higher education and to participate in voluntary social work. The videos were produced and published on TI Cambodia's Facebook Page, and met with positive reactions from audience.
- **13 videos made by youth** were disseminated on social media. These videos were submitted to two video competitions organised by TI Cambodia as part of the strategy to engage youth and the public in raising awareness and inspiring women and girls to take leadership roles. The video competitions called for youth to submit creative video pitches in response to the themes "*Women and Girls in Science*" and "*the Important Role of Women and Girls in Anti-Corruption*".
- **Seven videos** showcasing successful and influential women from different sectors in the society were released and posted on social media.

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 close partnerships with 1) Department of Functions and Resources of Ministry of Interior on the School of Governance Project, 2) National School of Local Administration to support the strengthening of competency and implementation of sub-national administration after COVID-19 pandemic, 3) ActionAid Cambodia on empowering youth and young women in gender responsive public service delivery and decision-making processes, 4) Advocacy and Policy Institute on promoting procurement transparency, 5) Federation of Associations for SMEs of Cambodia (FASMEC) on building capacity of SME businesses on compliance and promoting business integrity, 6) One Village One Product (OVOP) on promoting responsible business conduct, 7) Politikoffee on promoting civic education and youth participation in social issues and political processes, 8) Cambodian Journalists Alliance Association (CamboJA) on providing media skills trainings to young journalists and aspiring youths, 9) Cambodian Center for Independent Media (CCIM) on producing talkshows related to good governance, democracy, youth leadership and empowerment and other political and social issues.

Under the School of Governance project with Department of Functions and Resources of Mol, capacities of more than 300 public service officials including from One Window Service Office/Unit and Ombudsmen in Phnom Penh and seven provinces were enhanced in 2022. We additionally supported the organisation of the reflection and evaluation among provincial and district ombudsmen to capture their progresses, issues and challenges. A study tour to Indonesia was also arranged for the Mol staff to learn from Indonesia's best practices regarding Ombudsmen work and public service delivery. An innovative citizen reporting mechanism in a form of a mobile application was also developed and launched. The mobile application has served 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. Since its launch, 81 complaints and 137 questions and requests were submitted, and nearly 50% has been addressed. Consultation workshops were held as an alternative means to improve public service delivery through collecting feedback from local service users.

National School of Local Administration (NASLA) of Ministry of Interior is in charge of building capacity of civil servants, sub-national administrations, and other stakeholders as well as conducting research on governance, local development, enhancement of local autonomy and management of sub-national administration. With our interest aligned, TI Cambodia supported NASLA on 1) collection and development of policy briefs, 2) research in sub-national administration (SNA) and the fight against Covid 19, and 3) development of a case study on the ordering of Siem Reap River. Even though the cooperation started amidst the reporting year, much progress on the support has been made. The collection and development of policy briefs regarding competency framework for SNA's civil servants after the COVID-19 pandemic has been almost completed. The research on SNA and the Fight Against Covid 19 has been drafted and will be finalised with more data and input from relevant stakeholders early next year. As for the third component of the support, due to the slow response from Siem Reap provincial administration, the case study is still a work in progress.

With the **ActionAid Cambodia (AAC) and its subgrants**, we continued to strengthen capacity of focal youth groups across five provinces (Kampot, Koh Kong, Kampong Thom, Pursat and Oddor Meanchey) to promote effective public service delivery, notably one that is responsive to gender. These youth groups are complementary to TI Cambodia's focal youths who have been promoting gender responsive public service delivery in other five provinces. In 2022, focal youth groups of AAC and its partners continued to receive training and coaching to increase their knowledge and develop their skills. As concrete evidence of their enhanced capacity, they were able to successfully gather actual issues in their communities through their workshops with citizens to collect the issues and with local authorities to confirm these issues. With the list of verified issues, they brought together local authorities, service providers and local residents in 20 communes of the five provinces in 10 public forums organised by themselves with financial and some technical supports from AAC and partners. The forums served as a platform for both duty bearers and service users to discuss and address the identified issues. These focal youths, furthermore, produced 121 videos and 125 articles. In partnership with Advocacy and

Policy Institute (API), we worked to promote transparency in public procurement. A comprehensive review on public procurement legal framework and its enforcement were conducted, with input from experts from UNICEF and NGO Forum as well as relevant ministries including Anti-Corruption Unit, Ministry of Education, Youth and Sports, and Ministry of Interior. Findings and recommendations of the study were submitted to Ministry of Economy and Finance, in addition to the inputs on a new draft law on Public Procurement 2022. MEF also invited API, TI Cambodia and relevant Budget Working Group members to meet, present in details and discuss those recommendations. A few of the recommendations on the new draft law on Public Procurement 2022 were well taken and would be reflected in the draft law.

With **FASMEC**, SME businesses have enhanced their understanding of business integrity. Businesses were also supported to become legal compliant through our engagement in and support to policy dialogues with relevant government institutions.

To promote discussions on social and economic issues, especially in relation to youth participation in accountable in public service delivery, TI Cambodia partnered **with CCIM** to produce 33 online talkshows in which 69 guest experts from different professions and backgrounds such as commune council members, government officials, NGO staff, university students, expert and analyst, activists, street vendors, unionists, and member of political parties, were invited to discuss 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. The talkshows were broadcast live and posted on social media, with an average of around 18,000 views per show. The total numbers of views and engagement for these talkshows combined reached 600,000 and 20,000, respectively, excluding those of the short video clips of quotes from guest speakers that have additionally reached a total of 370,000 views and 60,000 engagements.

Through a sub-grant to **CamboJA**, young professional journalists and aspiring youths were trained on news reporting specifically on social accountability and gender responsive public service, and they afterwards formulated 8 projects to address specific issues on public services. TI Cambodia and CamboJa also provided training on investigative reporting on corruption and fiscal issues to journalists.

Through a sub-grant to **Politikoffee**, 23 weekly dialogues were organised to stimulate dialogues between youth and key representatives from CSO, thinktank and academia, media, development partners, and policy makers. 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, 18 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 60% 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 reporting year, **70%** of 112 trained youths who received capacity building from TI Cambodia through Young Leadership Program and Young Journalist Training on Social Accountability and GRPS, applied their knowledge and skill gained from the programmes to address issues within their communities. This 70% developed and successfully implemented their own projects following their participation in the trainings.

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

A majority of youths who have participated in TI Cambodia's capacity building activities were able to apply their gained knowledge onto their own projects to address a wide range of governance and social issues in their communities. This reporting year saw a higher level of actions taken by youth as compared to the target plan. With support from TI Cambodia, **29** initiatives were developed and successfully carried out by trained youths, and with support from TI Cambodia and CamboJa partner, **15 more** were formulated and implemented by young journalists.

Among these 29 youth-led initiatives, 19 (of which 4 were carried forward from 2021 Young Leadership Programme) were resulted from the 2022 Young Leadership Programme. These 19 projects were successfully implemented, raising awareness of local youths and citizens on various topics including gender responsive public service delivery, mobile app Mate Yerng, domestic violence, early marriage, child abuse and such. Three projects were from youth groups who won awards at the project exhibition at the National Youth Day forum 2022. These projects focused on technology and robotic, arts and mental health, and code for girls. Other seven initiatives were developed by youth participants of other capacity building trainings in different provinces. The initiatives raised youth and local awareness of various issues such as local governance, administration, service delivery, gender, village safety and environment. These 29 youth-led projects covered Phnom Penh and 11 provinces, engaging over one thousand youth and citizens.

Of the 15 young-journalist led projects, 8 projects were successfully implemented, following the capacity building training on News Reporting on Social Accountability and Gender Responsive Public Service Delivery. These projects entailed writing a feature article covering social accountability and gender responsive public service delivery. The articles were also published on social media. 7 other initiatives involving written feature articles were also implemented by journalists who attended training on Investigative Reporting on Corruption and Fiscal Issues provided by TI Cambodia and CamboJa partner.

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

As reported in earlier in Output 3.2 of Goal 1, TI Cambodia joint the celebration of International and National Anti-corruption Day by organising a full-day forum on 08 December 2022 in Phnom Penh with 193 people from 26 institutions including the government (from MEF, MoEYS and MoC), non-governmental organisations, diplomats, analysts, researchers, unions, private sector, journalists, CBOs, youth groups, LGBTQI+ group and other vulnerable groups attended. The event brought together relevant stakeholders to deeply discuss corruption mainly regarding most pressing corruption issues, their impacts and solutions. The event consisted of activities including plenary sessions, three series of workshops, and 10 short videos showcasing activism to promote the importance of whistleblower protection, youth role in anti-corruption and collective action against corruption. The participants pledged their anti-corruption commitment by writing it down and leaving their hand marks symbolic of their commitment on a photo prop. At the end of the event, TI Cambodia, CSO anti-corruption working group and its partners developed a joint paper of the issues and recommendations collected from plenary sessions and workshops. TI Cambodia was also invited by the government's Anti-Corruption Unit to join its celebration on national anti-corruption day this reporting year.

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 33 (of whom 13 are women) members continued to sit on the citizen committees in 2022. 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 (5 of whom are women) at the regional offices in Battambang, Kampong Speu, Prey Veng, Siem Reap and Ratanakiri provinces. The regional staff's capacity also kept enhancing 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, continued to enhance their capacity through regional offices' capacity and networking building activities. A total number of 942 (of whom 470 are female) youths were engaged, as a result.

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 aimed to contribute to at least one policy aimed at creating an enabling, level playing field for business, being developed and implemented in 2022. During the reporting year, the indicator of this outcome has been achieved. Following BIP intervention through Fair Finance Cambodia, Securities and Exchange Regulator of Cambodia (SERC) issued a Guideline on Green Bonds. Fair Finance Cambodia has been engaged with relevant government to promote green finance. Following a policy recommendation by Fair Finance Cambodia, the guideline was developed by SERC to promote green finance.

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 FASMEC to promote business integrity and compliance among SMEs. Following the trainings and workshops organised in joint collaboration with FASMEC to its members, SMEs have enhanced their knowledge and become more compliant. Based on a survey carried out with 58 FASMEC members who attended workshops and received trainings, all of the members surveyed reported that their business had become more compliant with the laws, while 40 of the 58 members were female business owners. TI Cambodia and FASMEC has also developed and compiled 31 issues collected from SMEs for advocacy purposes to improve business environment. FASMEC, CWEA, PACT and TI Cambodia conducted with key government ministries including MEF, MOC and Tax Department to review those concerns and address some of them. As a result of the consultations, some of the recommendations were addressed at the meeting, while others were taken into account by other ministries. 8 out of the 31 issues have been solved.

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

Fair Finance Cambodia (FFC) was established in 2019 as a local member of Fair Finance Asia. FFC is a local coalition of six CSO members including TI Cambodia, that promotes sustainable finance and social and environmental well-being of disadvantaged and vulnerable groups. FFC has been closely engaging with Ministry of Economy and Finance and National Bank of Cambodia to provide input on the Green Finance. Moreover, as part of the joint strategic work, FFC conducted an in-depth study on Green Financing Policy Implementation in Cambodia. The report was launched in early 2022, and the findings and recommendations of the study were shared with Ministry of Economy and Finance, National Bank of Cambodia (NBC) and other relevant stakeholders.

As a result, a guideline on green financing was developed and published by Securities and Exchange Regulator of Cambodia (SERC) in October 2022. The guideline is dedicated to the definition and criteria of green bonds, which is what FFC recommended to the government based on the findings of its recent study on Green Financing Policy Implementation in Cambodia. In addition, in a press release, National

Bank of Cambodia called for financial institutions to adopt policies that promote green finance to reduce or mitigate social, economic and environmental impacts of climate change. Since its establishment, FFC met regularly with National Bank of Cambodia on a quarterly basis to promote green finance in Cambodia.

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

In this reporting year, TI Cambodia aimed for 11 companies or businesses that would implement Responsible Business Conduct. Following TI Cambodia supports to capacity building to FASMEC members, 20 SME members of FASMEC have reported having adopted responsible business conduct such as being in compliance with tax payment, accurate recording of monthly income and expenditures, accounting standards, and other legal requirements.

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

In efforts to raise awareness of sustainable finance and social and environmental well-being of disadvantaged and vulnerable group, TI Cambodia became part of Fair Finance Cambodia (FFC) as a local member of Fair Finance Asia. FFC is a local coalition of six CSO members including TI Cambodia, that promotes sustainable finance and social and environmental well-being of disadvantaged and vulnerable groups. FFC has been closely engaging with Ministry of Economy and Finance and National Bank of Cambodia to provide input on the Green Finance. Moreover, as part of the joint strategic work, FFC conducted an in-depth study on Green Financing Policy Implementation in Cambodia. The report was launched in early 2022, and the findings and recommendations of the study were shared with Ministry of Economy and Finance, National Bank of Cambodia (NBC) and other relevant stakeholders

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

From the same survey with 58 FASMEC members, 20 out of 58 companies reported having adopted responsible business conduct such as being in compliance with tax payments, accurate recording of monthly income and expenditures, accounting standards, and other legal requirements. As part of promoting responsible business, TI Cambodia also engaged 13 representatives from CSOs, Government representatives (MEF, MOWA and NBC), Garment Factory Unions, Entrepreneur to attend a Consultation and Validation Workshop on the Roles and Effectiveness of International Buyers and Financial Institutions in Enhancing Environmental, Social and Governance Implementation in the Garment Industry in Cambodia. This study aims to advocate international buyers and financial institutions to adopt policies that promote ESG in their businesses or investments. TI Cambodia joint hands with CamboJA partner in 2022 to further promote responsible business conduct through media outlets by organising two trainings for young journalists from various media institutions. Following the training, seven articles on responsible business conduct and fiscal issues were covered by them. Four of the articles focusing on business integrity were published on social media platforms of Fresh News, Dap News, CamboJA News and VOD.

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

This output was not achieved, for it depended on the efforts of Oxfam who leads and drives the platform. In the reporting, there was no activity carried out by Oxfam due to being understaffed.

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.

Increased research evidence has been achieved. In the reporting year, two research reports aimed at promoting adoption of ESG principles in private sector have been conducted and completed. However, advocacy has not been conducted yet. The reports will be used to advocate for better business integrity and awareness of ESG principles.

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

TI Cambodia has conducted two research reports including:

- Study report on the Implementation of Environmental, Social and Governance (ESG) Principles in the Garment Industry in Cambodia: A Rapid Assessment.
- Stakeholder Mapping on Integrating ESG into Regulations for Cambodia's Capital Market

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

This outcome could not be measured as of now since two companies only started to re-engage with TI Cambodia for support to help them implement Corporate Integrity System. These two companies have been interested in the CIS implementation and in talk with TI Cambodia about their intention. However, since they were new startups, they had to set themselves up and obtain relevant operating licenses before they could implement CIS.

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

In this reporting year, two companies have been engaged to seek TI Cambodia's support in implementing CIS within their business.

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

TI Cambodia is a member of EIGF. Through this platform, TI Cambodia and members have been lobbying the government to improve transparency and accountability in mining sector. TI Cambodia and partners provided inputs to the government on mining funds. Mining funds have not been fully utilised. As a result of our lobbying, commune councils and communities have increased awareness and been encouraged to apply for mining funds. TI Cambodia also provided input to the development of a Guideline on Mining Fund Procedures. TI Cambodia and CSO partners have been raising awareness among the communities on the mining fund and the procedures to apply for mining fund

Output 5.1: Enhanced transparency and accountability in mining sector

In 2022, EIGF held its 9th meeting with 116 participants from MME, mining companies, regulators, CSOs, affected community and TI Cambodia. The meeting discussed updates about mining industry development and transparency and accountability in access to mining fund for local community development, good practices of social and environmental compliances and the experience on the community engagement to promote FPIC (Free, Prior, and Informed Consent) principles. TI Cambodia, ANSA and DPA conducted a ToT on Mining Fund Procedure and Proposal for Extractive Mining Area Communities with 37 representatives of commune councillors, community representatives and CBO representatives. 10 community representatives became more aware of mining fund procedures. Kbal Damrei commune council, one of the commune councils attending ToT training, have used their gained knowledge to disseminate with its commune in one of their regular commune council meetings on 21 November 2022. Their commune has been affected by gold mining project

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

TI Cambodia has continued to implement initiatives developed based on the findings of its research and studies.

- according to its 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 citizen. In response to this gap, TI Cambodia has made an effort to produce annual **Citizens Budget Booklets of 2021 and 2022 National and Sub-National Budgets** in order to simplify budget information into simple illustrations and accessible language for the wider public to

increase people's understanding of how national budget that affects their lives and the country's development.

- **Young Budget Tracker for Transparency** Programme was also initiated and conducted in 2021 and 2022 with youth groups with an aim to enhance their knowledge of budget and increase their participation in it.
- Based on its study on Pathway for Women and Youth in Leadership, TI Cambodia leveled up its awareness raising campaigns on social media to promote women and youth in leadership including producing and engaging youth to produce inspiring video clips to promote women and youth in education, employment and such. This reporting year 22 videos were produced and published widely on social media.

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

TI Cambodia Research Team also provided technical support to programme teams in development of a number of research studies including:

- In-depth study on Pathways to Women's Leadership in the Public Sector in Cambodia
- Cambodian Youth Policy Survey
- In-depth study on Beneficial Ownership Transparency in Land and Property Sector
- In-depth study on Parliamentary Oversight Assessment (ongoing)
- Citizens Budget on Cambodian National Budget 2022
- Policy brief on Press Council
- In partnership with Future Forum, 30 articles by young researchers
- Analysis on Cambodian Macro-Economic Framework for Budget Law 2023
- Analysis on Draft Law on Public Procurement
- Analysis on Draft Law on Public Finance System.

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.

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 2022, a total of 7 in-house trainings were conducted. The trainings cover various skills and knowledge including: event management, project management, report writing, logframe and MEL, business integrity, money laundering, and understanding cultural differences of indigenous groups. Management team members and relevant technical staff also attended 3 other capacity activities which include International Anti-Corruption Conference, World Justice Forum and a MEL Workshop by Cooperation Committee of Cambodia.

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 2022 (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 February 2020	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 Programs	20 February 2023	This risk occurred in the early part of the reporting. 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. For the rest of the year, this risk became irrelevant as the Covid 19 was successfully contained and related restrictions were eased and lifted altogether toward the end of the year.
GOAL 1: PUBLIC SECTOR ENGAGEMENT AND COALITION BUILDING PROGRAMME									

1	Effectiveness and sustainability of the School of Governance Project	01 January 2020	External	<p>As the Project does not provide any incentives to the government officials, some officials who are appointed to work with TI Cambodia may not be as effective as they should be.</p> <p>Probability: 2</p> <p>Impact: 4</p>	TI Cambodia has secured high level commitments from Mol on the project and formulate the joint management team of the project with Mol.	Executive Director and Director of Programmes	Director of Programmes	20 February 2023	The risk did not occur. We received full support from the Mol in the implementation of School of Governance Project which is well aligned with its mandate and strategy.
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 2020	Political	<p>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.</p> <p>Probability: 3</p> <p>Impact: 3</p>	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 2023	This risk is still relevant. So far, the government willingness has not been proven hard or adequate enough. Despite CSO continued advocacy and demand, and despite the prime minister's pledge to have it passed by 2021, the draft law on Access to Information remains unadopted. The same goes for the draft laws on protection of whistleblower, witness, expert and victim. The government shows no sign of wanting to push this forward as no progress has

									been made over the past year.
II	GOAL 2: CITIZEN AND YOUTH EMPOWERMENT PROGRAMME								
3	The restrictions on freedom of expression and limited civil society space	01 January 2020	Legal framework and practice	This implication can delay TI Cambodia's planned activities on the ground, particularly with the demand side. Probability: 3 Impact: 3	We will enhance our official partnerships with national government institutions and sub-national authorities.	Programme Manager and Director of Programmes	Director of Programmes	20 February 2023	This has been an ongoing issue. TI Cambodia's work, however, has not been strongly affected given our tactical approaches and good cooperation we have established with Mol and other ministries and institutions to support our work on the ground. However, it is still a challenge for us as an NGO who needs to voice out to hold the government and the powerful accountable and advocate for anti-corruption and good governance. Without full freedom of expression, any CSOs or institutions could be met with retribution from the upset government.
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 2020	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 2023	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 2020	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 2023	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 2020	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 2023	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.
7	Youths are afraid of their involvement in the survey due the political sensitivity of the subject	01 January 2020	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 2023	The risk is no longer relevant. The survey has been successfully completed.

6. Cross-cutting issues

While TI Cambodia supported or implemented by itself activities primarily designed to discuss and promote good governance and anti-corruption, majority of the initiatives also incorporated cross-cutting issues, ranging from raising awareness of gender equality, sustainable and clean environment, LGBTQI group rights, child abuse, domestic violence, early marriage to understanding of indigenous cultures and many others.

Gender integration

TI Cambodia have continued to ensure its policy on preventing sexual exploitation, abuse and harassment (PSEAH), have been strictly enforced within the organisation and its activity implementation in the reporting year. Refresher 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 73 staff members (including interns and volunteers), women comprised 51 per cent of the organisational workforce. 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. At the very top level of TI Cambodia's governance, women still represent the majority of the Board of Directors – a female Chair and four female members who provide strategic advice to the organisation and the oversight function.

TI Cambodia ran a number of digital campaigns to promote gender equality and LGBTIQ+ rights on TI Cambodia's Facebook channel. Specifically, TI Cambodia ran two video campaigns to promote gender equality and women in leadership. The first campaign entailed a short video competition under the theme "Women and Girls in Science", in which six winning videos were selected and disseminated on social media. The campaign received more than five thousand engagements from the social media users. The second campaign was a video project showcasing ten influential women in Cambodia who have been recognised for their success and accomplishments in their respective areas of work in different sectors. Of the ten high quality videos produced, seven were published on social media, attracting thousands of views and engagements, and inspiring young women to pursue leadership positions in the aspects of life. In addition to that, TI Cambodia also supported youth in writing blogs on the topic "is this the time to end sexual harassment?" Lastly, TI Cambodia also jointly celebrated the pride month in June by posting posters supporting LGBTIQ+ rights and the fight against any forms of discrimination and harassment.

TI Cambodia has been implementing a three-year, gender-focused project Women and Youth Empowerment and Leadership as part of its 2016-2019 and 2020-2022 strategies. In the project activities, representation of youth and women continued to be ensured and well balanced. The project gave emphasis on youth and women participation and voice, engaging and empowering many young women, aged between 16-35 years old, of all types from rural to urban and among people with disability, LGBTIQ and indigenous groups to take leadership roles and become agents of change in their communities and society. 54% of TI Cambodia's beneficiaries are female in 2022. The project has also contributed to young women's better understanding of democracy, good governance and anti-corruption. Female youths are also empowered to take action to address various governance and social issues. 50% of a total 180 female youth who received capacity building from TI Cambodia applied their acquired knowledge and skills to develop and lead their own initiatives to raise awareness among their peers, women groups and marginalized groups. As of now, TI Cambodia has researched into barriers that prevent women from being able to take leadership roles in their communities where they would be able to participate in democratic decision making and good governance. In efforts to address a recommendation regarding working with the government to publish public services' fees to wider public especially women and vulnerable groups, TI Cambodia has engaged Ministry of Interior on a project to enhance public services focusing on gender and vulnerable groups in terms of greater access to services, budget allocation for gender-specific services/needs, quality and responsive delivery.

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. In many of its awareness-raising activities, TI Cambodia also makes sure to not only focus on its areas of work on anti-corruption, good governance and accountability, but also on cross-cutting issues including environment. Some of the youth-led projects which received support from TI Cambodia, for example, covered awareness-raising about clean environment. TI Cambodia is also a member of Fair Finance Cambodia, a local coalition that engage the government to promote sustainable finance, social and environmental well-being of vulnerable groups.

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 to take care of this intention particularly. In 2022, a total of 10 trainings were attended by TI Cambodia management and staff. The trainings cover various skills and knowledge including: event management, project management, logframe and MEL, impact and report writing skills, understanding of different indigenous cultures, anti-corruption best practices and lessons learnt around the globe, and democracy and rule of law situations and updates around the world. .

Financial Situation and Future Strategy Beyond 2022

TI Cambodia has made continuous efforts to diversify its funding sources for beyond the current phase (2020-22). In 2022 TI Cambodia has developed a near-final draft of a new strategic plan for 2023-2025 and shared it with relevant partners and donors to explore cooperation, synergy and potential financial support for TI Cambodia. With an internal team tasked with seeking funding, TI Cambodia is developing concept notes and proposals in response to calls for proposal by US Department of State’s Bureau of Democracy, Human Rights and Labour.

Additionally, the Executive Director and the management team held frequent meetings with development partners and donors to foster relationship and stay updated on potential fundings. Networks with both domestic and international organisations have also been expanded to put TI Cambodia in a better position in terms of strategic interventions and financial sustainability.

In 2022 TI Cambodia secured funding from USAID for a three-year extension on an existing project. TI Cambodia received some grant from TIS to implement a joint 1-year programme in the Asia Pacific region. Another small grant has been secured from IFES for the next one year.

7. Lessons Learned

Areas that need additional efforts

COVID 19 has become a big external factor that poses challenges and negative impacts on our activities. For the early part of 2022, TI Cambodia continued to telework and work at the office on rotation schedule, to minimize close contact and exposure to Covid. TI Cambodia also utilized a hybrid approach, allowing flexibility for both physical and virtual attendance. However, as the year rolled on, Covid 19 became under control and things began to return to normal. TI Cambodia had also resumed its implementation of onsite activities by the end of 2022. However, there were still some activities, for example, mobile application rollout and mock parliament, that had to be delayed and pushed toward the other half of the reporting year, making it hard to produce or measure adequate impacts of these activities. .

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. However, MEF has gradually been more welcoming to BWG, taking into consideration some inputs and opinions from the group even though both parties could not agree on every point. 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 MEF 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 on business integrity, proved very effective in our mission towards the goals.

The community outbreak of Covid-19 has provided us both positive and negative lessons. On the negative part, it has caused sudden disruption in our project implementation. Nonetheless, carrying out certain activities online may suit to certain target groups and geographical areas. It was observed that online activities could produce as good results for youths with better cost effectiveness, while it appeared not to be the case for those living in rural areas where internet access is an issue, and those in older age groups who have lower level of digital literacy and ability to stay engaged online.

8. Conclusion

Overall, TI Cambodia successfully implemented all outstanding activities in 2022. The mobile apps “Mate Yeung”, which was delayed in 2021, was successfully launched in Phnom Penh and the targeted provinces. The national forum on public services and complaint handling was already planned together with the Ministry of Interior in early 2023. TI Cambodia and Mol have discussed, at the annual steering committee meeting, about the transfer of the Mate Yeung Apps to Mol and how to ensure the government’s ownership and sustainability of the apps.

Working with supply side: Regardless of the delayed in executing a number of activities due to the pandemic’s impact, in 2022 TI Cambodia together with key government partners have successfully implemented all planned activities. All outstanding activities under the partnership with the School of Governance (SoG) project with the Ministry of Interior were implemented apart from the remaining activities under the supports of the EU Project, which will be completed within a no-cost extension timeframe until November 2023. 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 transparency and accountability of the Local Community Development Mining Fund and the proper implementation of 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 to advocate for clean business and ESG. 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. TI Cambodia also engaged with MEF on the Draft Law on the National Finance System and the Draft Law on Public Procurement. On the 2023 National Budget Law, TI Cambodia and the Budget Working Group conducted a budget analysis and provided input and comments to MEF, thanks to the government for the release of the detailed budget law in 2023 which enabled us to analyse the national budget law in-depth. The budget analysis will be used to provide policy recommendations to the government on the upcoming Draft Law on 2024 National Budget.

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. **2,469 (1,327 females) youth** were directly benefited from TI Cambodia's projects. 26 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.

Below are key highlights of significant changes, which TI Cambodia has significantly contributed to within 2022:

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. The 32 government officials who received trainings to become trainers for the School of Governance were further mentored by the SoG team to sustain their skills and knowledge. They were also deployed by MoI to conducted training to their peers in the provinces. In 2022, they led and conducted **10 trainings** to 309 (74 females) sub-national public service officials. As a result of the trainings, positive behaviour 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 adopted documents; the manual on complaint investigation for ombudsmen and the annual award scheme for best performed provincial and district ombudsmen. The manual on complaint investigation for ombudsmen was successfully developed, published and distributed to all provincial and district ombudsmen offices across the country in August 2022. The manual will serve as a guideline for ombudsmen to improve their ability to handle and address citizens' complaints more effectively. An internal decision to provide annual awards to the best performed provincial and district Ombudsmen was also made and approved by the minister of interior in order to encourage ombudsmen offices to improve transparency, accountability and effectiveness of their service delivery. 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. The Anti-Corruption Working Group was successfully formed with 10 CSO members and with support from the coalition, its membership will expand in 2023 although we would like to keep the group relevant and manageable. For the first time, 6 CSO Working Groups: ACWG, A2IWG, BWG, DRWG, Tax WG, and Social Protection WG have come together to conduct a joint monthly meeting in order to build synergy, share available resources, and better coordinate its joint advocacy efforts among existing WGs. A monthly meeting of WGs will be regularly held and key donors, development partners and relevant stakeholders will be invited to join the discussion and potentially find synergy.

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. This year, TI Cambodia has directly engaged around 2,469 (1,327 females) youth and citizens in addition to its existing youth networks. 26 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 process 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 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.

Annexes

Annex 1: Main Activities Implemented in 2022

Annex 2: Visibility Report for 2022

This report is prepared by **Norin Im**, Director of Programmes, and
Reviewed and Approved by:



Pech Pisey
Executive Director