Three-Year Report
2008-2010
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API Three-Year Report 2008-2010
EXECUTIVE SUMMARY

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\(^1\) 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 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 councilors 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.

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\(^1\) Appendix six: anecdotes of successful advocacy campaigns.
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, MEDIcAM, 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.

4. **Discussed Access to Information Legal Framework and Law.**
Coordination of 37 law students from two universities\(^2\) 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.

5. **Access to Information Educational Materials.**
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.

6. **Piloted a Commune Information Disclosure Project.**
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 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

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\(^2\) Royal University of Law and Economic and Norton University

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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. 77% 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.

3. **Strengthened civil society for engagement and dialogue with the Cambodian Parliament.**

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.

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

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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)
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 Deconcentrallisation 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.
I. INTRODUCTION

1.1. Background
In early 2002, Pact Cambodia, under guidance from an Advocacy Advisory Committee (AAC) composed of representatives from nine Cambodian and international NGOs\(^5\) initiated research into advocacy campaigns conducted in Cambodia from 1997 to 2001. This research highlighted the pressing need for Cambodian civil society to increase its advocacy skills and create stronger relationships with the Government. To respond to this need, the Advocacy and Policy Program (APP) was established in July 2003.

Since its formation the APP was housed with Pact Cambodia, an international NGO with its headquarters based in Washington D.C, USA. The goal of the AAC however had always been for the APP to ultimately localise and become a sustainable and independent Cambodian organisation. On 24 May 2007, APP made an important step in this localisation process by adopting its new name, the Advocacy and Policy Institute (API) in order to reflect its fledgling independent identity. A further important step was taken on 17 July 2007, when API officially registered with the Royal Government of Cambodia’s (RGC) Ministry of Interior as a non-profit, non-government organisation. On the 1 January 2008, API gained full independence from Pact Cambodia.

Since July 2003, API has established itself as one of the leading advocacy capacity building institutions in Cambodia. API has forged its reputation through the delivery of advocacy training courses and the publication of a range of advocacy publications in both Khmer and English. API has increasing become involved in direct advocacy and policy activities.

1.2. Mission Statement
To serve the long term democratic and social development needs of Cambodia through the provision of services in the areas of advocacy and policy development. The Advocacy and Policy Institute 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. The organisation also seeks to build bridges between governments, citizens and the private sector.

1.3. Goal
To increase Cambodia’s democratic space by creating more effective advocates and responsive government institutions.

\(^5\)The Cambodian Human Rights and Development Association (ADHOC); the Cambodia Women’s Crisis Centre (CWCC); the Coalition Against Sexual Exploitation of Children in Cambodia (COSECAM); Project Against Domestic Violence (PADV); Star Kampuchea; Dan Church Aid (DCA); Forum Syd, Oxfam Great Britain, Development and Partnership in Action (formerly CIDSE); and Pact Cambodia
II. THREE-YEAR STRATEGIC PLAN (2008-2010)

In August 2007, the API Board of Directors adopted the first API three-year strategic plan, 2008-2010. In the years 2008-2010, the organisation committed to work on three main programmes.

1. Grassroots Democracy Programme (GDP)

Human rights violations at the grassroots level are rife, land grabbing and natural resource exploitation by powerful government officials and wealthy businessmen continue to be concerns. The hardest hit by these activities are the most vulnerable members of the community – the poor, women, female-headed households, the illiterate, and ethnic minority groups – the very people who rely most upon the land, waterways and forests for their livelihoods.

Finding sustainable solutions to the grassroots levels’ many with changing problems depends upon a cross-section of community stakeholders being able to effectively advocate for themselves at all levels of government. Most grassroots actors, however, lack the capacity and skills to plan and carryout advocacy campaigns that will effectively influence the development and effective implementation of policies. Therefore, there is a pressing need for grassroots actors to develop an increased understanding of both their rights and responsibilities in community development, and to acquire the capacity and support networks that will enable them to advocate on behalf of their communities.

Programme aims to promote democratic participation and human rights at the grassroots level by educating and supporting community-based organisations, local government (commune councils) and local NGOs, to improve their effectiveness in advocating their communities’ needs.

Specific Results:

1.1. Increased knowledge, skills, confidence and contacts of grassroots advocates to increase awareness of their rights and improve effectiveness of advocacy campaigns.
1.2. Increased engagement and cooperation between local citizens and the government on important community human rights, democracy and development issues.
1.3. Increased cross-community activity in support of advocacy by grassroots community activists to regional and national level decision makers.
1.4. Increased appreciation for community activists among Cambodian citizens.

2. Freedom of Information (FOI) Programme

API views freedom of information as a necessary component to fostering a culture of human rights and increasing democratic space throughout Cambodia. Cambodia, however, has no FOI law. Gaining access to even basic information such as draft laws, regulations, national budgets, and policy papers is exceptionally difficult. When public information is accessed it is customarily through personal contacts rather than transparent procedures and mechanisms, which creates a system that encourages corruption and nepotism.
API is a leading member of the FOI Working Group and its involvement, combined with its extensive advocacy experience, provides it with the skills, contacts and exposure necessary for helping to push this issue forward. The completion in August, 2007, of a FOI Policy Paper by a government-appointed drafting team provides an opportunity upon which API can capitalise by conducting an effective and cross-sector Freedom of Information Programme.

**API’s Programme aims to** increase public access to public institutions, public information and the legislative process through a coordinated campaign that will foster a culture of maximum information disclosure and encourage the Royal Government of Cambodia and the National Assembly to adopt a Freedom of Information (FOI) Law that reaches an international standard.

**Specific Results:**

| 2.1.  | Mobilised civil society organisations with increased capacity to support and lead FOI advocacy campaign activities. |
| 2.2.  | Promoted cooperation between civil society and government, and secured space for community input into the development of the RGC’s FOI policy and legal framework. |
| 2.3.  | Increased public awareness of FOI and its role in the protection of livelihoods and human rights. |
| 2.4.  | Mainstreamed access to information within the political decentralisation and deconcentration of Cambodia. |
|       | 2.4.1. Increased public dialogue on access to information by government officials and community citizens |
|       | 2.4.2. Increased understanding of the need to share information to achieve sustainable development goals and community development plans. |
|       | 2.4.3. Commune Council information management systems established and/or improved. |

**3. Advocacy Capacity Building Programme (ACP)**

Advocacy in Cambodia has come a long way since it emerged in the early 1990’s. Increasing numbers of Cambodians are aware of the power of advocacy to push policymakers to make changes of benefit to their lives. As more Cambodians become aware of the power of advocacy, demand has risen for capacity-building that supports community advocacy initiatives on issues such as land disputes, corruption, law enforcement, natural resource management, freedom of expression, labour conditions, and human rights.

There is more, however, that needs to be done for Cambodian civil society to effectively voice and promote its needs and demands. The Advocacy Capacity-Building Program therefore seeks to strengthen the capacity of Cambodian advocates from across all sectors and community levels to influence policy. API is already an acknowledged Cambodian advocacy capacity-building leader and its Advocacy Capacity-Building Program will allow API to continue to provide a range of Cambodian advocates with the...
skills, techniques, contacts and confidence they need to advocate for their communities’ needs.

The Programme aims to increase the number of Cambodian civil society organisations proficient in the design, management, implementation and evaluation of lobby and advocacy campaigns and initiatives.

Specific Results:

| 3.1. | Increased numbers of advocates initiating and participating in advocacy activities to address important community needs. |
| 3.2. | Targeted Cambodian NGOs, professional associations, trade unions, networks, and other important social groups skilled in the design and implementation of advocacy campaigns. |
| 3.3. | A culture of effective lobbying and advocacy established through the promotion of best practices and outlining of common intra- and cross-sector goals and cooperative measures. |
| 3.4. | A professional group of Cambodian lobbyists and advocates working together to achieve RGC public policy outcomes that best serve the interests of Cambodian citizens; accomplished by 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. |

III. THE STATEMENT OF THREE-YEAR RESULTS (2008-2010)

In the last three years, API has achieved in the following results:

1. Grassroots Democracy Programme (GDP)

Under this programme, there were four main expected results to be achieved during the three-year period. Actual achievement against expected results is described below:

Specific Results:

| 1.1. | Increased knowledge, skills, confidence and contacts of grassroots advocates to increase awareness of their rights and improve the effectiveness of their advocacy campaigns. |

In response to the needs of community people API cooperated with provincial NGOs (Cambodian Organisation for Women Support, Monirity Organisation for Development of Economic, Village Support Group, Tekdey Sovannphum, Kampong Chhnang Provincial Association of Commune/Sangkat) and local government partners to organise six three-day grassroots advocacy training sessions in three different provinces for a total of 180 participants, including 44 women (86 commune councillors, 27 NGO partners’ staff, and
67 community leaders from 27 communities representing 86 communes in Kampong Chhnang, Kampong Thom and Banteay Mean Chey provinces).

The training sessions were provided based on the Training Needs Assessments. The grassroots advocacy training curriculum was revised twice. The curriculum included updated training session plans, training materials, handouts and presentations.

Based on the average of pre- and post-training tests, participants’ advocacy knowledge, skills and confidence increased by 26.16% (47.63%-73.79%). Participants’ knowledge and skills increased in the following key topics: rights-based advocacy; practical advocacy steps; the advocacy cycle; how to identify community problems; mobilising communities; facilitating effective meetings; selecting good advocacy leaders; collecting evidence and information; setting objectives; analysing stakeholders and targets; defining methods; and developing advocacy plans, lobbying, analysing possible risks and threats, and making plans to reduce them.

After attending the grassroots advocacy training, NGOs partners’ staff have shared with their colleagues, who represent a total of 26 staff, including 11 women. Furthermore, they have mainstreamed advocacy concepts and grassroots advocacy strategy to 315 community people (77 women), and to commune councillors in a total of 33 villages in six communes and two districts, through commune council monthly meetings and village counselling, and eco-trained one day to 35 decentralised networks (10 women) in seven villages in Meanrith and Sandann communes on grassroots advocacy strategy.

Sandann and Meanrith Commune councillors who attended the API advocacy training have shared what advocacy is with other commune councillors and village chiefs totalling 32 people (three women). They covered problem analysis and collecting information and evidence, and how advocacy work supports local governments’ responsibility.

The training produced 17 advocacy plans on diverse issues involving forestry, land, fisheries, domestic violence and the salary of Commune Councillors. Five of the plans have already been successfully implemented; two cases failed and 10 cases are still being advocated by participants. The five successful cases include:

1. Two community leaders from Tror Pieng Tlork village collected thumb prints from 110 the community for submission to the local and provincial authorities and the line ministries. The petition successfully asked for 400 hectares of community forest to remain with the local people and to be protected from a Government investment plan involving a private company. Finally 400 hectares of land was provided to the community in 2009.

2. Community leaders held effective meetings with Commune Councillors and complained to the District Land Conflict Resolution Committee in order to retrieve six hectares of community land belonging to 150 families in Sala Santok village, Korkoh commune, Sontok District, Kampong Thom province that had been seized by a powerful private businessman. 150 families were given back six hectares of land.
3. Government agencies at all levels have agreed to protect four community forests in Nhorn, Sandann, Dornrek and Meanrith in Sandann district, Kampong Thom province, after leaders and Commune Councillors intervened and reported cases of deforestation and illegal logging to the Sangkat forestry administration and the District Governor. Currently it appears that such illegal acts are on the decrease.

4. A community forestry group named Tamang, Beong Tasrey and Prasat Tbeng in Kork Romeat commune, Thmor Pouk district, Banteay Meanchey province, has implemented their advocacy plan by writing letters to commune and district officials and the provincial governor, conducting a non-violent demonstration, and writing a letter to the President of the Cambodian Parliament. 132.4 hectares of state land and 30 hectares of deforested land were officially provided to 75 families as a social land concession.

5. 100 hectares of flooded forest in Dounlek village, Sambour commune, Mongkol Borey district, Banteay Meanchey, have been given to the community forestry group after a series of advocacy actions by community leaders with commune councillors and members of the Fishery Administration.

1.2. Increased engagement and cooperation between local citizens and government on important community human rights, democracy and development issues.

Two booklets were produced. 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.

Seventeen Citizens-Local Government Forums were conducted in different target communes: in Banteay Meanchey province, six forums; in Kompong Thom province, five forums; and in Kompong Chhnang province, six forums. In total there were 1391 participants (484 women); including: provincial governors and councils, district governors and councils; members of parliament; commune councils; local police; line government agencies; forestry communities; fishery communities; and community people. There were several topics discussed in the forums based on the situation and the needs of the communities: natural resources management, land issues, forestry issues, roles and responsibilities of commune councils; and roles and responsibilities of provincial and district councils.

At the forums some common concerns were solved immediately, while others took longer and some are still in the process of intervention, being supported by API and partner staff. Concerns raised at the forums by community people and solved by the Government include:

1. Two land dispute cases in Kvav Lech village raised in the forum have been completely solved by Svay Chek commune councillors.
2. Community people from Veal Oh Kdey village in Kraya commune, Santuk district, Kompong Thom province, were concerned about 4,500 hectares of forest that were reserved as economic concession land and were inaccessible to local people. The community had the opportunity to discuss this for the first time with Provincial Forest Administration leaders; as a result, the Government’s economic land concession plan has been cancelled and the land has become officially registered by the Government as a community forest area. Local people now have access to forest resources.

3. Public services in Sethey commune, Kampong Chhnang, are improving due to people knowing the dates of regular commune meetings and increasing their access to information from Commune Councillors and other useful social information.

4. There has been a reduction in illegal fishing in Kok Balaing commune in Banteay Meanchey province and in Bralay Meas commune in Kampong Chhnang province after key fisherman, communities, fishery lot owners and the local authorities discussed the Fishery Law and the rights of people to access fishery resources.

5. A school construction conflict in Koy Meang commune and a forestry issue in Banteay Chhmar commune, Banteay Meanchey province were solved.

6. People and local authorities in three communes in Thmor Pok district, Banteay Meanchey province, have supported each other to lead a grassroots advocacy campaign for legal land provision. A set of community petitions with thumbprints of 3,397 families and evidences were sent to district, province and national offices, including the President of the Senate. The problems were solved with peaceful discussion and negotiation within both parties, benefited the community.

7. A channel from Kronhak to a west rich field of about 1500 hectares was put in district development plans in the middle of 2009. The community suggested enlarging the pipe to irrigate the rice fields of 100 families; this project was sent to district council to intervene.

8. A primary school teacher was sent to Oromdeng primary school, which resulted in a serious domestic violence case being solved; this is a result of the promises made by the district governor who attended the forum in Tropien Riskey commune.

9. The illegal deforestation in Kampong Thom and Banteay Meanchey provinces has been reduced. Commune councillors in Sandann commune released a commentary to punish illegal cutting of tree by the rich or the poor. Local people advocated to stop the illegal deforestation of 320 hectares of flooded forest.

10. Community people from Veal Oh Kdey village in Kraya commune, Santuk district, Kompong Thom province, were concerned about 4,500 hectares of forest that was reserved as economic concession land and was inaccessible to local people. The community had the opportunity to discuss this for the first time with Provincial Forest Administration leaders and as a result the Government’s economic land concession plan has been cancelled and the land has become officially registered by the Government as a community forest area. Local people now have access to forest resources.

11. Public services in Sethey commune, Kampong Chhnang, are improving due to people knowing the dates of regular commune meetings and increasing their access to information from Commune Councillors and other useful social information.
12. Greater cooperation among community people, leaders of six community forests, and Commune Councillors in three communes in Thmor Pouk district, in Banteay Meanchey province, has led to the success of three important land cases.

13. Leaders from community fisheries, local government and the Fisheries and Forestry Administrations, as well as the provincial military, acted together to solve illegal fishing matters, particularly in Sambu commune, Mongkol Borey district, Banteay Meanchey province.

14. After the community people raised concerns about the waste disposal of a company that raises monkeys in the Tropieng Risey commune, Kampong Thom, the district and provincial governors intervened. The company now controls the waste properly.

1.3. Increased cross-community activity in support of advocacy by grassroots community activists to regional and national level decision-makers.

Three annual exchange forums in Siem Reap and Phnom Penh provided a space to discuss, share and consider old as well as new ideas and to foster networking and trust. Each year, 50 to 60 community representatives from different communities and provinces unanimously agreed to work together towards better participation and collaboration among fishery and forestry communities, land networks, local and national authorities, and national and provincial partner organisations. The annual forums increased community understanding of citizens’ rights; the roles and responsibilities of national and sub-national government officials in addressing community issues, particularly those involving community forestry, fishery and land; and helped to raise people’s self confidence to speak out, share concerns, and demonstrate in front of their local and national authorities. The discussions about roles and responsibilities of line government agencies, commune councilors and citizens has led to an increase in communication and cooperation between local citizens and the government on important issues such as community human rights, democracy and natural resource management, good governance, and development issues, with clear recommendations and commitments from all the relevant stakeholders at both local and national levels. Many practical community issues and concerns have been raised, discussed, and solved satisfactorily through cross-community learning and support.

1.4. Increased appreciation for community activists among Cambodian citizens.

API has developed the award concept paper and announced to the public its plans to gather input from interested institutes and individuals. Around ten leaders from local and international organisations provided input on the concept note, such as general views, objectives, who will be awarded, processes, and mechanisms.

API then invited all individuals who had given their input on the concept to meet of which eight people attended. They included representatives from the Commune Council Support Project, The Asia Foundation, Village Focus Cambodia, Cambodia Legal Education Centre, East West Management Institute, and API. The two main points: a). to learn from others’ lessons learnt – successes and failures – based on similar award development processes; and b). to further discuss the contents and process of this award’s development initiative.
Many critical questions were raised among key interested institutions, but it seems no clear answers have been made. Instead of leading the initiative, API participated in the Commune Sangkat and Civil Society Organisation Award Project. This project is led by CCSP, Ministry of Interior, National League of Commune Sangkat, and is funded by the EU and UNDP. API is a member of the National Technical Award Committee. API participated in all processes to select the best applicants from all provinces and CSOs’ applicants in Cambodia. API is well known at both national and sub-national levels for its expertise in this area.

2. Freedom of Information (FOI) Programme

Under this programme, four main- and three sub- expected results were to be achieved during the three-year period. The actual achievements against expected results are described below:

Specific Results:

2.1. Mobilised civil society organisations with increased capacity to support and lead freedom of information advocacy campaign activities.

An organised, high-status working group with an effective network is needed for a successful advocacy campaign to ensure passage of a law on access to information that reaches an international standard. To meet this need, API has led the Freedom of Information Working Group (FOIWG), consisting of 19 organizations, to deliver advocacy campaign activities for public access to information in Cambodia. These included 36 meetings with those civil society organisations to set up direction and strategies to improve work effectiveness; two training sessions were provided to 27 persons (13 women) representing 18 members of the FOIWG; as well as developing an NGO position paper on an access to information and policy frame work. In addition, the FOIWG has been working with NGO issue-based networks, NGO forums, media, the Government, parliament members, political parties, and UN agencies to raise awareness and to integrate the concept into their work. API leads The Access Initiative (TAI) Cambodia Coalition. The 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, which focuses on access to information, public participation, and access to justice.

As result of these efforts, the following has been contributed:

- Enabled the group to become an active representative for civil society organisations on access to information. An achievable work plan, strategy and structure with specific roles was developed for working group members. More members played active roles in promoting access to information within their organisations and with their partners. They contributed funds, human resources, and facilities to support these events. They expressed their strong interest to cooperate further in the future to mainstream these issues into their work.
- Based on pre-and post-test, 95% of members’ knowledge and skills on access to information was improved; on average, an increase of 43.3% was achieved comparing
pre- and post-test. Specifically, 48% of them demonstrated increased understanding of the definition and importance of access to information, 71% could define clearly the roles of NGOs and government to implement a law as soon as it is enacted. Most participants demonstrated an improvement in facilitation skills. For the first time, most are able to conduct trainings and to serve as guest speakers on radio talk shows. Some members provided echo training to their networks and partners. Access to information training materials were adopted as their individual respective training curriculum by most FOIWG members.

- More access to information initiatives and projects were created by the working group's members, and financial support was provided by more development partners, such as The Asia Foundation. There was an increase in the number of working group members who integrated access to information as a core affair of their work. Access to information was a theme of the Cambodian Constitution Day on 22 September 2010, celebrated by Civil Society Organisations.

- Access to information principles were integrated into the political parties' platform in 2008. All the political parties, including the ruling party, promised to pass the access to information law for the fourth mandate (2009-2013).

- An increased number of NGOs in the fields of good governance, environment and natural resource management, gender, agriculture, and education and health demanded information disclosure and transparency in their areas of operation through the Cambodia Development Cooperation Forum in 2008-2010.

- 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 in the National Strategy Development Plan, 2009-2013 were produced. Access to information was placed on the agenda by NGOs and development partners at the Cambodian Development Cooperation Forum meetings. It was disappointing that the joint monitoring indicator on access to information was excluded.

- UN agencies recognised the work of the Freedom of Information Working Group. UNDP supported the members of the Working Group to produce access to information educational materials and provided training on access to information to the media and Human Rights Task Force members.

- A group of Parliament Members of the National Assembly proposed a law on access to information to the Chair of the National Assembly. This proposed law will be discussed by the National Assembly in early 2011.

- A study on "The Access to Budget Information in Education Sector" was conducted by the NGO Forum on Cambodia; API was a member of the Working Group and provided technical and advocacy advice for more budget information in the public domain/budget monitoring in the education sector.

2.2. Promoted cooperation between civil society and the government and secured space for community input into the development of the RGC's FOI policy and legal framework.

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6The author of the legislation is a member of an opposition party.
API, together with the Freedom of Information Working Group, is supporting the Government’s commitment in promoting awareness of the value of access to information; and is encouraging cooperation and input from civil society, government, and the community into the development of an Access to Information Law. Fourteen provincial consultative forums have been held and were attended by 961 people (156 women) representing 173 institutions and organisations who are key stakeholders in society. These included institutions who are working in the education, health, decentralisation and deconcentration, labor, and media sectors.

API and the Working Group have communicated with the Ministry of National Assembly, Senate Relation and Inspection (MoNASRI), and have mobilised media, UN agencies and development partners, and NGO representatives for the Technical Working Group on Legal Judicial Reform (TWG-LJR) to push forward the access to information law. The group held a press conference and roundtable discussion on the theme of access to information policy framework status on the International Right to Know Day. The status of access to information was briefed to the NGO representative for TWG-LJR. As for the UN agencies (UNDP, UNESCO, and UNOHCHR), they raised access to information as a theme for the Press Day, and approached MoNASRI to discuss action towards the passage of an access to information policy framework. The media followed up with the MoNASRI on the progress of access to information policy. Additionally, 310 Cambodian laws and 188 Cambodian sub-decrees were reviewed and analysed by 28 students and lawyers relating to the access principles. A workshop about the roles of Parliament and access to information in Cambodia was organised.

The effects of the forums include:
1. Increased discussion among communities about the relevance of access to public information for community issues. Improved understanding and knowledge about the rights of access to information. Participants demonstrated increased understanding: 70% of participants clearly understood access to information issues based on the evaluation form. Participants actively engaged in the discussions and stated that this topic is not only relevant to their work but also their personal lives. Participants stated that information on relevant laws (the Labour Law, the Press Law and laws on education, commune administration and health) and their implementation is not available, despite the existence of laws requiring information disclosure. There is strong support from citizens and government officials at provincial and national levels for the Rights Access to Information Law to be passed in the near future.
2. Key recommendations for an access to information policy framework and mechanisms to ensure such access in these fields were produced. A range of ideas and effective mechanisms to augment the flow of public information is available for consideration in the Access to Information Law. These will be submitted to the Government when the Law is drafted.
3. NGOs Education Partnership (NEP), MEDiCAM, Labour Union, Media and Commune Council Support Project (CCSP) promoted access to information in their respective sectors on education, health, labor, media and decentralisation and deconcentration with around four hundred members. They shared the cost, human resources and facilities to support these events.
4. Gained support from UNDP, UNESCO, UNOHCHR for efforts to hold a national workshop on access to information. The UN agencies agreed to help the FOI Working Group to communicate with MoNASRI, and to provide human and financial resources. Access to information has been integrated in the UNDP strategic plan from 2011-2015.

5. Senior government officials, donors and civil society organisations at the national level are beginning to place forum contributions to the access to information debate high on their agendas. The legislative institution has recognised the importance of access to information and identified access to information as a theme for celebration on Human Rights Day 2010 by Parliament members. The result of the Cambodian legal review on access to information was presented to the 149 participants including chairpersons of commission, parliamentarians, representatives of government, representatives of embassies, and representatives of development partners and journalists, such as the Second Vice President of the Senate, Chairperson of Commission 1 of the Senate, Deputy Head of Mission of British Embassy, and Minister of Ministry of Information. Comments from members from the National Assembly and Senate demonstrated significant interest in adopting an A2I law. A group of parliament members from the opposition political party (SamRainsy Party) proposed the draft law on Access to Information to the National Assembly on 23 December 2010.

6. The Ministry of National Assembly-Senate Relations and Inspection (MoNASRI) promised to take action toward the adoption of an access to information framework by 2013, through a comment in the Phnom Penh Post.

7. 310 Cambodian laws and 188 sub-decrees were reviewed and analysed on information disclosure and access to information provisions.

2.3. Increased public awareness of Access to Information and its role in the protection of livelihoods and human rights.

To promote public awareness and understanding API, in cooperation with the Freedom of Information Working Group produced, distributed access to information educational materials to working members and target groups through all API’s activities on access to information which included: 176,800 stickers, 211,428 brochures, 34,400 posters, 10,866 booklets on the Commune Councillor framework, 15,000 booklets about the eleven political parties’ commitment to pass the Rights of Access to Information Law, 200 copies of training manual on access to information, 2200 handbook about the introduction on access to information, 25500,booklet on roles and duties of local administration to promote access to information and a series of educational songs and radio dramas on access to information. In the meantime, a total of 34 radio talk shows were produced and broadcast live on 102 MHz, 105 MHz, 93.5 MHz & 106.5 MHz. Three radio drama shows were produced and broadcasted through 106.5 MHz and Angkor Ratha based in Siem Reap province. These radio coverage areas included 12 provinces. In addition an energetic media campaign used newspapers, television and various electronic media at such opportune times as the General Election and the ‘Right to Know Day’.

A huge series of activities have had the following effect:

- On average, seven people from nine provinces called the shows with questions and comments and 300 people from 12 provinces sent text message to answer the
questions. A full 94% of the text message had correct answers. Responses indicated that a greater number of people see the importance of and have an increased understanding about access to information.

- National and international media has interest, including by Equity TV program, Phnom Penh Post, Cambodia Daily, Radio Free Asia, Women’s Media Centre and Voice of Democracy radio programs, the Phnom Penh Post Newspapers.
- Working group members reported that these IEC materials are useful, interesting and they meet professional levels of quality. They said that they will serve as foundation documents in their efforts to promote access to Information in Cambodia.
- Participants in API events requested more copies of the handbook for their organisations and their members.
- The effect of this concerted team publicity effort has seen a notable increase in people's interest in and understanding of the importance of access to information.

2.4. Mainstreamed access to information within the political decentralisation and deconcentration of Cambodia.

API piloted a Commune Information Disclosure Project in five provinces to promote a culture of information disclosure. After the initial assessment of 44 communes in six provinces, eight communes were identified as having the appropriate characteristics: i.e. able and willing Commune Councillors to implement the principles of access to information within the commune framework and opportunities for consultation and cooperation with local government, line agencies, working provincial partners, community based organisations and community people.

The overall objective of this project is to mainstream/integrate access to information within the decentralisation and deconcentration process in Cambodia for better public engagement in the development process and the improvement of livelihoods. Hence, to process this project, time for building relationships with both provincial partners and local administration, and building capacity in order to make them understand and take into account the process, including conducting project orientation, planning workshops, and signing the memoranda of understanding was required.

An external project evaluation was conducted in the eight target communes in late 2010. It confirmed that public access to information is increasing, with a good degree of motivation for information exchange among commune council members. Provincial and district government officials also increased their support and commitment to promote access to information, and they increased their support to commune council efforts to share information with community based organisations. Provincial partners have an increased understanding of access to information and commune council mandates.

The evaluation also found that the API programmes were highly relevant to their work. Grassroots advocacy and access to information were identified as mechanisms for strengthening good governance in the RGC’s decentralisation and deconcentration 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 support by a national framework.

More specific effects and outcomes include the following:

2.4.1. Increase in public dialogue on access to information by government officials and community citizens.

In collaboration with commune councillors, API organised fourteen workshops and eight public hearings about the achievement of Commune Investment Plan (CIP) 2010, the CIP Plan 2011, and other community issues, as well as eleven training sessions on commune councils’ mandates and access to information. API also provided technical support, direct coaching and information dissemination in 165 meetings. Approximately 70% (41,994 direct beneficiaries) of population in eight communes in five provinces participated in the above activities. The following contributions were made:

- Commune councillors and government officials at district and provincial levels recognised the importance of the public hearings as an effective method to work on public concerns and solutions and obtain the high participation of citizens.
- A large proportion of commune councillors made a commitment to increase citizen participation, access to information, and good collaboration among commune councils, CBOs, NGOs, sub-national government and stakeholders to improve responsiveness to citizens.
- There was increased space for community people to ask questions and make requests to their elected representatives on commune financial management, construction and maintenance of roads and dams, animal and fish raising, illegal fishing and fishing lots, small business, vocational training, education scholarships, water resources, public services, and access to public information. The above issues have been openly discussed and solved during and after the public hearings. Community people gained increased knowledge on the process and results of the commune investment plan for 2010 and 2011. Community people said it increased their confidence to communicate with elected representatives and deal with the commune affairs.
- People understood and used their rights to participation, access rights, and the commune’s mandates. Higher participation, communication and actions between people and commune councillors have been identified.
- Mutual trust and understanding among commune councils and community people was also recognised. More people accessed their commune halls for civil registration and used public services.
- Commune councillors demonstrated increased information sharing information among commune councils.

2.4.2. There is increased understanding of the need to share information to achieve sustainable development goals and community development plans.

Community people recognised that lacking access to information (such as information on water pollution, land law, domestic violence, forestry issues, child labour exploitation
issues, gambling and drug issues, gangsters, gender, and illegal fishing) can affect their livelihoods.

Having seen the importance of the needed information from their citizens, the commune councillors produced the commune information with technical support from API. Three forms of commune IEC materials (stickers, poster and booklets) were approved by commune councils. 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 information needs. Fifteen thousand copies of commune information booklets, 5,000 copies of posters about commune investment plans, schedules for commune monthly meetings, and contact numbers of authorities in the communes were printed and distributed in three target communes; 35,000 copies of a sticker showing the amount of fines for road traffic violations were printed and distributed to eight target communes and throughout Cambodia. IEC materials were also shared with media, local and international NGOs, governments and development partners.

The above interventions contributed to the following:
- Community people from both sides (demand side and supply side) provided support and expressed satisfaction. Relationships with local authorities and project participants were strengthened.
- Through monitoring and coaching on the roles and responsibilities of the supply side, commune councillors have actively increased their efforts to disclose information, especially on the right to participate in the monthly commune council meetings. They have raised awareness on access to information issues, organised public hearings, and provided more opportunities for citizens to express their opinions in meetings.
- There is confirmation of increasing information availability and access to public information in the eight target communes (100% confirmed from District and Commune Council levels, and 50% confirmed from the Community Based Organisations), with a good degree of motivation for information exchange among Commune Council members.
- Commune councillors recognised one of their key roles and duties is sharing information regularly with the community people. Commune Councillors significantly improved their knowledge about access to information. The Commune Councillors expressed a positive outlook. They gave the impression that they are gaining a better understanding of community issues, with better sharing of information among Commune Councils and community people, and are able to address issues more objectively.
- Commune councils encouraged the people to access information from communes and other public institutions. Some communes reported an increase in the number of community people coming to the commune office to read laws and other documents.
- The commitment and actions of Commune Councillors to improve their mandates and commune service delivery increased. There was increased information disclosure regarding public services and other policies related to NRM relevant to the people’s livelihood. The CID project was awarded second-class commune in Kampong Chhnang province for commune award issued by the Ministry of Interior, National League of, for its best practices project, particularly on good governance. This project’s best practices were shared to the Working Group for Partnership in the Decentralisation. It was visited...
by German Technical Cooperation (GTZ), Cambodian Civil Society Partnership (CCSP) and United Nation Development Programme (UNDP). Field studies discovered API and Commune CID best practices, and they replicated some activities. Furthermore, this project was noticed by media: Equity TV program produced a show on the importance of access to information in promoting public participation in the commune development process.

- The Commune Councillors see the importance of information disclosure, so they have mainstreamed the information dissemination activities into the five sectors of the Commune Investment Plan 2011, and have allocated a small amount of commune budget to promote access to information.
- Commune councils’ monthly meetings were held regularly with increasing the public participation.
- Some NGOs said they would replicate the CID project’s IEC materials for use in their own programmes.

2.4.3. Commune Council information management systems are established and/or improved.

To strengthen and support the Commune Council to set up the information management in a systematic manner, 11 information management training sessions were provided. API also supplied materials including filing cabinets, law books, and other relevant documents: 419 copies of laws and sub-decrees on natural resource management, agriculture, education, health, penal and civil codes and procedures, and administrative affairs; 17,933 copies of leaflets, booklets, stickers, posters, CDs related to the mandate of commune councils were provided to all eight target communes and they are available in all commune offices for public access. Some communes were provided loudspeakers and cassette players as means for dissemination of information. In addition, technical support and regular coaching were provided to eight communes in five provinces.

All target communes improved filing and record-keeping systems:
- Most information was categorised correctly and accessible to both commune councillors and community people. Commune councils increased their knowledge on minute and report writing. They were able to write the narrative CID project report with comprehensive information. Commune logbooks are being used as a commune information desk.
- The information management in the three communes that API has supported over two years significantly improved, while the other five additional communes showed less significant improvement due to their shorter time of project implementation.
- Community members expressed increased satisfaction with the information available in communes; reports and minutes were helpful to those who did not attend meetings. Participants made a commitment to file documents in a systematic manner.
3. Advocacy Capacity Building Programme (ACP)

Under this programme, there were four main and two sub expected results to be achieved during the three-year period. The actual achievements against expected results are described below:

**Specific Results:**

- **3.1. Increased numbers of advocates initiating and participating in advocacy activities to address important community needs.**

Cambodian advocates, NGO staff, and communities have requested more advocacy capacity training, tools and publications in order to improve their capacity and skills for addressing specific issues such as natural resource management, gender, child rights, D&D, health, education, etc. In the years 2008-2010, API has produced the following issues-based publications and training materials:

**Advocacy in Gender Discrimination handbook.** To supplement API’s existing publications, an advocacy handbook on gender discrimination and advocacy along with a three-day training curriculum was written by a VSO advisor; training was given to fifteen senior NGO staff. Twelve thousand copies of the handbook were published in Khmer and English and officially launched. The handbook has been in great demand, so 2,500 more copies have been printed for Advocacy Expert Training sessions and free distribution.

**Advocacy in National Resource Management.** In late 2010, an assessment was conducted on natural resource management and capacity needs regarding advocacy. 102 people responded to the questionnaires during the National Advocacy Conference in December, 2010, and several focus group meetings were held on the draft of the findings. Based on the results of the assessment, API is developing a training curriculum and handbook for targeting community-based organisations and other civil society organisations.

**Public Policy Analysis Training Course.** From October to December 2010, an assessment on understanding the public policy was conducted. The aim was to identify as well as gauge the degree of understanding of public policy, the policy development process, and policy analysis, both from theoretical and practical perspectives, particularly, but not exclusively, among API’s current district and commune council partners (including governors, deputy governors, and councillors of districts, councillors of commune/sangkat councils, NGOs and academic institutions). It also aimed to identify challenges and gaps that constrain policy implementation and law enforcement in Cambodia. The findings of the assessment will enable API to develop the public policy analysis short course training and possible handbook.

Furthermore, in order to improve capacity and share lessons learned, API documented, analysed and published the results of 189 grassroots advocacy cases. API, in cooperation with 4th and 5th National Conference Committee, collected 189 advocacy cases and information on best practices of CBO leaders in advocacy in Cambodia. A report focusing on
80 grassroots advocacy cases was produced in 2009, and a report on practical advocacy in Cambodia focusing on 189 was produced in 2010. 102 questionnaires on advocacy and natural resource were collected from 350 conference participants, consisting of 70% community representatives, 19% CSOs and NGOs, 10% government officials, and 1% media.

3.2. Targeted Cambodian NGOs, professional associations, trade unions, networks, and other important social groups are skilled in the design and implementation of advocacy campaigns.

In response to the needs of civil society organisations, the Advocacy Expert Training (AET) documents were produced in Khmer and English. A set of training information packages were prepared and publicly announced in the printed media and by email; hard copies were distributed at national conferences to target potential organisations in Phnom Penh and the provinces. Thirty-five applicants were screened and interviewed, and 29 people were accepted for the training. The successful applicants included: five National Assembly staff, one Senate staff, 22 staff from 13 NGOs and Media, and one Labour Union staff. AET training curriculum and materials were revised into different modules.

**The training was in six modules:**
- Module 1: Advocacy Campaign Management, 08-10 April 2009.

The training was undertaken and facilitated by twenty Cambodian experts from different educational backgrounds with diverse skills and advocacy experience and knowledgeable guest speakers. Please see list of advocacy trainers and guest speakers in attached training report.

The training employed different methodologies to create an active learning environment: technical presentations, open plenary discussions, brainstorming, working in pairs, small group work, role play, games, case studies, video, sharing experiences with guest speakers, and study visits related to important topics such as leadership and community mobilisation.

Between training courses, participants undertook assignments to practice the advocacy skills and knowledge they had learned. The API team provided follow up coaching for 16 participants on their project assignments on how to apply the new knowledge and skills in their work.

As a result of the intensive Advocacy Expert Training (AET) Course of 18 days, 23 out of 29 participants graduated successfully with a remarkable increase in advocacy skills and knowledge.

**API Three-Year Report 2008-2010**
The results of the post-tests showed a significant increase in the skills and knowledge of all participants: skills were up by 45% in the last module. Understanding and knowledge of participants increased from the first to the sixth module as most of the topics were relevant to their work.

The Advocacy Expert Training participants produced 17 advocacy plans on specific issues to enable 15 civil society organisations to implement advocacy campaigns. Based on participants’ reports, 77% of advocacy campaigns on specific issues were successfully undertaken as a result of the training. The following are the results from their campaigns:

1. Changed the health service charge policy for peer educators from around 5,000-40,000 Riels (1.25USD to 10.00 USD) per peer educator to free of charge.
2. Returned fifteen hectares of land to community people in Teuk Phos district, Kampong Chhnang province from powerful people.
3. The social land concession was given to the poorest families in Memot, Kampong Cham province.
4. Reduced illegal fishing in Stung Trong, Kampong Cham province.
5. Increased number of local people using local rice seeds.
6. Improved accountability of Commune Councillors regarding a hidden Commune Fund.
7. Shoe Premier II Cambodia Co., Ltd. accepted the Collective Bargaining Agreement. The Ministry of Affairs and a Vocational Training official recognised and signed the agreement.
8. Social land concessions were made for vulnerable groups, including people with disabilities. Among 230 people, 130 of the poorest households received 20mx40m of land for each family from government officials after a trainee undertook effective advocacy with the Provincial Governor in Kratie province. Land for the remaining families will be discussed in the second step of the negotiations.
9. Over four thousand hectares of the economic land concession of a Vietnamese company which was considered as community forest land was given to over three thousand families in three communes in Sandan district, Kampong Thom Province.
10. Three AET trainees from the National Assembly contributed to solving a land case related to a road construction project in Phnom Penh Thmey, Sangkat Sen Sok, Phnom Penh.
11. Development in communities was effectively improved and is more sustainable.
12. People living in development areas enjoy positive results from land concessions and that the land concession law is fully implemented.
13. Improved living conditions for people affected by HIV and AIDS have been achieved, as well as reduction in the new transmission of HIV and AIDS among vulnerable groups through education and improving the care of HIV and AIDS patients in accordance with the HIV and AIDS Law and the Constitution.

The majority of AET participants reported that they used the advocacy expert handbooks as guidance for their own advocacy training. Participants from Cambodian Disabled People’s Organisation, Cambodian Centre for Study and Development in Agriculture, Cambodia Centre for Human Rights, Cambodian HIV and AIDS Education and Care, the
Lutheran World Federation in Battambang and Kampong Chhnang have, in total, provided 28 advocacy training sessions for their target communities of 862 people.

Five case studies of successful advocacy campaigns on land conflicts; health policy change and garment factories have been documented.

3.3. A culture of effective lobbying and advocacy established through the promotion of best practice and outlining common intra and cross-sector goals and cooperative measures.

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, 70% representing community based organisations and 30% representing 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 annual forums provide space for discussion, sharing of issues, challenges, experiences, knowledge, case studies, and relevant research. Outcomes from the forums included relevant agencies and responsible line ministries receiving the final forum reports and recommendations relating to land, forestry, fisheries, mining, eviction, hydropower dams, and good governance. The conference’s ability to strengthen networking supports not only the many participants but their communities, NGOs and Commune Councils as well. The conference acted as a catalyst enabling community issues to be heard at the national level. The Government is giving increased attention to solving community issues identified in the forums. Some cases were solved after the conference.

3.4. A professional group of Cambodian lobbyists and advocates working together to achieve the RGC public policy outcomes which serve the best interests of Cambodian citizens.

With the technical support from external consultant, API designed a three-day lobby skills training curriculum. For forming the Lobby Group, API prepared Terms of Reference for the Civil Society Lobby Group. API accepted applications from 24 candidates from different organisations to become Lobby Group members. Seven experienced people who are from the Lutheran World Federation, Church World Service, World Vision Cambodia, Legal Aid of Cambodia, Cambodian Legal Education Centre and ADRA Cambodia Organisation were selected. The members have a diversity of work experience and educational backgrounds, and the first meeting provided the opportunity to share experiences, expectations,

7 ADHOC, CJR, CHRAC, COHRE, GAD/C, DPA, LWF, NGO Forum on Cambodia, Star Kampuchea, HRTF, PACT, Vigilance, VSO and World Vision Cambodia
objectives, expected outputs, and the lobby process with the National Assembly in Cambodia.

To learn more about lobbying experience, API held a half-day workshop on lobbying and promoted the launch of the group through newspapers and its website. This workshop aimed at learning and sharing experiences on how effective lobbying contributes to sound public policy. The launch took place on 31 March 2009, and the 106 guests heard valuable contributions from international and national guest speakers.

API delivered two lobby skills training sessions for prospective Lobby Group members. The first lobby skill training was undertaken by the consultant from 25-27, March 2009, to provide skills on how to influence lawmakers to change policies to develop Cambodia. There were 26 participants including 19 from NGOs, (five from API), two from government institutions (Constitutional Council and Cambodian Red Cross) and one from a private company. Participant’s knowledge on lobby skills appears to have improved based on the pre-test and post-test results. The second lobbying skills training session enabled members of CSLG to repeat the training along with five members from the Lutheran World Federation, the Church World Service, World Vision Cambodia, and Legal Aid of Cambodia. 100% of the participants increased their lobbying skills according to the average pre-test result of 71.2%, with an average post-test increase of 88%. Both training sessions were facilitated by the consultant who has extensive experience working with Members of Parliament (or equivalent) in the United States of America and Cambodia.

Five CSLG member meetings have taken place within the two years: 29 June, 25 August 2009, 27 April, 25 June and 27 September 2010, to reflect on the performance and to draft briefing notes and talking points for the meetings with Members of Parliament and Commissions.

A Civil Society Lobby Group was led and facilitated by the Advocacy and Policy Institute. The Group’s work plan for lobbying the National Assembly in 2009-2010 was produced. 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.

Currently, the Civil Society Lobby Group is functioning. Between four and six members actively lobbied the Commissions of the National Assembly and participated in the CSLG members meeting. CSLG and API now have effective communication and collaboration with: Members of Parliament in Commissions 1, 2, 4, 5 and 9 of the National Assembly; Senators in the Commissions 1, 6 and 9 of the Senate; the Secretary General of National Assembly; and the Senate and Assistants of each Commission, so that now good working relationships facilitate and provide 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.

In addition to working with the National Assembly and the Senate, the Group is involved with the Anti-Corruption Coalition/Coalition for Integrity and Social Accountability, the
Freedom of Information Working Group, the Committee for Cooperation of Cambodia, NGO Forum and MEDICAM. It shared concerns, strategies and recommendations on above identified issues at four meetings.

Additionally, six organisations and coalitions (Cambodian Cooperation Committee, Cambodian Disabled Peoples Organisation, Cambodian Human Right Action Committee, NGO Forum on Cambodia, and the Coalition for Integrity and Social Accountability and MEDICAM) invited API and members of CSLG to provide comments on the Law on the Protection and the Promotion of the Rights of People with Disabilities, the Budget Law 2010, the Peaceful Assembly Law, the National Strategy Development Plan 2009-2013, the Anti-Corruption Law, and the NGO and Association Law. The policy recommendations and comments were forward to the National Assembly by the CSLG.

Finally, the Anti Corruption Law was adopted by the National Assembly on 10 March 2010, by the Senate on 19 March 2010, and by the King on 17 April 2010. The National Council for Anti-Corruption and the Anti-Corruption Unit were established and functioning. The Anti-Corruption law is being implemented and already a few key corrupt provincial judges and members of the police and the military have been arrested. An access to information policy framework is currently with the Ministry of the National Assembly Senate Relation and Inspection (MONASRI). Meanwhile an Access to Information Law was proposed by the opposition political party and submitted to the Cambodian National Assembly on 23 December 2010.

3.4.1. A Think Tank made up of respected and experienced professionals supporting the Lobby Group in identifying issues and promoting communication with the National Assembly.

API introduced a Think Tank initiative with several NGOs leaders at the beginning of the project and called for their interest. Some high profile, respected leaders were also invited to be Think Tank members. Finally, more than ten NGO leaders were selected and accepted to be Think Tank members with agreed upon Terms of Reference. In 2010, Think Tanks or Working Groups have been formed by other NGOs, and API has worked with these more diverse groups to assist them in communicating with the National Assembly about ongoing national policy, law development and emerging hot issues needing discussion in Cambodia. In total, thirteen Think Tank meetings, led either by API or API in collaboration with other NGOs, were held to discuss six hot issues as below:

1. Democratic space in Cambodia in 2009.
2. Communication and engagement among civil society and the National Assembly and the Government.
4. Integrating anti-corruption and access to information laws in the updated National Strategic Development Plan (NSDP) 2009-2013.
5. Changing the aid effectiveness to a development effectiveness framework for collaboration among government and development partners.
6. The draft NGO and Association Law.
7. The proposed Access to Information Law.

The above-identified issues were given very little time for leaders of NGOs to discuss before the policies or laws were officially debated and passed in the National Assembly. Because of this, at five of the thirteen Think Tank meetings, members of CSLG were invited to participate and forward messages to the National Assembly as a matter of urgency. All the above identified issues, policies and laws were discussed, analysed and researched by civil society organisation stakeholders including API, and recommendations were submitted to the National Assembly, the Senate and relevant government ministries. It is understood that these were considered by both legislative and executive branches of the Government. The CSO recommendations for further law enforcement, although very limited, were accepted by the Government and National Assembly and have been put into practice.

3.4.2. Increased active communication and policy dialogue between members of the National Assembly and public and civil society organisations leading to effective actions.

The Technical Coordination Secretariats (TCS) of the National Assembly and the Senate agreed to co-host their first workshop with API on 'The Role of the National Assembly in Promoting Civic Engagement and Accountability.' The Workshop was held in Phnom Penh on 6 November 2009. Ninety-three parliamentarians and representatives from embassies, donors, development partners, TCS, the Government, NGOs and media attended.

The second workshop on access to information and the Cambodian Parliament was jointly organised by the Advocacy and Policy Institute, the Freedom of Information Working Group, and Secretariat General of the Senate at Senate Palace in Phnom Penh on 7 December 2010. One hundred forty-nine participants, including Chairpersons of Commissions, parliamentarians, representatives of government, representatives of embassies, representatives of Development Partners, and Journalists attended. The Second Vice President of the Senate, Chairperson of Commission 1 of the Senate, API advisors, and the Director and Deputy Head of Mission of the British Embassy and Minister of Ministry of Information were engaged as guest speakers.

This initiative effectively contributed to increased active communication and policy dialogue among members of the National Assembly and Senate and Government Representatives, and the public and civil society organisations leading to the proposed access to information law by Members of Parliament on 23 December 2010.

An indication of the close and active communication and collaboration between the Cambodian Parliament, API and other Development Partners can be seen in the invitations of the National Assembly and the Senate to attend regular monthly meetings and other important events.
API does not only lead policy dialogue at the national level but leads policy discussions at the provincial level through organising provincial forums, in this instance four, in four different provinces.

The Forums were held on:
1. The Road Traffic Law at Kampong Chhnang province on 12 December 2008, which was presided over by the provincial governor and a representative from the British Embassy. Eighty-eight people representing relevant local provincial departments and authorities and NGOs attended. The key speaker was from the Ministry of Public Works and Transport.

2. The General Status of Civil Servants Law at Ratanakiri province on 25 June 2009 was presided over by the Provincial Governor. Seventy-three representatives from relevant commune, district and provincial government departments attended; the key speaker was from the Ministry of Interior.

3. The Tourism Law at Siem Reap Province on 26 January 2010 was presided over by Senator H.E Uk Kong. Eighty-five representatives from Commune Councils, district offices, and provincial departments attended. The key speaker was Dr. Suon Rany, Director of Law Group from the Ministry of Tourism.

4. The Suppression of Human Trafficking and Sexual Exploitation Law at Kompot province on 10 August 2010 was presided over by H.E. Mr. Som Chen, Vice Chairperson of the Commission 9, the Secretary of State of Ministry of Interior, the Provincial Governor, and a representative from the British Embassy in Phnom Penh. One hundred twelve participants, of whom 32 were women, attended.

After each policy forum and workshop, API prepared reports and recommendations and submitted these to the National Assembly, the Senate, and the Government law enforcement ministries through the CSLG and the National Assembly lobbying meetings.

In total, ten lobbying sessions were held (five lobbying meetings with five commissions of the national assembly; and the other five lobbying events in the national consultative forums on changing aid effectiveness to development effectiveness, and the annual advocacy conference). These lobbying meetings were held between CSLG members and around twenty Members of Parliament in the Commissions 1, 2, 4, 5 and 9 of the National Assembly, and 10 Senators in the Commissions 1, 6 and 9 of the Senate, and in regular meetings with Secretary General of the National Assembly and the Senate and Assistants of each Commission. The main issues being lobbied were:

• The enforcement of laws on Road Traffic, the General Status of Civil Servants, Tourism and the Suppression of Human Trafficking and Sexual Exploitation, which had been discussed at the policy provincial forums. The lobby meetings were based on the provincial forum reports and recommendations.
• Improving collaboration: MPs’ participation, collaboration and communication among the National Assembly and civil society organisations in law development.
• Disclosing, passing and enforcing the Anti-Corruption Law.
• Passing the Rights Access to Information Law; Juvenile Justice Law, and Establishment of Commercial Court Law.
• Changing AID effectiveness to development effectiveness through further strengthening law implementation and overseeing the executive branch of the government.
• Enforcing the new Cambodian Organic Law on Sub-national Administration

During the three year period, the following policies and issues were lobbied with the National Assembly Commissions to encourage further law enforcement: the laws on the General Status of Civil Servants, Road Traffic, Tourism, the Suppression of Human Trafficking and Sexual Trafficking, Anti-Corruption, and the Rights Access to Information and the Organic Law. Likewise, lobbying took place to improve communication and collaboration among Government, Parliament and civil society to increase Members’ of Parliament participation and collaboration with the National Assembly and civil society in law development, including the NGOs and Association Law; to further strengthen law enforcement; and to oversee the executive branch and recommendations submitted to line government agencies such as the Ministry of Interior, Ministry of Public Works and Transport, Ministry of National Assembly, Senate Relation and Inspections, and the National Assembly. Nine out of ten policy recommendations have been accepted and implemented. The Access to Information Law has yet to be passed.

The recommendations have resulted in: road traffic accidents and deaths in Kampong Chhnang province reduced in 2010, based on the report from the Government line ministries and the National Assembly; the Ratanakiri provincial office referring to the appropriate article of the Statute Civil Servant Law when promoting staff; improvements in Tourist Law enforcement in Siem Reap province, and more informal businesses applying for business licenses; the Human Trafficking and Sexual Trafficking Laws being better enforced in Kompot province; the Anti-Corruption Law being passed and enforced; increased understanding about the District Governor, District Council and Commune Councillor roles and duties identified in the new Cambodian Sub-National Administration Law in Kampong Thom, Kampong Chhnang and Banteay Meanchey provinces; improved civil society engagement with MPs and government; MPs’ more participative, including improved communication with the National Assembly; action in line government ministries and civil society organisations towards law development and enforcement has improved, particularly with regard to the NGO and Association Law; the Rights Access to Information Law is under discussion in the National Assembly due to the proposal by the Sam Rainsy Party Team Leader after a discussion with the Member of Parliament, H.E. Mr. Son Chhay, from Sam Rainsy Party, in November 2010.
IV. ADDITIONAL ACTIVITIES

In addition to the planned activities, API has initiated and accepted additional activities, including:

- Providing 22 consultancy services (training, workshops, planning and evaluation) for additional income generation for API (see more detailed in Consultancy Service session).
- In 2010, conducted an assessment to explore the possibility of working on Extractive Industries (EI) in the Mekong Delta countries. Because Oxfam America organized the regional Southeast Asia strategy on Governance of EI in Southeast Asia organized the regional Southeast Asia Strategy on Governance of EI in Southeast Asia on 30 March and 1 April 2010, API decided to stop the assessment. However, API has reviewed the recommendations from Oxfam America workshop for API to participate (Cambodia, Vietnam and Lao) in work 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 training needs assessment (TNA) with members of CRRT and EISEI and staff. The TNA has led to API and CRRT agreeing to develop training materials on advocacy and EI in early 2011.
- API plays key role in developing members’ skills on the advocacy and access to information in EI. Recently, API in cooperation with CRRT conducted one three-day course of Advocacy Skills Training on EI for CRRT and EISEI members and staff. From this training workshop, some potential areas where API could take the lead and work on were identified.
- Coordinating 37 law students from two universities in Phnom Penh to conduct legal review of Cambodian laws and sub-decrees, to identify information disclosure and access to information provisions. Cambodian laws and 188 sub-decrees were analysed.
- Leading and facilitating The Access Initiative (TAI) Cambodia coalition. 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 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.

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8 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)
• Reviewing and producing advocacy training materials (general) into advocacy related to human trafficking, particularly child trafficking, for World Vision International. It took nearly a year to complete.

V. NETWORKING BOTH IN AND OUT OF COUNTRY

Since issues are large and resources are limited, in order to implement the activities effectively, efficiency, and timely, API has participated and worked with some of the NGO networks that directly link to its work. These networks include:

• 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 the 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 that reaches an international standard. In the last three years, the Group has achieved remarkable results, as stated above under the Freedom of Information Programme.

• 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) on “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 annual conference discussed core issues related to good governance of natural resources and advocacy, in which 350 Cambodian advocates and representatives from NGOs, donors, the RGC, the media, and representatives from more than 200 communities participated. It found that lacking access to information is one of the key challenges in good natural resources and development processes.

• 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.

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

• API is a member of The Working Group for Partnerships in Decentralisation. WGPD is a network of CSOs that meaningfully participate in sub-national democratic development and contribute to the policies and practices of the RGC by providing a platform for CSOs to learn, share, and build collective voices to advocate for their active and meaningful participation in the D&D reform process.

• 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.
API participated in the Disability and Human Rights Network led by the Cambodian Disabled People's Organisation (CDPO) to present the voice of persons with disabilities in Cambodia, and to promote the interests of persons with disability so that they can fully and equitably participate in society. API has participated as a steering committee member of 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.

VI. CHALLENGES

In the last three years, API has had some great achievements as described above. At the same time, it has faced many challenges, including:

1. Increased public awareness and demands for training and community forums: Requests for training and community forums have steadily grown throughout 2008 and 2010, as communities and organisations become aware of their usefulness. At the same time, API sees the need for more forums and, grassroots advocacy training for Commune Councillors and local people. The challenge of meeting increasing demands for skills and knowledge with finite resources is being met by API through strict planning and budgeting.

2. Working with the political parties and the Government: During the national election campaign of July 2008, API worked with the Freedom of Information Working Group to encourage and ensure that all political parties highlighted access to public information in their political platforms. Working with the political parties was very challenging as they integrated access to information into their political platforms to support the passage of the Rights Access to Information Law in the fourth term mandate of the Government. The experience and the contacts made have allowed API to use the political platforms to follow up on future political actions not only on access to information but on other social issues requiring advocacy.

3. Networking among nongovernment organisations: The Cambodian People’s Party won the national election in 2008, and the party now holds a majority in the National Assembly and the Government. Currently, civil society organisations find it difficult to advocate to the Government because the Cambodian People’s Party has absolute power and democratic space has narrowed. Positive action is further hampered by the difficulty some organisations have in networking and working together to advocate on common issues.

4. There has been some progress on the proposed the Rights of Access to Information Law: There is a need for the FOI Working Group to communicate and build relations with the Government and National Assembly to support the passage of this law. Support is also needed from UN agencies and donors and, crucially, from the Cambodian Parliament and Government.

5. Providing more tailor-made courses and consultancies are good for generation of additional income to support the organisation’s operation. With these consultancy services, API staff and leaders have had to invest more time and energies in order to
accomplish the programme’s planned activities as funded by donors (not full cover) as well as the consultancy services that generate additional income to supplement staff salaries and benefits.

VII. LESSONS LEARNED

API defines itself as a learning organisation. The staff are 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 goal.

1. The current grassroots advocacy handbook was mainly designed for both communities and staff of civil society organisations who are grassroots advocates. At each grassroots advocacy training a commune councillors was in attendance, while some training materials and handouts were revised to fit all participants’ backgrounds. It is more effective if the training and materials for grassroots advocacy are revised only for commune councillors from different political parties.

2. The Grassroots Democracy Programme closely networks with other nongovernment organisations to work with rural communities on fishery, forestry, and land concerns. This is accomplished by improving the capacity for grassroots advocacy, facilitating and strengthening community and local government dialogue and partnerships, promoting access to commune information, encouraging policy development and implementation through communication, and facilitating solutions to community issues. API networking activities are seen as examples to be copied as people become aware of the strength of working together.

3. The decentralisation and deconcentration taking place in Cambodia is not independent of the political parties, and this is a challenge for local governance. Commune councilors often have to wait a long time for decisions to be made by their line managers. Good two-way communication and relationships from the top to bottom, from the RGC to commune councils, should be encouraged.

4. API has made a positive start towards working on the Government’s Decentralisation and Deconcentration initiative, building the civic engagement policy with Commune Councils as well as at District and Provincial levels. There is an opportunity to expand the project to further enhance the delivery of council services (gradual shifting from administrative issues to medium and long-term matters of (sustainable) local resources management, people’s participation, transparent and accountable local governance); and to encourage understanding about the roles and responsibilities of the Government and Government Officers, particularly regarding access to public information and its values regarding the NRM.

5. Implementation of the CID project in the Danida target areas contributed to a project that was more effective and with higher impact. The CID project was strongly supported by the elected representatives (supply side/duty bearer) to take more accountability, while the other projects of Danida were strongly focused on the empowerment of
people (demand side/right holder) to exercise their rights regarding protection of natural resource management.

6. Mobilising the media, private sector, and sectoral NGOs networks to be interested in Access to Information is the effective way to promote this concept and to draw the attention of policy makers to think about this issue. So far, API has mobilised some of them to be focused on Access to Information; some sectoral NGOs integrated it into their work and advocated to their relevant ministries.

7. Using strategic-operational coordination between national and local levels, including donors and non-state actors, is a very effective way to promote Access to Information. Obviously, API used existing government mechanisms on the sub-national level and better coordination with provincial partners to support Access to Information at the commune level. In the meantime, API mobilised the British Embassy, who focuses on working with Parliament, to be interested in supporting Access to Information with Parliament.

8. Workshop planning, project orientation, and signing the MOUs with the involvement of relevant stakeholders in the initiative stage of project implementation enabled community ownership and sustainability. The community people will understand the work of elected representatives and take actions to monitor on commune affaires. The Commune Councillors will clearly understand their roles and be accountable to their community citizens.

9. The inability of Commune Councillors to record commune information and manage filing systems contributes to a lack of transparency and information sharing. Regular and effective monitoring and mentoring of the Councils is required. Commune Councils need to strengthen monitoring of service delivery and the technical aspects and regular sharing of information on funds and decision-making.

10. IEC material is useful to raise awareness on access to information. It is particularly effective in reaching a mass audience. Additional financial support enabled leaflet and sticker distribution to reach rural and urban groups. The opportunities which arose for further explanation of the educational materials during their distribution increased effectiveness. However, there is a need for more contemporary means to disseminate information and additional activities to monitor the impact and effectiveness of all IEC materials.

11. Participation of Cambodian parliamentary members and high-ranking government officials in NGO activities is difficult and minimal. It depends to some extent on each individual NGO’s strategic communication, their cooperation with their own institutions, their understanding of the Cambodian system of government, and their personal relations and background. API understands that jointly organised activities between NGOs and the Cambodian Parliament and Government lead to more effective cooperation among the three, with greater participation and more positive results. API has learned through experience that patience, being prepared to put aside a large amount of time, and good preparation are essential for strategic communication with government officials and administration.

12. The briefing meetings with key Secretaries and Assistants of the Commissions of the National Assembly and Senate were considered an important way to indirectly lobby the Chairman and other members of the Commissions. When these people understood and knew about the Lobby Group and what API and civil society organisations were
doing, they trusted them and transmitted good messages to the Chairs and members of the Commissions, so that made Lobby Group and API found communication much easier. Some key MPs were identified who are more powerful and influential than others. Some MPs now show an understanding of civil society and recognise the importance of meetings with CSLG to respond to the needs of the people and nation. We learned that these MPs can be valuable allies for civil society. We should organise some events so that we can invite them to participate and speak out to support civil society issues.

13. We learned that it can make our activities easier if we are able to identify the MPs and their provincial bases, and then invite them to participate in civil society organisations’ activities. MPs often go to their stations and meet with their constituents. If there is an issue which had been discussed, MPs could follow it up and take any action forward. Invitations to MPs representing the provinces where the forums are being organised enables greater cooperation and interaction during the forum and subsequent discussions. This also led to most MPs indicating that they would attend to the identified necessary changes after the forum. For example, in the Kampot provincial forum on 10 August 2010, H.E Som Chen, one of MPs representing Kampot province, attended the forum in order to speak, share, intervene and listen to what the participants had to say and took part in discussions during the forum. The MP heard the issues and concerns being voiced by the local authorities and the people. These MPs have put forward forum recommendations and results to more MPs and the Commissions of the National Assembly. MP participation has given encouragement for future cooperation between organisers like API and the provincial offices and MPs.

VIII. CONSULTANCY SERVICES

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/Christian Aid, Danish Red Cross/Cambodian Red Cross, and NGO on Education and Partnership (NEP). A total of 403 participants (139 female) from around 200 different Cambodian and international organizations participated in the courses. API offered diverse advocacy-tailored courses on issues of 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 Deconcentration, and education.

IX. ORGANISATIONAL EXCELLENCE

In working towards strengthening and being a well-functioning organisation to carry out its mission and goal, API, with the technical support from VSO and Arcadia Associates Inc.,
and its Board of Directors, as well as short-term consultants, has had great achievement in the following areas:

**A Memorandum of Understanding** between Pact Cambodia and API has enabled API to adapt Pact’s policies and procedures, including financial procedures and personnel policies, for its own use.

**Board of Directors.** API has seven members of its Board of Directors. Three annual Board of Directors meetings were held. The Board of Directors discussed, reviewed and approved API’s Bylaws, Board Policy (manual), three-year strategic plan, annual work plan and budget, income generation policy, personnel and finance policies, and the annual Director’s performance.

**Management Committee Meeting:** The Management committee 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 requiring to be put before the Board of Directors, including API’s annual progress reports, annual work plans and budget, income generation policy, personnel and finance policies, selection of a company to conduct API’s annual audits, programme staff performance review; staff motivation, 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, M&E tool development workshop for building staff capacity, establishing a staff loan (PRF) committee, updates to information on IT and API web-hosting, and staff compensation for annual leave balance in 2010.

**Planning and workplan.** Based on the three-year strategic plan, 2008-2010, API staff produced annual workplans and programme workplans. The plans included objectives, expected results, key activities/actions, timeframes, and key responsible staff. Based on key evaluation findings, API staff, advisors, partners and Boards produced the next three years strategic plan for 2011-2013.

**Reporting system.** API developed a clear reporting format to report on progress. The reports are produced quarterly, six-monthly, annually, two-year report, three-year report, and project completion report for internal and external use. They are written in English and are available for each programme and for finance and administration. At the same time, API also wrote its activities quarterly and annually reports to submit to the Phnom Penh municipality office and provincial offices where API is working.

**Programme monitoring and evaluation:** API conducted six monthly partner meetings with quarterly follow up meetings. In addition, regular community interviews and annual monitoring in the field are used to provide accurate assessments of programmes and to produce periodic reports. Six monthly and annual partner reflection meetings were conducted to review activity progress based on agreed plans, and 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 a 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 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 the API SWOT 2008, 2009 and 2010; and an action plan to address its weakness by analysis of API’s strengths, weaknesses, opportunities and threats; and the final touches to the annual work plan, a three-year statement of success report (2008-2010); API’s work plan 2010; technical collaboration plan; and 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.

API’s work in the last three years was evaluated 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.

Organisational development and support: 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 procedures in place. More importantly, they have provided the support to API Director in developing funding proposals. In 2010, the Three Year Strategic Plan 2011-2013 and an API Income Generation/Self Reliance Strategy were drafted. They continue to work with API (via email) in editing documents.

API staff and volunteers. API staff has increased throughout 2008-2010, from six to nine. In 2010, total staff of API includes eight members, as one member has resigned. Staff annual performance reviews were 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, and to support management capacity, 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.

Capacity building and training of staff. API has a policy to promote staff to further learning and studying while they are working with API. API staff attended local and
international workshops and training, including: international training such as 'Human Rights Peace and Human Security' in Sweden; 'Social Accountability Training and a Study Tour' in India; 'Human Rights' in Hong Kong; joined the Cambodia Delegations on a study tour in Malaysia; Platform HD2010-Towards a People’s Multilateralism in the Asia and Pacific in Thailand; National Consultation Workshop on ASEAN Intergovernmental Commission on Human Rights; Financial Leadership Management Training with Integrating Human to Quality Organisation; Training of Trainer on Access Information Training, and EED’s finance workshop. Two staff members are pursuing Masters and Ph.D. degrees, and other six staff members have already completed their Masters degree.

X. FUNDING AND RESOURCES

In order to mobilise sufficient resource to support the three year strategic plan, API has developed 15 funding proposals to submit to different donors. API also wrote 15 consultancy service proposals. As a result, API received financial support of US$785,638 and US$80,064 from its consultancy services. In 2008-2010, API had a total budget of US$795,537; total expenditure was US$716,058. (see API financial audit reports).

XI. CONCLUSION

API staff and leaders are very proud that the organisation has achieved what was planned for 2008-2010, with additional activities. With these great achievements, API has become well-known and highly-recognised as the advocacy capacity builder, leading access to information, and with active engagement and dialogue with the Cambodian Parliament.

API would like to express its gratitude to all its donors, including ICCO, Danida, the British Embassy, The Asia Foundation, EED, Forum Syd, DCA and Thailand Environmental Institute for their generous financial support. API also thanks the organisations who have worked with API’s consultancy service. Furthermore, API thanks VSO, Arcadia Associates Inc. (USA), and friends that have provided technical support in all aspects, including organisational capacity development, to make API became stronger and grow smoothly. Without the strong contribution and commitment of API staff, leaders, advisors, volunteers, partners and government officials alongside financial support from all donors, the above accomplishments would not be reached.

In the years ahead, API is looking forward to continuing to work with you all and others to make a difference in Cambodia by strengthening democracy, good governance, D&D, and the role of civil society in Cambodian development.
XII. THE NEXT THREE-YEAR STRATEGIC PLAN 2011-2013

With a participatory planning process, the next three-year programme of 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. It encourages 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.

**Training Services**
API supports and strengthens Cambodian advocates from across all sectors and community levels to improve their knowledge and skills about advocacy, policy development, and ways to influence policy.

There are eight categories of advocacy training:

1). An Advocacy Expert Training Course
2). Advocacy Skills Training or Customised Advocacy Training
3). Lobby Skills Training
4). Grassroots Advocacy Training
5). Advocacy and Gender Discrimination Training
6). Advocacy on Access to Information
7). Advocacy and Natural Resources Management, and
8). Public Policy Analysis Training.