January 2008 to December 2009
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## 1. Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ADHOC</td>
<td>Cambodian Human Rights and Development Association</td>
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<tr>
<td>API</td>
<td>Advocacy and Policy Institute</td>
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<tr>
<td>CCHR</td>
<td>Cambodian Centre for Human Rights</td>
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<tr>
<td>CDCF</td>
<td>Cambodian Development Cooperation Forum</td>
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<tr>
<td>GDCC</td>
<td>Government Donor Coordinating Committee</td>
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<tr>
<td>CDPO</td>
<td>Cambodian Disabled People's Organisation</td>
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<tr>
<td>CEDAC</td>
<td>Cambodian Centre for Study and Development in Agriculture</td>
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<tr>
<td>COWS</td>
<td>Cambodian Organisation for Women Support</td>
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<tr>
<td>CSD</td>
<td>Centre for Social Development</td>
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<tr>
<td>DPA</td>
<td>Development in Partnership and Action</td>
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<td>GAD/C</td>
<td>Gender and Development for Cambodia</td>
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<td>HRTF</td>
<td>Housing Rights Task Force</td>
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<tr>
<td>LWF</td>
<td>Lutheran World Federation</td>
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<tr>
<td>MODE</td>
<td>Minority Organisation for Development of the Economy</td>
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<tr>
<td>MoNASRI</td>
<td>Ministry of National Assembly Senate Relation and Inspection</td>
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<td>MSIC</td>
<td>Marie Stopes International, Cambodia</td>
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<td>PAC/S</td>
<td>Provincial Association of Commune/Sangkat</td>
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<td>PCC</td>
<td>Press Council of Cambodia</td>
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<td>PSAD</td>
<td>Samakum Phnom Srey Derbei Akphiwat</td>
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<tr>
<td>SK</td>
<td>Star Kampuchea</td>
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<tr>
<td>TDSP</td>
<td>Tekdey Sovan Phum</td>
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<tr>
<td>Vigilance</td>
<td>Vigilance Human Rights Organisation</td>
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<td>VSG</td>
<td>Village Support Group</td>
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<td>VSO</td>
<td>Voluntary Service Overseas</td>
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<td>WVC</td>
<td>World Vision Cambodia</td>
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Congratulations to API's leaders and staff for successfully gaining independence and for two years of positive achievements.

In the past twelve years, the power of advocacy actions has emerged dramatically in Cambodia. These have coincided with a rise in consciousness among Cambodians of their democratic right to actively pressure the Government for improvements in their daily lives. Issues such as land ownership, natural resource management, human rights and good governance have become the common concern of ordinary Cambodians. With the backing of a range of support from civil society groups and other stakeholders, people are increasingly demanding and actively advocating on these common issues. Some have met with success, others with failure.

In supporting people’s concerns and actions, the Advocacy and Policy Institute plays a significant role in advocacy capacity development. It strengthens Cambodian civil society’s advocacy skills by working with the social movement of community people to create stronger relationships with the Government.

As members of the Board, we have seen API progressing in the right direction as it contributes and supports advocacy efforts and policy development in Cambodia. Since API gained full organisational independence from Pact Cambodia on the first day of January 2008, the organisation, under the Board’s supervision, has become the first local NGO dedicated to Cambodia’s specific advocacy needs through capacity building, directing and leading the campaign on access to public information and policy development. In two years, API has done incredible work towards achieving its mission to serve the long term democratic and social development needs of Cambodia.

I am proud to be working with API as it faces crucial challenges in advocacy and policy development in Cambodia today. I am therefore pleased to ask all development partners to continue to commit to working long term with API to ensure the organisation’s goal will be achieved by sharing contributions and cooperation with the highly committed and hard working staff and leaders.

On behalf of the Board, I wish to express my sincere thanks to all donors and partners for their continued support for API. Special thanks to Katherine De Bruyn and Lin Collis for their hard work and assistance. Without their support, the Director and colleagues might not have accomplished such excellent results.

Meas Nee, Ph.D
Chairperson of the Board of Directors
I am delighted to present API’s achievements since its independence two years ago. These are the results of effective contributions and active participation by the Board of Directors, staff, advisors, partners and donors enabling API to work towards its goal of increasing Cambodia’s democratic space by creating more effective advocates and responsive government institutions.

API uses the following strategies to implement its three main programmes: Grassroots Democracy, Freedom of Information and Advocacy Capacity Building:

At the community level API enhances the capacity for grassroots advocacy and facilitates and strengthens community and local government dialogue and partnerships in order to address community issues and promote the disclosure of commune information.

At the provincial level API encourages policy development and implementation through dialogue and facilitates solutions to community issues which are unable to be solved at the community level.

At the national level API supports progress towards an Access to Information Law in Cambodia through: promoting awareness of the importance of public access to public information; leading a Freedom of Information Coalition; building support for Cambodian advocates though the production of issue based advocacy publications; strengthening communication between civil society and the Cambodian Parliament through national advocacy forums which provide opportunities for Cambodian advocates to discuss and share their practical advocacy campaign experiences.

This two year report gives a snap shot of API as it successfully plays a significant role in supporting and delivering advocacy capacity and policy development in Cambodia. The report highlights the uniqueness of the organisation and the strengths API relies on to support its work towards its goal.

My gratitude and sincere thanks go to all donors, Board members, working group members, partners, staff and advisors for their continual support to API from the beginning, now and in the future.

Sinthay Neb

Director, Advocacy and Policy Institute
4. The Advocacy and Policy Institute

4.1 Background

Early in 2002, Pact Cambodia, an international NGO with its headquarters in the United States of America, initiated research into advocacy campaigns conducted in Cambodia from 1997 to 2001. This research was under the guidance of the Advocacy Advisory Committee which was composed of representatives from nine Cambodian and international non-government organisations (NGOs). The research highlighted the pressing need for Cambodian civil society to strengthen its advocacy skills and to create stronger relationships with the Government. To respond to this need, Pact established in July 2003, the Advocacy and Policy Programme.

The goal of the Advocacy Advisory Committee was, however, for this programme to ultimately become a sustainable and independent Cambodian organisation. On 1 January 2008, the Advocacy and Policy Institute gained full organisational independence from Pact Cambodia and became the first local NGO working through capacity building, direct campaign action and policy development to address Cambodia's advocacy needs.

4.2 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.

4.3 Goal

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

4.4 Core Operational Areas

- Capacity building and training.
- Policy engagement and analysis.
- Research through partnerships.
- Technical assistance and consultancies.
- Advocacy campaign development.
- Grassroots democracy support.
- Promoting good governance and pro-poor policies.
- Educational publications and other resource material.
- Encouraging access to public information.
4.5 Programmes

In the years 2008-2009, the organisation committed to work on three main programmes.

1. The Grassroots Democracy Programme promoting democratic participation and human rights at the grassroots level.

2. The Freedom of (access to public) Information Programme campaigning to increase public access to public institutions, public information and the legislative process.

3. The Advocacy Capacity Building Programme strengthening the capacity of Cambodian advocates from all sectors of society to influence policy makers through the effective design, management and implementation of advocacy campaigns.
5. 2008 and 2009 Programme Achievements

5.1 Grassroots Democracy Programme:

1. Enhancing grassroots advocacy capacity

Finding sustainable solutions to cross-cutting public issues and the protection of community people’s human rights depends upon these people being able to effectively advocate for themselves.

API works towards strengthening grassroots advocacy by building capacity, improving confidence and increasing the contacts of grassroots advocates, encouraging community activists to become more aware of their rights and supporting effective advocacy campaigns. In response to the needs of community people, API cooperated with provincial NGOs and local government partners to organise four, three day grassroots advocacy training sessions in three different provinces for a total of 114 people, including 30 women. Around 40% of the participants were Commune Councillors, 40% fisheries and forestry community leaders and the remaining 20% were staff from provincial NGO partners in Kampong Thom, Banteay Meancheay and Kampong Chhnang.

The training produced thirteen advocacy plans on diverse issues involving forestry, land, fisheries, domestic violence and the salary of Commune Councillors. Three of the plans have already been successfully implemented by participants:

- Two community leaders from Tror Pieng Tlork village collected thumbs prints from 110 community people for submission to the local and provincial authorities and the line ministries. The petition successfully asked for 400 hectares of community forestry to remain with the local people and to be protected from a Government investment plan involving a private company.

- 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, Santok District, Kampong Thom province, which had been seized by a powerful private businessman.

- Government agencies, at all levels, have agreed to four protected community forests in Nhorn, Sandan, Dornrek and Mean Rith in Sandan 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.

At the same time as the training API made a survey of practical grassroots advocacy in Cambodia by analysing eighty case studies. The results and recommendations have been presented to around 300 grassroots advocates in Cambodia and are used during grassroots advocacy training.
2. Promoting community and local government dialogue

In Cambodia the opportunities and mechanisms for public participation and dialogue between citizen and state are gradually improving and increasing along with communication and cooperation between local citizens and local government and opportunities for community people to raise their concerns. There is however still much need for improvement as methods are limited and often ineffectual.

To support dialogue and citizen participation API collaborated with partners to organise twelve community forums for 957 people, of whom 379 were women, in twelve communes in three provinces. Discussion covered forestry, land and fisheries' concerns and the roles and responsibilities of Commune Councillors. Supplementing the forums was an API booklet, 'The Roles and Responsibilities of Government and Citizen's Rights' which has improved the understanding of around 10,000 community people about the roles and responsibilities of Commune Councillors and citizens and the key articles of the Constitution, Land, Forestry, Fisheries and Commune and Sangkhat Administration Laws.

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

- Community people from Veal Oh Kdey village in Kraya commune, Santuk district, Kompong Thom province were concerned about 4,500 hectares of forest which 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 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.
- 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.
- There has been a reduction in illegal fishing in Kok Balaing commune after key fisherman, communities and the local authority discussed the Fishery Law and the rights of people to access fishery resources.

3. Strengthening community and local government partnerships

Cooperation between community based organisations and local authorities, particularly Commune Councillors needs to be strengthened along with improved community networking and opportunities for people to learn from each other to become effective advocates.

To support these actions API, and partner organisations (VSG, TDSP, COWS, MODE and PAC/S) organised two, two day, annual grassroots exchange forums which brought together 100 people from around thirty communities in Kampong Thom, Banteay Meanchey and Kampong Chhnang. Participants included 25 women, people from community forests and fisheries, Commune Councillors and staff from provincial partners.
Ideas and concerns were exchanged and opportunities provided to look at lessons learned, experiences, good practices and mechanisms for community and Commune Councillor partnerships to address community issues. The newly fostered networking has resulted in:

5.2 Freedom of (access to) Information Programme:

1. Support for an Access to (public) Information Law in Cambodia

Currently, in Cambodia, access to information, even public information, is exceptionally difficult yet such access is a necessary component in fostering a culture of human rights and increasing democratic space. Currently Cambodia does not have an Access to Information Law although the present Government has agreed to pass such a law during this term in office.

API, together with the Freedom of Information Working Group is supporting the Government’s commitment and is promoting awareness of the value of access to information and encouraging cooperation and an input from civil society, government and the community into the development of an Access to Information Law. Nine provincial consultative forums have been held and were attended by 680 people (174 women) who were key stakeholders in society. The effects of the forums include:

- Greater cooperation between community people, leaders of six community forests and Commune Councillors in three communes in Thmor Pouk district, in Banteay Meanchey province which has led to the success of three important land cases.

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

2. Promoting awareness of the importance of access to public information

The right of access to public information is a very new concept in Cambodia and is often confused with freedom of the press. Public awareness of the right of access to public information is minimal while its role in the protection of livelihoods and human rights requires further understanding.

To promote public awareness and understanding API, in cooperation with the Freedom of Information Working Group, produced access to information materials: 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 Access to Information Law and a series of educational songs and dramas.

In addition an energetic media campaign used newspapers, radio, television and various electronic media at such opportune times as the General Election and the ‘Right to Know Day’.

The effect of this concerted team publicity effort has been a notable increase in people’s interest in and understanding of the importance of access to information.

3. Leading the freedom of information coalition

An efficiently organised, high status working group with an effective network is necessary for a successful advocacy campaign to ensure the passage of a Cambodian Access to Information Law to an international standard.

API leads the Freedom of Information Working Group, (consisting of eighteen member organisations) with regular monthly participatory meetings. The group has an achievable work plan, a strategy and a structure with specific roles and actions for each member to actively support capacity building on access to public information. The Working Group’s actions have:

- Produced recommendations for key government policy documents and government and donor meetings to support an Access to Information Law.
- Put forward suggestions for consideration by the Government for integration in the Access to Information Law in the National Strategy Development Plan, 2009-2013.
- Enabled the Group to become acknowledged by the Government as an active representative of civil society organisations.

4. Promoting the disclosure of commune Information

The Government is implementing a Decentralisation and De-concentration Policy which incorporates the principles of access to information in the instructions of Commune Councillors. API piloted a Commune Information Disclosure Project in five provinces to promote a culture of information disclosure. After the initial assessment of forty four communes in six provinces, eight communes were identified as having the appropriate characteristics: 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.
In collaboration with the targeted communes' Commune Councillors six Access to Information workshops and three training sessions on commune information management, sound systems and transparent filing systems were organised. As a result 335 people (56 women) received training and support, including technical support and direct coaching. Trainees from the targeted communes included Commune Councillors and clerks, village chiefs, heads of health centres, school principals, members of the police, community based organisation staff and community people. Examples of outcomes from the training activities in the targeted communes:

5.3 Advocacy Capacity Building Programme:

1. Issue based advocacy publications

Cambodian advocates, NGO staff and communities are asking for more advocacy capacity training and publications to address specific issues. 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 and training was given to fifteen senior NGO staff. 12,000 copies of the handbook were published in Khmer and English and officially launched. The handbook has been in great demand so that 2,500 more copies have been printed for Advocacy Expert Training sessions and free distribution. The training and publications results include:

2. Building capacity for Cambodian advocates

As the value and effectiveness of peaceful advocacy methods becomes known and understood there is a rising demand for training in advocacy methods. API organised for twenty nine representatives from the National Assembly, the Senate, trade unions, the media and senior NGO managers to receive training in three modules of the Advocacy Expert Series: Advocacy Campaign Management, Building Relationships with the Government and Working with the Media. Seventeen of the participative organisations produced advocacy plans and four used their improved advocacy knowledge, skills and materials to provide echo advocacy training for their field staff and communities.

Examples of the effects of the training on participating organisations, Marie Stopes International, Cambodia, the Lutheran World Federation, Wattanakpheap, Phnom Srey Association Development and the Cambodian Centre for Study and Development in Agriculture, has been to take effective action to:

- Change the service charge policy on peer educator fees on the access to health consultation.
- Return fifteen hectares of land to community people in Teuk Phos district, Kampong Chhnang province from powerful people.
- Give the poorest families in Memot, Kampong Cham province a social land concession.
- Reduce illegal fishing in Stung Trong, Kampong Cham province.
- Increase the number of local people using local rice seeds.
- Participants integrating actions into their organisation’s policies and project design to prevent gender discrimination.
- Handbook contents are used as guidelines when communities seek legal advice and assistance from organisations and the media.
- Trainees from Phnom Srey Association Development; Lutheran World Federation; Cambodian Disabled People’s Organisation; Cambodian Centre for Human Rights use the publications to support echo advocacy training to field staff and communities.
3. Policy implementation

Many laws have been adopted in the fourth mandate of the present Cambodian Parliament, however law and policy enforcement are very limited particularly due to a lack of understanding and communication at the provincial level between the law and policy implementation.

API supports and encourages prioritising law enforcement and worked with the provincial Governors of Kampong Chhnang and Ratanakiri and line ministries including the National Assembly to organise two provincial forums on Road Traffic Law and Civil Servant Statute Law. The forums were attended by 161 key government officials who implement the laws at provincial level. Some results from the forums:

4. Strengthening engagement between civil society and the Cambodian Parliament

The most effective mechanism to increase democratic space and reduce civil society exclusion in Cambodia is good liaison between civil society and the Cambodian Parliament.

API coordinates and supports an engagement mechanism between civil society and parliament by working with the Parliament’s Technical Coordination Secretariat. Together a parliamentary workshop was arranged for 93 representatives from the National Assembly, Senate, development partners, embassies, NGOs and the media. It provided a better understanding of the roles of parliament and civil society organisations in a democratic state; coordinated NGO Civil Society Lobby Group meetings with parliamentary members and identified fourteen NGO leaders to analyse and provide input and technical assistance to members of parliament when they need to communicate with civil society organisations on policy, law development and implementation. The improve communication between API and the Government has resulted in:

5. National Advocacy Forums

Cambodian society needs space and opportunities to learn about advocacy actions. In 2008 and 2009 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. Over four hundred people representing NGOs, donors, government officials and the media came from over two 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 provided space for discussion, sharing issues and challenges, experiences and knowledge, case studies and relevant research. Outcomes from the forums include:

- The Ministry of Public Work and Transport and the National Assembly received the forums’ recommendations for effective communication mechanisms. It is possible that these helped the reduction in road traffic accidents and deaths in Kampong Chhnang province.
- The Ratanakiri provincial office now refers to the appropriate article of the Statute Civil Servant law when promoting staff.
- Currently the Government is taking strong national action to enforce the Road Traffic Law and Civil Servant Statute Law.

- Government officials supporting API’s access to information project initiative.
- Invitations to API to participate in seminars and regular meetings, such as a seminar to mark the ‘International Day of Democracy’.
- The possibility of future partnerships with the Government, particularly on the access to information agenda.

- Relevant agencies and responsible line ministries receiving the final forum reports and recommendations relating to land, forestry, fisheries, mining, eviction and good governance.
- The Government giving increased attention to solving community issues identified in the forums.
6. Lessons Learned

API defines itself as a learning organisation. Its staff are proud to be able to in 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. 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 their political platform on access to public information. 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 future political actions not only on access to information but on other social issues requiring advocacy.

2. NGOs and Cambodian Parliament engagement.

The participation of Cambodian parliamentary members and high ranking government officials in NGOs' 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 Government lead to higher cooperation between the two, greater participation and more positive results.

API has learned through experience that a larger amount of time and good preparation are essential for strategic communication with government officials and administration.

3. Networking between non government 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.

API recognises the need to work to improve cooperation and cultivate trust between organisations working together on such common aims as the promotion of democracy, human rights and supporting the role of civil society in upholding democracy and social development in Cambodia.

The Freedom of Information Working Group's strong commitment contributes to advocacy efforts to widen access to public information. Additionally the Working Group's team activity strengthens networking between organisations, promotes trust and builds confidence and increases members' ownership of publications and actions.

All members take credit for the working group's achievements. It has made API's and the group's voice stronger in raising and spreading the concept of access to information while improving networking between the group's organisations.

The Grassroots Democracy Programme closely networks with other non government 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.

4. Increased public awareness and demands for training and community forums.

Requests for training and community forums have steadily grown throughout 2008 and 2009 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.
5. Networking with Commune Councils.

Identifying communes to mainstream the principles of access to information was an interesting challenge as certain features were necessary to ensure the project would be successful in building a culture of information disclosure in the Commune Council office. API met the challenge by using stringent planning and identifying strict criteria to enable work with each commune. The success of the project means that these procedures will be used again.

6. Effective distribution of educational materials.

Many Cambodian civil society organisations, including API, have encountered difficulties in effectively distributing information material. Learning from past experience, API recognised two main challenges: the physical distribution of materials and the accompanying financial implications. Launch ceremonies were identified as the most effective means of reaching a mass audience as they not only increase public awareness of the message of the educational materials but encourage wider distribution to stakeholders, including Government institutions, the private sector and civil society organisations. Financial support was forthcoming in 2008 and 2009 but had not been planned. The need to prepare for additional financial support for launches and wide distribution is recognised and will be in future budget plans.

7. Tailor Made Courses and Consultancies

The growing demand for advocacy capacity building resulted in local and international organisations requesting thirteen tailor made courses and consultancies during the last two years. These were provided in Cambodia and abroad and concerned advocacy skills training development, advocacy plan production, training workshops on advocacy development, research, programme evaluation and network assessment. Such tailor made services are a useful means of income generation to support API’s other operations.

8. The Year 2010 and Beyond

API will continue to work through its three programmes: Grassroots Democracy, Freedom of Information and Advocacy Capacity Building. It will maintain its commitment to promote and support human rights, good governance and democracy development in Cambodia and neighbouring countries. Some future main actions:

- Continuing to support and facilitate cooperation between the Government, Parliament, civil society organisations, the private sector, international and local communities and local government with the purpose of engaging stakeholders to ensure that local needs and concerns are heard and addressed and advocacy efforts and policy development in Cambodia are effective, comprehensive and integrated.

- Maintaining the reputation of API to build capacity in advocacy and policy in civil society organisations, community based organisations, Commune Councils and other partners in Cambodia and especially in countries around the Mekong delta.

- Researching and assessing Cambodian policy development in order to produce training materials for a short course on policy analysis for civil society organisations and government institutions.

- Exploring the feasibility of establishing an international advocacy forum on the extractive industries of the Mekong Delta countries to support civil society organisations and strengthen their voice to express their concerns and act together on extractive industries issues.

- Evaluating the first three years of API by identifying its strengths, weaknesses, opportunities and threats in order to produce its next three year strategic plan, 2011-2013.
9.1 Board Members

API is legally governed by and implements the policies of its Board of Directors which is the top level of the organisation. The Board has seven members including a Chair Person, Vice Chair Person, Secretary and Treasurer.

**Chairperson**
Mr. Meas Nee, Ph.D,  
Executive Director,  
Village Focus International Cambodia

**Vice-Chairperson**
Mrs. Rebecca F. Catalla, Ph.D,  
Executive Director,  
Crossroad to Development

**Secretary**
Mrs. Haidy Ear Dupuy, Ph.D,  
Advocacy and Communications Manager,  
World Vision Cambodia

**Treasurer**
Mr. Soeun Chandara,  
Finance Manager,  
Centre for Social Development

**Member**
Mr. Dr. Yang Sangkoma,  
Executive Director,  
CEDAC

**Member**
Mrs. Chea Chandy,  
Programme Officer, Gender,  
UNFPA

**Member**
Mr. Phon Yut Sakara,  
HIV and AIDS Programme Director,  
Director, Pact Cambodia

9.2 Staff members

There are nine Cambodian members of staff who are educated to degree level with qualifications in development, law, advocacy, peace and conflict resolution, education, management, administration and finance. The staff continue to increase their knowledge and their professional skills through their experiences in Cambodian initiatives particularly in the field of advocacy and policy development, at both a theoretical and practical level.

9.3 Advisors

During 2008 and 2009 API had short term advisors from Voluntary Service Overseas to assist with specific tasks. Organisational capacity building and support were given by a US based organisation, Arcadia Associates Inc and Pact, Cambodia, to ensure API has sufficient effective policies and practices that are accountable and transparent and which give clear roles and responsibilities.
## 10. Funding Sources

Resources, including funding, materials and assets were obtained, through donations and the provision of services in 2008 and 2009. In these two years the organisation received valuable financial assistance, for which it is grateful, from: DanChurchAid/ChristianAid, Forum Syd, the InterChurch Organisation for Development Cooperation, Danida, Development and Partnership in Action, World Vision International, the British Embassy and the Asia Foundation. API also generated funds through its consultancy services and tailor made training courses.

### STATEMENT OF RECEIPTS, DISBURSEMENTS AND FUND BALANCE

**FOR THE PERIOD COVERING 01 January 2008 to 31 December 2009**

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<td><strong>I- ADMINISTRATION COSTS:</strong></td>
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<td>3- Office Space</td>
<td>26,495</td>
<td>9,489</td>
<td>11,167</td>
</tr>
<tr>
<td>4- Equipment and Supplies</td>
<td>17,299</td>
<td>9,573</td>
<td>5,407</td>
</tr>
<tr>
<td>5- Communication and Postage</td>
<td>19,535</td>
<td>4,871</td>
<td>6,775</td>
</tr>
<tr>
<td>6- Contractual Services</td>
<td>15,153</td>
<td>3,386</td>
<td>4,033</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>113,559</strong></td>
<td><strong>41,013</strong></td>
<td><strong>44,510</strong></td>
</tr>
<tr>
<td><strong>II- PROGRAMME COSTS:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7- Personal Costs</td>
<td>133,794</td>
<td>53,572</td>
<td>71,299</td>
</tr>
<tr>
<td>8- Benefits and Allowances</td>
<td>35,213</td>
<td>14,422</td>
<td>15,275</td>
</tr>
<tr>
<td>9- Contractual Services</td>
<td>3,600</td>
<td>1,800</td>
<td>1,800</td>
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<tr>
<td>10- Travel and Per-diem</td>
<td>44,987</td>
<td>11,159</td>
<td>21,421</td>
</tr>
<tr>
<td>11- Consultants’s Fees and Expenses</td>
<td>10,975</td>
<td>2,466</td>
<td>11,911</td>
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<tr>
<td>12- Other Direction Costs: Publications, Training...etc.</td>
<td>140,638</td>
<td>60,739</td>
<td>47,262</td>
</tr>
<tr>
<td>13- Indirection Cost: Contingency</td>
<td>7,974</td>
<td>788</td>
<td>-</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>377,181</strong></td>
<td><strong>144,946</strong></td>
<td><strong>168,968</strong></td>
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<tr>
<td><strong>Grand total Admin &amp; Programme Costs</strong></td>
<td><strong>490,740</strong></td>
<td><strong>185,959</strong></td>
<td><strong>213,478</strong></td>
</tr>
</tbody>
</table>

### III- SOURCE OF INCOMES:

<table>
<thead>
<tr>
<th></th>
<th>Actual funds received 2008</th>
<th>Actual funds received 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forum Syd</td>
<td>25,000</td>
<td>10,000</td>
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<tr>
<td>Dan Church Aid</td>
<td>17,925</td>
<td>-</td>
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<tr>
<td>Interchurch Organization for Development Co-Operation</td>
<td>65,307</td>
<td>63,285</td>
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<tr>
<td>Royal Danish Embassy-Danida</td>
<td>64,209</td>
<td>46,218</td>
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<tr>
<td>British Embassy</td>
<td>22,993</td>
<td>41,277</td>
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<tr>
<td>The Asia Foundation</td>
<td>-</td>
<td>34,062</td>
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<tr>
<td>Advocacy and Policy Institute</td>
<td>30,026</td>
<td>31,697</td>
</tr>
<tr>
<td>Development and Partnership in Action-DPA &amp; World Vision Cambodia</td>
<td>3,500</td>
<td></td>
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<tr>
<td>Voluntary Service Oversea</td>
<td>200</td>
<td>100</td>
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<tr>
<td><strong>Grants received in the year</strong></td>
<td><strong>229,160</strong></td>
<td><strong>226,639</strong></td>
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<tr>
<td>Surplus/deficit of receipt over disbursement</td>
<td>43,202</td>
<td>13,162</td>
</tr>
<tr>
<td>Fund balance at the beginning of the year</td>
<td>11,167</td>
<td>54,369</td>
</tr>
<tr>
<td>Fund balance refunded to donor</td>
<td>-</td>
<td>(706)</td>
</tr>
<tr>
<td><strong>Fund balance at the end of the year</strong></td>
<td><strong>54,369</strong></td>
<td><strong>66,825</strong></td>
</tr>
</tbody>
</table>

Authorized Signatures:  
Neb Sinthay  
Director of Advocacy and Policy Institute  

Prepared By:  
Suong Keadhika  
Administrator and Finance Officer