ABOUT API

The Advocacy and Policy Institute (API) is one of the leading advocacy and policy capacity building organisations in Cambodia. Although it has only been in existence as an independent Cambodian Non-government organisation (CNGO) for about three years, it is already leading the drive to promote freedom of access to public information in Cambodia. This leadership is consistent with API’s mission to serve the long term democratic and social development needs of Cambodia through the empowerment of people to interact with their government to protect their rights and provide for their needs.

API achieves its mission through the provision of services in the areas of advocacy and policy development. API is committed to working together with all national and international institutions who share its values to advocate for positive and peaceful social change and to improve the capacity and cooperation of all Cambodians. API seeks to build bridges between governments, citizens and the private sector, consistent with its goal of increasing Cambodia’s democratic space by creating more effective advocates and responsive government institutions.

API’s growth, leadership and accomplishments to date owe much to the strong commitment of API’s Board of Directors, staff, volunteers, advisors and short-term consultants, together with the enthusiasm of partners both at subnational and national levels. The efforts documented in this three-year report (2008-2010) represent the contributions and efforts of the entire API team.
PROGRAMME ACHIEVEMENTS

In the years 2008-2010, the organisation worked on three main programmes: The Grassroots Democracy Programme, The Freedom of (access to public) Information Programme and The Advocacy Capacity Building Programme.

**Grassroots Democracy Programme (GDP)** promoted democratic participation and human rights at the grassroots level in three provinces. Community advocates increased their knowledge, skills, confidence and contacts of grassroots advocates to increase awareness of their rights and improve effectiveness of advocacy campaigns. This is improvement of engagement and cooperation between local citizens and government on important community human rights, democracy and development issues. Key GDP programme achievements are demonstrated below:

1. **Built the grassroots advocacy capacity.**
   API places commune councillors and representatives from community-based organisations and provincial NGOs together in the same training where they all work together on an equal basis. Such training with diverse participants has created a precedent promoting greater understanding, communication and ultimately cooperation among participants after the training.

   180 participants, including 44 women (86 commune councillors, 27 NGO partners’ staff and 67 community leaders from 27 communities from 86 communes have been trained and supported by API to improve their effectiveness in advocating their communities’ needs. Increased knowledge, skills, confidence and contacts of grassroots advocates has increased awareness of their rights and improved effectiveness of advocacy campaigns. Five advocacy campaigns have been successful in the provinces and their impact contributes to sustainable livelihoods and reduced concerns on issues ranging from land, forestry and fisheries, to improved natural resource management.

2. **Created space for citizens-local government discussion.**
   17 Citizens-Local Government Forums with 1391 participants included 484 women. Local citizens actively engaged and cooperated with commune councilors on important community issues including human rights and democracy and development. At the forums around fifteen concerns were solved immediately while others took longer and some are still in the process of intervention supported by API and partner staff. API has positively changed people’s attitudes towards commune councils in the target communes. There is more cooperation and trust in the target communes: people are actively participating at commune council meetings and this has an encouraging indirect affect on transparency and responsiveness. Commune councils appear to be gaining an understanding about their roles and responsibilities.

   Six regional and national annual advocacy forums and conference provided a space to discuss, share and consider old as well as new ideas and to foster networking and trust. Around one thousand community representatives from different communities and provinces worked together towards better participation and collaboration

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1 Appendix six: anecdotes of successful advocacy campaigns.
between fishery and forestry communities, land networks, local and national authorities and national and provincial partner organisations. In general, there seems to be a growing solidarity and more interaction between and among commune councillors and community-based organisations and local people in the target communes.

3. **Produced booklets for strengthening citizens and local Councils engagement and participation.**

Two booklets were produced with inputs from the local partner organisations, commune councils and other organisations. The first booklet titled ‘Roles and Responsibilities of Commune Councillors and Citizen Rights’ and the second booklet ‘Roles and Duties of Subnational Administration to Promote Access to Information.’ In total 19,386 booklets were printed and distributed to NGOs, government officers, media, commune councillors and community people in 16 provinces and two cities. These booklets were mainly distributed at API events; particularly, it was used as a tool in the Citizens-Local Government Forums.

**Freedom of Information (FOI) Programme** has increased public debate and supported access to public institutions, public information and the legislative process through a coordinated campaign. It contributed to foster a culture of maximum information disclosure and encourage the Royal Government of Cambodia (RGC) and the National Assembly to adopt a Freedom of Information (FOI) Law which reaches an international standard. API has mobilised civil society organisations with increased capacity to support and lead FOI advocacy campaign activities. These organisations promote cooperation between civil society and the government and secure space for community input into the development of the RGC’s FOI policy and legal framework. Increased public awareness of FOI and its role in the protection of livelihoods and human rights, mainstreamed access to information within the political centralisation and decentralisation of Cambodia has improved public dialogue on access to information and increased understanding of the need to share information to achieve sustainable development goals and community development plans. Key FOI programme achievements are demonstrated below:

1. **Strengthened the NGO Freedom of Information Working Group.**

API has led 36 Freedom of Information Working Group (FOIWG) meetings, two accesses to information training sessions, developed a NGO position paper on access to information policy framework, worked with NGO issue-based networks, the NGO forum, media, the Government, parliament members, political parties and UN agencies to raise awareness and to integrate its concept into work. API is increasing capacity, and playing an active role in ensuring access to information is core to the working group members’ business and political agenda of the political parties’ platform in 2008.

2. **Making Access to Information at the national agenda.**

Increased number of NGOs in the fields of good governance, environment and natural resource management, gender, agriculture, education and health demanded information disclosure and transparency in their areas of operation. They supported recommendations for key government policy documents and government and donor meetings to support an Access to Information Law and put forward suggestions for consideration by the Government for integration in the Access to Information Law. A
group of Parliament Members of the National Assembly proposed a law on access to information to the national assembly.

3. Consultative forums on Access to Information.
   Fourteen provincial consultative forums with 961 participants (including 156 women) representing 173 key stakeholder institutions and organisations (NGOs Education Partnership, MEDI CAM, Labour Union, Media and Commune Council Support Project) were led by API, together with the Freedom of Information Working Group on issues relating to education, health, decentralisation and deconcentration, labor and media sector to collect primary inputs into the development of an Access to Information Law.

   Coordination of 37 law students from two universities² in Phnom Penh to conduct legal review study of Cambodian laws and sub-decrees to identify information disclosure and access to information provisions. 310 Cambodian laws and 188 Cambodian sub-decrees were reviewed and analysed as secondary inputs. Both primary and secondary inputs were used to communicate with the Ministry of National Assembly, Senate Relation and Inspection (MoNASRI) and mobilised media, UN agencies (UNDP, UNESCO, and UNOHCHR) and development partners, NGO representative for Technical Working Group on Legal Judicial Reform (TWG-LJR) to push forward the access to information law. Over one hundred members of the National Assembly and Senate, development partners, media and civil society organisations demonstrated significant interest in demanding and adopting an A2I law. On 23 December 2010, an opposition party (SRP) proposed the draft law on access to information to the president of National Assembly and it has debated by a group of MPs from the ruling party.

   A public awareness national campaign on access to information through all kinds of media as well as information, education and communication materials (IECs) and publications indicated that a large number of people in Cambodia see the importance of and have an increased understanding about access to information and its role in the protection of livelihoods and human rights.

   API piloted a Commune Information Disclosure (CID) Project in eight communes in five provinces to promote a culture of information disclosure through series of activities. The project carried out fourteen workshops, eight public hearings about the achievements of the Commune Investment Plan (CIP) 2010, the CIP plan 2011 and other community issues and eleven information training sessions on commune council's mandates and access to information. API also provided technical support, direct coaching and information dissemination at 165 meetings. Approximately 70% (41,994 direct beneficiaries) of the population in eight communes in five provinces participated. Nine different booklets, three different posters and one sticker were designed for eight target communes. Different versions of the booklets and posters were designed specifically for each commune due to different needs for information. API also supplied other materials including filing cabinets, law books and other relevant documents. The above actions were taken to increase public dialogue on access to information by government officials and community citizens, increase understanding of the need to share information to

² Royal University of Law and Economic and Norton University
achieve sustainable development goals and community development plans and improve Commune Council information management systems.

An external project evaluation was conducted in the eight target communes in late 2010. It confirmed that access to information was mainstreamed within the decentralisation and deconcentration process in Cambodia for better public engagement in the development process and for the improvement of livelihoods. Public access to information is increasing, with a good degree of motivation for information exchange among commune councillor members. Provincial and district government officials increased their support and commitment to promote access to information. They also increased their support to commune council efforts to share information with community based organisations. As for Provincial partners they have an increased understanding of access to information and commune council mandates. It was also found this pilot project was highly relevant to their work. Grassroots advocacy and access to information was identified as a mechanism for strengthening good governance in the RGC's decentralisation and de-concentration process. Advocacy and access to information concepts have the highest potential for a positive impact and sustainability if they are implemented using a realistic timeframe and supported by a national framework.

The Advocacy Capacity Building Programme (ACP) has built more Cambodian civil society organisations to become proficient in lobbying designing, managing, implementing and evaluating advocacy campaigns and initiatives. It has targeted Cambodian NGOs, professional associations, trade unions, networks, and other important social groups who are skilled in the design and implementation of advocacy campaigns. It has created a culture of effective lobbying and advocacy establishment through the promotion of best practices outlining common intra and cross-sector goals and cooperative measures. A professional group of Cambodian lobbyists and advocates are working together to achieve RGC public policy outcomes which serve the best interests of Cambodian citizens. They are actively engaging with the National Assembly to facilitate policy dialogue and communication with public and civil society organisations initially leading towards the adoption of the Anti-Corruption and the Rights of Access to Information Laws. Key ACP programme achievements are demonstrated below:

1. **Enhanced advocacy capacity.**
API has produced and reprinted several advocacy publications and tools such as the Advocacy in Gender Discrimination handbook; Advocacy in National Resource Management assessment; Public Policy Analysis Training module and documented, analysed and published the results of 189 grassroots advocacy cases. It has improved capacity and share lessons learned to Cambodian advocates and government officials at sub-national level and built more effective advocates initiating and participating in advocacy activities to address important community needs.

29 people from the National Assembly, Senate, NGOs, Media and one Labour Union were accepted for API’s advocacy expert training (AET). The AET training curriculum and materials were revised into six different modules. As a result of the intensive 18 day AET, 23 out of 29 participants graduated successfully with a remarkable increase in advocacy skills and knowledge. Understanding and knowledge of participants increased from the first to the sixth module as most of the topics were relevant to their work.
of the advocacy campaigns on thirteen specific issues were successfully undertaken as a result of the training.

2. National discussion on advocacy work in Cambodia.
In 2008, 2009 and 2010 API organised annual national advocacy forums to enable Cambodian advocates to have the opportunity to discuss emerging community issues. These forums were jointly hosted by eleven national and international organisations. Seven hundred and fifty one people representing 70% of community based organisations, and 30% of NGOs, donors, government officials and the media came from over three hundred rural and urban communities to reflect on existing community issues and advocacy efforts, community input into government plans and policies and the Government’s responses. The conference acted as a catalyst enabling community issues to be heard at the national level. The Government gave increased attention to solving community issues identified in the forums. Some cases were solved after the conference.

The Cambodian Parliament took an active role in the first national workshop on 'The Role of the National Assembly in Promoting Civic Engagement and Accountability on 6th November 2009 and the second workshop on Access to Information and the Cambodian Parliament in December 2010. Both these workshops were jointly organised by API and the National Assembly and Senate. Over two hundred parliamentarians, senators and representatives from embassies, donors, development partners, TCS, the Government, NGOs and media attended.

API and other development partners have regular monthly meetings to update and discuss work related to strengthening the relationship and cooperation with the Cambodian Parliament.

A Civil Society Lobby Group was established and led by API and provided lobby skills training for prospective members. In total there were 26 participants including 19 from NGOs and effective lobbying groups that contribute to sound public policy. Over two years, five Group meetings prepared for every lobbying and debriefing meeting with the National Assembly and for capacity development of the Group members. The Group also attended other NGO and network meetings, Coalition for Integrity and Social Accountability, the Freedom of Information Working Group, the Committee for Cooperation of Cambodia, NGO Forum and MEDICAM. Currently, the Civil Society Lobby Group is successfully functioning. Between four and six members actively lobbied the Commissions of the National Assembly, which resulted in improved working relationships which have facilitated and provided opportunities for NGOs to submit recommendations, concerns and contributions to law making and law implementation, particularly the Anti- Corruption Law passed March 2010 and the future Access to Information Law.

The Civil Society Lobby Group (CSLG) and API effectively communicate and collaborate with Members of Parliament and Senators; the Secretary General of National Assembly

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3 ADHOC, CJR, CHRAC, COHRE, GAD/C, DPA, LWF, NGO Forum on Cambodia, Star Kampuchea, HRTF, PACT, Vigilance, VSO and World Vision Cambodia
and the Senate and Assistants of each Commission which has resulted in strong working relationships.

Civil Society Organisations made positive contributions towards the making of the Anti Corruption Law by their comments and advocacy actions and they are now supporting the Government in the process of formulating the Access to Information Law.

4. **Discussed on emerging issues with NGOs leaders.**
   API led and facilitated meetings with NGOs leaders with the cooperation of the Government and the Parliament to discuss emerging issues that affected civil society. The discussions focused on national policy, law development and emerging hot issues in Cambodia including: the democratic space in Cambodia in 2009; communication and engagement between civil society and the National Assembly and the Government; Anti-Corruption Law; the updated National Strategic Development Plan (NSDP) 2009-2013; changing the aid effectiveness to a development effectiveness framework for collaboration among government and development partners; the draft NGO and Association Law and the proposed Access to Information Law. As a result, the NGO Civil Society Lobby Group uses a foundation in communicating with the National Assembly and the Government.

5. **Policy Implementation Discussion.**
   In strengthening policy enforcement, API organised a dialogue on important policies at the provincial level. Key important laws were identified by the provincial office which included: the Road Traffic Law, the General Status of Civil Servants Law, the Tourism Law and the Suppression of Human Trafficking and Sexual Exploitation Law. Members of Parliament and government officials participated in the policy dialogue forums. Key recommendations were generated and submitted to the National Assembly, the Senate and the Government for consideration of strengthening law enforcement.

In addition to the three programmes planned, API has initiated and accepted additional activities which contributed to achieve its mission and goal.

1. **Reviewed, adopted and produced advocacy training materials into advocacy in human rights.**
   API and World Vision worked together in reviewing and producing advocacy training materials (general) including advocacy in human trafficking (in English), particularly child trafficking for World Vision International. It took nearly a year to complete it. With this adaptation of training materials, a five-day regional training program was organised for twenty four participants from World Vision offices from four countries (Cambodia, China, Thailand and Vietnam). The program was jointly delivered by API and World Vision.

2. **Leading and facilitating The Access Initiative (TAI) Cambodia coalition**
   The Access Initiative (TAI) is a global network, a coalition of civil society organisations promoting good environmental governance by developing indicators to assess national performance on its implementation of Principle 10 of the Rio Declaration. It focuses on access to information, public participation, and access to justice. API together with the

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4 This coalition includes: Community Legal Education Centre (CLEC), the Culture And Environment Preservation Association [CEPA]; the Centre of Development Oriented Research in Agriculture and Livelihood Systems [CENTDOR])
CLEC; the Culture and Environment Preservation Association (CEPA); the Centre of Development Oriented Research in Agriculture and Livelihood Systems (CENTDOR) and other researchers produced an assessment report on environmental issues in Cambodia. A total of 18 case studies were prepared by a TAI-Cambodia Research Team of 24 researchers from five participating organisations. Government institutions, environmental organisations and other interested parties were consulted on the draft report and their input was reflected in the final report. A high quality Cambodia Assessment Report on Access to Information, Public Participation and Access to Justice was produced and submitted to the Thailand Environment Institute and Global TAI.

3. Participating in Extractive Industries (EI).
In 2010, API started to assess the possibility of working on Extractive Industries (EI) in the Mekong Delta countries (Cambodia, Vietnam and Lao). Due to Oxfam America organising the regional Southeast Asia strategy on Governance of EI in Southeast Asia, from 30 March to 1 April 2010 API decided to put on hold its assessment. Recommendations however from the workshop suggested API explore the possibility of working together with Oxfam America on EI. So far, API and CODE have discussed the possibility of cooperation and the actual project activity needs. In November and December 2010, API in cooperation with CRRT conducted a training needs assessment (TNA) with members of CRRT and EISEI and staff. The TNA recommended API and CRRT develop training materials on advocacy and EI in early 2011. API plays a key role in developing the members’ skills on the advocacy and access to information in EI. Recently, API in cooperation with CRRT conducted a three-day course of Advocacy Skills Training on EI for CRRT and EISEI members and staff. The training workshop highlighted potential areas where API could take the lead and work on.

NETWORKING

Since issues are large and resources (including time, financial and human resource) are limited, in order to implement the activities effectively, efficiently, and timely, API has participated and worked with some of the NGOs networks that have direct links to its work. These networks include:

a. API is leading and coordinating the Access to Information Working Group which consists of 19 organisations. The main purpose of the Group is to coordinate a campaign that will foster a culture of maximum information disclosure and encourage the Royal Government of Cambodia (RGC) and the National Assembly to adopt a Freedom of Information (FOI) Law which reaches an international standard. In the last three years, the Group achieved remarkable results as stated above in the Freedom of Information Programme section.

b. API has worked as a core member of the National Advocacy Conferences Organising Committee since its inception in 2006 until the 5th annual advocacy conference (2010) “Working together for good governance of natural resources” (land, forestry, fishery, mining, hydro-power dam, housing and indigenous rights) with ADHOC, API, CHRAC, CJR, COHRE, DPA, GAD/C, HRTF, LWF, NGO Forum on Cambodia, PACT, Star Kampuchea, VSO, Vigilance, and WVC. The three annual conference discussed core issues related to good governance of natural resources and advocacy which were attended by 751 Cambodian advocates and representatives from NGOs, donors, the RGC and the media from more than 400 communities. It found that lack of access to information is one of the key challenges in good of natural resources and development process.
c. API became a core member of the Cambodians for Resource Revenue Transparency (CRRT) and it plays a key role in developing the members' skills on the advocacy and access to information in EI.

d. API leads The Access Initiative (TAI) Cambodia Coalition to produce an assessment report on environmental issues in Cambodia. (see above Additional Activities session).

e. API is a member of The Working Group for Partnerships in Decentralisation (WGPD). WGPD is a network of CSOs that meaningfully participate in sub-national democratic development and contribute to the policies and practices of the RGC. They provide a platform for CSOs to learn, share, and build collective voices to become advocates for active and meaningful participation in the D&D reform process.

f. API is a member of The Coalition for Integrity and Social Accountability (CISA). CISA is a leading anti-corruption coalition of more than 40 NGOs. CISA’s mission is to work together to prevent and eliminate all forms of corruption in Cambodia through strengthening capacity, raising awareness and engaging in advocacy to ensure effective implementation of related laws.

g. API participated in the Disability and Human Rights Network which is led by the Cambodian Disabled People’s Organisation (CDPO) to present the voices of people with disabilities in Cambodia and to promote the interests of persons with disability so that they can fully and equitably participate in society.

h. API has participated as a steering committee member on the International Lobby Works which consists of the Consultancy of Development (CODE) in Vietnam, Entree in the Netherlands, Indraprastha Public Affairs Centre (IPA) in India, and Initiatives for International Dialogue (IID) in the Philippines.

CONSULTANCY SERVICES

In line with API’s fundraising strategy, API provided 22 individually commissioned advocacy training courses and workshops for: Handicap International France, HelpAge International, Oxfam Quebec, Health Unlimited, Christian Reformed World Relief Committee (CRWRC) and Every Child Cambodia, Gender and Development of Cambodia (GAD/C), World Vision International, Stockholm Policy Group, ICCO, Association of the Blind in Cambodia (ABC), DanChurchAid/ChristianAid, Danish Red Cross/Cambodian Red Cross and NGO on Education and Partnership (NEP). A total of 403 participants including 139 females from around 200 different Cambodian and international organisations participated in the courses. API offered diversity of advocacy tailored courses on issues including: Indigenous People, Health, HIV and AIDS, People with Disabilities, Old People, Migration, Community Development, Child Rights, Gender, Human Trafficking, Youth Reproductive Health, Community Health Care, Decentralisation and Deconcentratisation and Education.

CHALLENGES AND LESSONS LEARNED

In the last three years, API has had many great achievements as described above. At the same time, it has faced numerous challenges. The challenges include: strong organisational development to work effectively and achieve the mission and goals, limited resources, raising public awareness on the importance of access to information, building a culture of information disclosure within local Councils, working relationships
and cooperation with the Government (MONASRI) and the Parliament in debating on the legislation, and building a strong NGO networking on Access to Information and work together effectively.

API defines itself as a learning organisation. The team is proud to be able to increase their knowledge through operations, challenges and experiences. The lessons learned from the past ensure that API develops and adopts strategies to meet challenges and to improve and strengthen the services necessary to achieve its mission and goals.

Both challenges and lessons learned have been taken into account and developed into the next three year directions, strategies and actions.

**ORGANIZATIONAL EXCELLENCE**

In working towards strengthening a well functioning organisation to carry out its mission and goal, API, with the technical support from VSO and Arcadia Associates Inc., the Board and short-term consultants, has had great achievements in the last three years.

In providing guidance, policy and strategic directions, the Board of Directors which comprises of seven members has played a significant role in supporting and advising the Director. They meet often to approve financials and activity plans of API as well as related policies.

API has been supported by Ms. Lin Collis and Ms. Katherine De Bruyn, Arcadia Associates Inc., Organisational Development Advisors. They have provided significant support to API in writing, reviewing and updating necessary policies and ensuring procedures are in place. More importantly, they have provided support to the API Director in funding proposals development. In 2010, the Three Year Strategic Plan 2011-2013 and an API Income Generation/Self Reliance Strategy was drafted. They continue to work with API (via email) in editing documents.

In supporting the day-to-day operations, the Management Committee (MC) was formed and consists of the programme coordinators, the administration and finance officer, the director, deputy director and programme advisor. Seven API management committees were held in 2008, five in 2009 and six in 2010 to discuss and approve important items such as policies required to be put before the Board of Directors such as API’s annual progress reports, annual work plans and budget, an income generation policy, personnel and finance policies, selection of a company to conduct API’s annual audits; Programme staff performance reviews; staff motivation and selection of a tour company to organise API’s retreats, API three-year evaluation and strategic plan development, program quarterly achievements and remaining activity plan, API’s office move to a new location, tax payment on API’s staff 13th month salary, staff incentive for Bun Pchum Ben, staff retreat, staff performance review, M&E tool development workshop for build staff capacity, establishing a staff loan (PRF) committee, updates information on IT and API web hosting and staff compensation for annual leave balance 2010.

Planning, monitoring, evaluation and report (PMER). API staff produced an annual workplan and programme workplan based on three year strategic plan, 2008-2010. The plan includes objectives, expected results, key activities/actions, timeframes and key
responsible staff. Based on evaluation findings, API staff, advisors, partners and the Board produced the next three years strategic plan 2011-2013.

API developed a clear progress reporting format. These reports are produced every quarter, six months, annually, two years and three years and at project completion for internal and external use. They are written in English and are available for each programme. At the same time, API also reports on its activities quarterly and annually which are submitted to the Phnom Penh municipality office and provincial offices where API is working.

API conducts six monthly partner meetings with quarterly follow up meetings, in addition to regular community interviews and annual monitoring in the field. The meetings are used to provide accurate assessments of programmes and to produce periodical reports. Six monthly and annual partner reflection meetings were conducted to review activity progress based on the agreed plans, evaluate achievements, strengths and areas for improvement. Interviews with community advocates were conducted and documented using questionnaires. As a result, partnership with API is appreciated because there is clear MOU, plan, guidelines and opportunities to strengthen and build staff and beneficiaries’ capacity.

As part of the monitoring system, API organised regular staff meetings to strengthen networking and ensure that the API team works efficiently and effectively. The annual staff retreat in the Koh Kong and Sihanouk provinces and Vietnam were particularly successful in reflecting on: API’s development since independence; the progress of the staff, annual programmes and organisational achievements; reflection and learning from the progress of API SWOT 2008, 2009 and 2010 and action plan to improve its weakness by analysis of API’s strengths, weaknesses, opportunities and threats and to put the final touches on the annual work plan, a three-year statement of success report (2008-2010); API’s work plan 2010; technical collaboration plan; review and enforcement of API staff policy, admin and finance policy and staff development. The retreats were enjoyed and of value to everyone and were facilitated mainly by the VSO Programme Advisor and API’s management committee.

For evaluating API's work in the last three years, the evaluation was undertaken by VSO’s advisor, Lin Collis and local consultant, Mr. Lay Somkol from April to June, 2010. The draft report was discussed by the staff and the Board. The final report was produced and the key recommendations were formulated into the next three year strategic plan 2011-2013.

The API team has increased throughout 2008-2010 from six to nine staff. In 2010, the total number of staff is eight after one team member resigned. Staff annual performance reviews are conducted in order to ensure quality of work and identify any staff training needs.

A Cambodian volunteer working as an office technical assistant resigned to take up a full time position with Pact Cambodia. Two Voluntary Services Overseas volunteers worked with API to produce the gender discrimination and advocacy handbook and training curriculum. As well as supporting management capacity to develop the Access to Information training curriculum, conduct a three-year evaluation of work from 2008-2010, develop a three-year strategic plan for 2011-2013 and revise API’s structure and staff’s job description and fundraising plans.
As a learning organisation, API has promoted staff to undertake further study and learning while they are working with API. API staff have attended local and international workshops and training related to their jobs and some of them continue to study their master and Ph.D degrees.

**FUNDING AND RESOURCES**

In order to mobilise sufficient resource to support the three year strategic plan, API has developed 18 funding proposals to submit to different donors. API also wrote 15 consultancy service proposals. As the result, API received financial support of US$785,638 from donors: ICCO, Danida, the British Embassy, The Asia Foundation, EED, Forum Syd, DCA, DPA, VSO, World Vision and Thailand Environmental Institute. A part of fundraising, API generated of US$80,064 from its consultancy services.

From 2008-2010 API had a total budget of **US$795,537** and total expenditure of **US$716,058**. (see API financial audit reports).

**BEYOND 2010**

**In the next three years, 2011-2013, API will focus on:**

1. **The Local Democratic Development (LDD) Programme** promotes transparency and accountability within the decentralisation and de-concentration framework in Cambodia by improving the capacity of sub-national officials and elected council members in the three target district councils and strengthening the voice of local organisations and people to participate in local government.

2. **The Access to Information (A2I) Programme** promotes access to information by supporting the legislative process leading to an access to information law and encouraging a culture of information disclosure by assisting the RGC’s initial steps towards a culture of maximum disclosure of public information and creating an ethos of access to and disclosure of public information in the target communes.

3. **Supporting Civil Society (SCS) Programme** enhances the capacity of civil society to engage and establish mutual trust in a partnership environment with the Government, the Cambodian Parliament, the RGC’s development partners and donors and supports civil society networks to collaborate to improve democratic space, good governance and human rights in Cambodia through training and participatory platforms.