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PROJECT REPORTING FORM
Financial Support

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GENERAL REMARKS

For each project[1] a progress report is required after every six months. The report shall be sent to EED latest 3 months after the end of the reporting period.

The volume of each report should not exceed 15 pages. Any additional information should be added as appendices. This applies also to statistical data, photographs, etc.

For Credit and Revolving Fund see separate guideline of EED. For Building Projects see separate reporting scheme of EED. Both documents have been sent to the partner organisation with letter of approval.

1. GENERAL INFORMATION

1.1	Name of organisation:	Advocacy and Policy Institute (API)
1.2	Physical Address:	#2nd Floor, Phnom Penh Villa, House # 124, Street 388, Sangkat Toul Svay Prey I, Khan Chamkar Morn, Phnom Penh, Kingdom of Cambodia.
1.3	Postal Address:	N/A
1.4	Telephone:	Tel: (+855) 23 213 486
1.5	Contact Person (with cell phone no.):	Sinthay Neb, Director, (+855) 77 555 679
1.6	Fax:	Fax: (+855) 23 213 487
1.7	E-mail:	sinthayneb@apiinstitute.org
1.8	Website:	www.apiinstitute.org
1.9	Project Title:	Strengthening Cambodia Sub-national Democratic Development, Promote Access to Information and Support Civil Society for Change
1.10	Project Number:	20100353G
1.11	Project Period:	1 January 2011 to 31 December 2013
1.12	Reporting Period:	
1.13	Date of the Report:	
1.14	Author of the Report:	Advocacy and Policy Institute

2. OUTCOME AND IMPACT

2.1. Which is the agreed upon objective of the project and its indicators:

Objective of the project for the three years 2011-2013 is to contribute to the successful implementation of the Government's National Strategic Development Plan Update 2009-2013 and the Sub-national Democratic Development Plan 2010-2013 by establishing and maintaining sustainable mutual trust, building capacity and strengthening communication and cooperation between the national and sub-national Government, the Cambodian Parliament and civil society organisations (CSOs) towards increasing a sustainable democratic space to address the needs and concerns of the people of Cambodia in the targeted provinces, districts and communes.

Indicator 1: The efforts and effectiveness of the Government's National Strategic Development Plan Update 2009-2013 and the Sub-national Democratic Development.
Indicator 2: The efforts and effectiveness of the Government's Three Year Implementation Plan (IP3).
Indicator 3: Roles and responsibility of Sub-national Council within the organic law is effectively enforced.

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1 **Project**, also refers to the **programme**.

2.2. In case your project has different components, what were the agreed upon objectives of those components and their indicators?

Objectives for Component 1: Promote transparency and accountability within the Decentralisation and De-concentration framework in Cambodia by improving capacity among sub-national officials and elected council members in the three targeted District Councils and to strengthen the voice of local organisations and the people to participate in local governance.
Indicator 1: Improved capacity and collaboration in sub-national Government enabling upgraded public services, effectively functioning public offices and increased support for access to and disclosure of public information.
Indicator 2: Increased transparency and accountability in sub-national Government.
Indicator 3: Increased public participation in sub-national Government.

Objective for component 2: To promote access to information and to support the legislative process leading to an access to information law and to develop a culture of maximum information disclosure by supporting the Government'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 commune.
Indicator 1: A growing understanding and demand for public accesss to information from national and sub-national Government institutions, the private sector, trade unions, the media and community people.
Indicator 2: Increased Commune Council capacity and confidence to promote information and disclosure, especially on natural resources and to request information for district coucils in order to effectively undertake their roles and responsibilities.
Indicator 3: Improved Commune Council information management systems facilitating increased public access, sharing and disclosure of public informaiton leading to increased public participation in Council activities.
Indicator 4: More civil society networks with knowledge about the access to information campaingn.
Indicator 5: Increased public dialogue on access to information by Government officials, the Cambodian Parliament, UN agencies, CSOs and Donors so that the Government and Parliament have heightened awareness and understanding about access to information and make an effort to support the passage of an access to information law.

Objective for component 3: Enhance civil society networks to engage and establish mutual trust in a partnership environment with the Government, the Cambodian Parliament, the Government's Development partners, private sector and national donors; and to support civil society networks to collaborate to improve democratic space, good governance and human rights in Cambodia.
Indicator 1: Increased number of civil society networks supporting the Government to make, pass and implement laws.
Indicator 2: Increased number of active community based organisation networks working with Commune, District, and Provincial Councils to improve community livelihoods.
Indicator 3: Increased number of easily accessible tools and publications, to raise awareness and understanding about advocacy, lobbying, and national council responsibilities.

2.3. To what extent could the project objective be achieved? Please report by using the agreed upon indicators. Please, refer to indicators differentiated by sex or with a gender dimension, too. If you have several project components, please report along the objectives and the indicators of those components.

Objective 1 Promote transparency and accountability within the Decentralisation and De-concentration framework in Cambodia by improving capacity among sub-national officials and elected council members in the three targeted District Councils and to strengthen the voice of local people and organisations to participate in local governance.	
Indicators of Success by 2013	**Project objective be achieved between January 2011-December 2013**
Indicator 1: Improved capacity and collaboration in sub-national Government enabling upgraded	The results below address the primary impacts of API's project work from 2011-2013. The impacts have been grouped into ten (10) indicators, three components according to the Assessment of the implementation of API's Strategic Plan, 2011-2013; Prepared by Katherine De Bruyn; Principal, Arcadia Associates, Seattle, WA USA, Advisor to API, January 2014.

Based on a capacity needs assessment, API built the capacity of 300 (59 women) government officials, mostly all local councillors, governors and technical officials in six districts and |

public services, effectively functioning public offices and increased support for access to and disclosure of public information.	municipalities and target commune councillors. Every target commune and district received a series of trainings: follow up and coaching sessions on social accountability tools, roles and functions of subnational decentralised administration; access to information; situation analysis of local democratic development; stakeholder analysis for achieving policy implementation; information management; customer service; how to organise district public consultative forums and meetings for better planning and development; providing public service delivery; grassroots advocacy, and computer administration. Post-training performance measurements found that participants improved their performance to address more community issues in a transparent manner.
Indicator 2: Increased transparency and accountability in sub-national Government.	Six target districts and municipalities and 23 communes improved social accountability and transparency, strengthened administrative and management procedures, and improved local authorities' response to the needs of local communities are direct impacts of API's sub-national programmes that have built the capacity of local government institutions. Within a three-year period, local citizens gained access to public information in 23 target communes of six districts and municipalities as a result of API's work. These impacts have been recognised officially and publicly by all key stakeholders, including local and national Government officials, communities, and project partners represented in the final project reflection workshop on 27 September 2013 with 60 representatives of communities and local authoirty and API's partners.
Indicator 3: Increased public participation in sub-national Government	Local democratic participation, particularly at council meetings, is reported by API, target beneficiaries and local authorities as increasing because of appreciation and knowledge about council roles and responsibilities to the Government and communities. As the value of accessible public information becomes understood, there is better transparency and accountability and improved council and community relations in the target areas.[1] 45 CBOs to actively engage with local commune, district, provincial councils and participating in monthly meetings. Requests and concerns directed to district councils and governors which could not be solved at the commune level. API assisted 1,253 people (507 women) who directly engaged with district councillors in addressing 12 notable issues ranging from farming activities to civic registrations, which could not be solved at the commune level. A numbers of conflicts were solved successfully at the district level such as air pollution and factory chemical substance. However, some critical issues were not solved yet. These issues brought to provincial and national policy makers. API facilitated 3,714 citizens to directly voice their concerns and complaints with policy makers at provincial and national levels about the number of cases related to illegal fishing and Law on Fishery Management and Climate Change and land conflicts, decentralisation and the natural resource management.

Objective of Component 2: To promote access to information and to support the legislative process leading to an access to information law and to develop a culture of maximum information disclosure by supporting the Government'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 commune.

Indicator 1: A growing understanding and demand for public accesss to informatoin from national and sub-national Government institutions, the	70.71% citizen (43,600) in target communities directly participated in project information dissemination activities and gained more knowledge on the rights of access to information and role of citizen in promoting commune election information, environmental issues and other various sectorial issues and demanded information from local government about safety, domestic violence, natural resource management, commune services, OWSO services, health sanitation, gender, roles of commune councillors through direct participation in project activities[2]. 63.4% of 132 villagers reported demanding public information despite their low education levels. The majority have not completed primary school, over 20% are illertarte and only one of the

private sector, trade unions, the media and community people.	sample group completed grade 12. Thus, effective method to disclose public information and interactive participation is the weekly village-level meeting/forum.[2] There is a significant growing understanding and demand for public accesss to informatoin from national and sub-national government institutions, the media and community people. A corollary result of API's work with communities and councils is an increased demand for public information. For example, records from one target commune show a daily average of ten community members attending the Commune Hall for information particularly about forestry, land and fisheries issues, civic registration and water usage. More media channels both local and international (radio, television, newspaper) and social media contributed to the increased knowledge on the rights of access to information and demanded for more public information.
Indicator 2: Increased Commune Council capacity and confidence to promote information and disclosure, especially on natural resources and to request information for district coucil in order to effectively undertake their role and responsibilities.	88% of the total commune councillors in the target communes have increased their knowledge on right to information and correctly describe what it means. According to API's report training, the Commune Councillors increased their knowledge and skills on access to information and information management. They applied their skills to disclose public information to local community people. Based on the forum evaluation 79.68% of forum participants were informed about report of commune council meeting and 87.70% were informed about commune service pricing.[3.] All local authority officials (duty bearers) played the role of "Information Suppliers" in six target districts and municipalities to 37,606 citizens including17,994 women on access to information related to fishery law, forestry issues, public service of health centre and commune, rights of access to information, traffic law, role of citizen in promoting information election information, safety road, civic registration, report of land issues addressed, and environmental issues.
Indicator 3: Improved Commune Council information management systems facilitating increased public access, sharing and disclosure of public informaiton leading to increased public participation in Council activities.	API has been working to promote access to information and information disclosure at the sub-national level. In 2011-2013, API and its partners improved social accountability and transparency, strengthened administrative and management procedures, and improved local authorities' response to the needs of local communities. API also worked to promote access to and responses to the demand for better services and governance in six selected districts and municipalities in six provinces. Promotion of public access to public information is significantly aided by the new information officers in the target communes who supplement API's leaflets, posters and stickers about national and local public services and laws and the public right to public information with announcements over loud speakers. The information officers have also visited over a thousand homes to explain about public access to public information, various laws and public services. The use of these officers is a new and successful undertaking for the organisation and raises the opportunity of using them to further promote API's aims. With the support of API, local authorities and communities have increased their efforts to promote public awareness through public forums, door to door, public information disseminations and public campaign. All target 23 communes and six municipalities and districts have improved their information management. All target district and communes disclose information related to administrative information, public services, government development, land title registration, commune elections, commune investment plans, official fees, and technical procedures in different sectors. Local authorities disclosed more public

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	service information in API's target areas.
	Information disclosure systems function well in target communes they have been implemented by the project over three to five years. They include well-managed commune documents, including filing systems and displays for public access. Commune financial reports and minutes, government plans, decisions, sub-decrees and laws, booklets and education materials are kept in public cabinets, accessible anytime during working hours. 97% of citizens confirmed that they were satisfied or very satisfied with the Information Education and Communication (IEC) materials based on the finding of API The Citizens Feedback Survey report, 2012 & 2013.
	All target communes have integrated access to information into their annual work plans especially information regarding public services where free flow of information and public access to disclosure of specific information is easy accessible. They are professionally managing commune documents including filing systems, contents and displays via Information Board for public access to information. Citizens accessed 558 subjects of comprehensive written information such as Government plans, decisions, sub-degree and laws.
Indicator 4: More civil society networks with knowledge about the access to information campaingn.	18 civil society networks participated in access to information campaigns in several key regional and national events. They also mainstreamed access to information into the proposals and their work, and submit recommendations to the Government to adapt the access to information law. Demand for access to information law was integrated in the regional events such as the 2012 ASEAN Civil Society Conference and ASEAN People's Forum, joint actions on NGO position papers on Cambodia's Development in 2010-2012, mainstreaming A2I in the Five Year National Strategic Plan (2014-2018), a joint NGO statement to the Universal Periodic Review of Cambodia.
	Access to Information Working Group, CRRT(Cambodians for Resource Revenue Transparency), HRTF(Housing Rights Task Force), EISEI (Extractive Industry Social Environmental Impact), EFN(Environment Forum Network), PRN-C(Pesticides Reduction Network in Cambodia), RCC (Rehab Craft Cambodia), REDD (Reduced Emissions from Deforestation and Degradation), NGO Forum on Cambodia and CPN (Community Peace-Building Network) have mainstreamed on access to information into their sectorial issues on forestry, rights in settlement, economy and commerce, women and children issues, and extractive industry.
Indicator 5: Increased public dialogue on access to information by Government officials, the Cambodian Parliament, UN agencies, civil society organisations and donors so that the Government and Parliament have heightened awareness and understanding about access to information and make an effort to	The above CSOs networks support an Access to Information Law campaign and better disclosure of information in relevant sectors. They gained more knowledge on the updated of A2I model law. They all provided valuable feedback and comments to improve the last version of A2I model law; in addition, they all ask the Royal Government of Cambodia (RGC) for passing and enforcing the A2I law strictly.
	API's own contribution and leadership in promoting an Access to Information Law during the Strategic Plan period has taken many forms: policy review, research, organising local forums and national workshops, supporting and participating in the NGO Working Group, producing public statements and providing draft laws for Parliament and Government consideration. The process included working with both political parties to get them to adopt support for A2I in their platforms. API also worked with the media to get them to publicise the need for the law, as well as to provide support for the law, which directly impacts the ability of the media to do its job. This approach has yielded forward results. As noted in a report to the British Embassy related to their funding of API for a project to enhance democratic space to enable civil society to hold Parliament and Government more accountable: "During the Cambodia Development Cooperation Forum (CDCF) 2012, an Access to Information Law was supported by 500 NGOs. After numerous public workshops and conferences involving Government officials, members of civil society, local and international NGOs, as well as members of the general public, the Council of Ministers mandated the Ministry of National Assembly Senate

support the passage of an access to information law.	Relations and Inspections (MoNASRI) to the drafting of a national Access to Information law. On 8 November 2013, Prime Minister Hun Sen announced the Ministry of Information (MoIn), a leading ministry for process, would work with relevant partners to develop a draft law on Access to Information, which will be passed in the near future. "On 12 November 2013, API led the CSO Working Group on Access to Information and met with the Ministry of Information. API handed key documents (including a Model Law on Access to Information drafted by CSOs to the Ministry of Information as the foundation to develop the future law. At the meeting, MoIn in principle agreed that the Working Group would include: Ministry of Information, as a leading and permanent chairman; representative from MoNASRI, as a member; representatives of civil society organisations, as members; representatives from the media, as members, and others. Meanwhile, the opposition Cambodian National Rescue Party (CNRP) confirmed on 9 October 2013 that passing the proposed law on access to information is one of the conditions in the political negotiation meetings between CNRP and CPP." API has mobilised the support of 119 members of 184 total senators and Members of Parliament to discuss on a legal framework for access to information. Sixty-four from the controlling political party (Cambodian Peoples' Party) and 55 from the opposition political party (National Cambodian Rescue Party) confirmed their support for the need for access to information legislation and the need for more information disclosure. Consultations were held with 119 Members of Parliament from both houses (National Assembly and Senate) to identify their roles and responsibilities associated with the support for the access to public information legislation. It confirmed that 94 % of all national conferences' participants including Senators, Parliamentarians, Government officials and NGO workers confirmed their support for passing an Access to Information law for Cambodia based on the API conference survey 2013.

Objective 3 Enhance civil society networks to engage and establish mutual trust in a partnership environment with the Government, the Cambodian Parliament, the Government's Development partners, private sector and national donors; and to support civil society networks to collaborate to improve democratic space, good governance and human rights in Cambodia.

Indicator 1: Increased number of civil society networks supporting the Government to make, pass and implement laws.	API plays its unique role in coordinating and supporting the CSOs engagement with the Parliament since 2008. API supported three issue-based civil society networks to meet with the Government to raise concerns over a number of laws. The President of the National Assembly and the Prime Minister of Cambodia have put in place mechanisms for an annual meeting with civil society issue-based networks and for discussions with appropriate Commissions. On 27 March 2012, Commission Number 4 accepted a civil society position paper about improvements to the decentralisation and de-concentration policy and implementation of the organic law[4]. The CSO Programme has grown in strength and is instrumental in maintaining API's respected reputation with the Government as it concentrates on supporting and aligning with civil society organisations about their concerns such as fisheries, decentralisation, and One Window Service – helping them to bring their issues to the attention of the Government. API regularly engages with the National Assembly, the Senate, the Ministry of Information, the National Committee for Sub-National Democratic Development (NCDD), the Ministry of National Assembly, Senate Relation and Inspection (MONASRI), the Ministry of Information, and the private sector, facilitating at least nine sectoral CSO networks to dialogue with Government and Parliament to strengthen law enforcement and implementation in a fair and accountable manner, particularly with regard to the Law on Access to Information; Law on Commune Sangkhat Administration; Law on Administrative Management of the Capital, Province, Municipalities, Districts and Khans; Law on Petroleum; Law on Environmental Protection and Natural Resource Management; the Land Law; Law on Mineral Resources Management and Protection; the Forestry Law; the Fishery Law, Draft Law on NGOs and Association; Environmental Impact Assessment Law; and Environmental Impact Assessment Guideline in Oil and Gas and Mining.

	API worked with issue based organisations to contribute to a successful government policy on fisheries in 2011 (with the Fisheries Action Coalition Team and the Coalition of Cambodia Fishers); influenced land title reform through its regular annual conference discussions and actions; and made suggestions to the Government about a law on access to information with the Access to Information Working Group and a legal expert. Likewise API collaborated with the Access Initiative, Cambodians for Resource Revenue Transparency, and Community Peace Network as they supported the Government to respond to national concerns.

An illustration of the significant status of API today is the organisation's membership on the Steering Committee of the NGOs' Working Group for Partnership in Decentralisation, which regularly informs the Government about the achievements, challenges and issues confronting implementation of the Government's Three Year Implementation Plan and the decentralisation and de-concentration policy. API is leading the Access to Information (A2I) Working Group. API is Board Chair of CRRT and also a core member. In this context, it pushed the government for greater public consultation in the development process of oil and gas policy, the Environmental Impact Assessment Law, and the Environmental Impact Assessment Guideline in Oil and Gas and Mining. API supported the Road Safety Network to advocate for a Drinking Driving Policy, and for enforcement of the Road Traffic Law due to the very high rate of road accidents in Cambodia. |
| Indicator 2: Increased number of active CBOs networks working with Commune, District, and Provincial Councils to improve community livelihoods. | API had supported 69 different CBOs and another 28 NGOs and CBOs Networks' representatives of 10 provinces, north and northeast of Cambodia, 20 representatives of CPN, HRTF, and CCF networks to keep engaging with commune, district and provincial councillors and members of Parliament.

Members of sectoral CSO networks have improved their understanding and skills on access to information, advocacy, decentralisation and legal knowledge related to their sectoral issues. They include: Access to Information Working Group (A2IWG), Road Safety Network (RSN), Cambodians for Resource Revenue Transparency (CRRT), Extractive Industry Social Environmental Impact (EISEI), The Working Group for Partnerships in Decentralization (WGPD), The Community Peace Network (CPN), Housing Right Task Force (HRTF), Fisheries Action Coalition Team (FACT), Coalition of Cambodian Fisher (CCF), National Advocacy Conference Organisation Committee (NACOC), TAI Cambodia, The Coalition for Integrity and Social Accountability (CISA), Environment Forum Network (EFN), Cambodia Pesticide Reduction Network (PRN-C), River Cambodian Coalition (RCC) and Reducing Emission from Deforestation and Forest Degradation (Plus) (REDD+).

API strengthened the local advocacy capacity for CBOs in target communes. Those CBOs were established by different NGOs and the government over period of time and work on different issues, such as fishery, forestry, housing rights, agriculture, youth, women, people with disability, older people. CBOs raised their issues to different levels by using a bottom-up approach to advocacy. API also supported communities to communicate with NGO sectoral networks, partners, and UN agencies to echo their issues to the national Government ministries. The most critical issues raised concerned the negative impacts of community development projects, government investment projects, illegal deforestation, illegal fishing and community fishery, land conflicts, air pollution, shortage of water, factory chemical substances, public security and safety, corruption, natural resource management, and infrastructure projects.

At the national level, API had supported CBOs and NGOs Networks throughout Cambodia to advocate and engage with Government ministries and Members of Parliament on different issues that cannot be by the sub-national administration. To mention a few: the impact of the River Sesan II hydropower dam project; illegal fishing in Cambodia; conflicts between community fishery and private fishery lots in Tonle Sap Lak, Mekong River and Coastal areas; poor commune investment plan development; poor commune governance; and poor public service of commune councillors, police, clerks. These issues were discussed among 11 senators, and around 1,000 commune councillors, district councillors, and NGOs' and CBOs' Networks representatives. Minutes from meetings held with senators and councillors were submitted to the President of the Senate for appropriate actions. Soon after meeting with senators, Prime Minister Order 01 was issued to eliminate all illegal fishing instruments around Tonle Sap lake and remove the five Chiefs |

	of Provincial Fishery Administration in Kampong Chhnang Pursat, Battambang, Banteay Menachey Siem Reap and Kampong Thom provinces.
Indicator 3 Increased numbers of easily accessible tools and publications raising awareness and understanding about advocacy, lobbying, national council responsibilities	Nine advocacy tools and publications were produced. Including: a Human Rights Protection Mechanism in Cambodia Handbook, a briefing paper on 15 National Critical Issues, a brochure on Promoting Principal 10 of Rio Declaration on Environment Issues, a NGO joint position paper on Cambodia's Development in 2010-2012 with promoting access to information, a CSO national advocacy joint statement on Good Governance in Natural Resource Management. Three cases were gathered practical examples of advocacy work in four civil society networks (Prey Lang advocacy, fishery advocacy and land resettlement advocacy cases). To support the capacity of above networks in 2011-2013, API has cooperated with each respective network to develop a number of training curriculums on (1) advocacy on rights to information; (2) advocacy on drinking and driving policy; (3) advocacy in decentralisation; (4) advocacy on forestry; (5) advocacy on fishery; (6) advocacy on climate change; (7) advocacy on extractive industry; and advocacy case study on natural resources. These supports have boosted the networks in achieving their goals and objectives. API looks at "advocacy" and "policy" simultaneously. In situations where there is no policy in place, there is a need for analysis as an important step towards developing a policy/law. Where a policy/law is in place but is poorly enforced, advocacy is needed to reinforce and implement the policy. This approach is reflected in API's involvement in projects addressing traffic safety and education funding, for example, where policy analysis and development need to be addressed.

2.4. What other observations did you make? Please mention anything that may be enlightening for the progress of the project. Provide case stories if any in the annexure.

Please see three successful stories in annex 1.
API has cooperated with each respective network to build their capacity and advocacy campaign. These supports have boosted the networks in achieving their goals and objectives. API worked with issue based organisations to contribute to a successful government policy[5].

2.5. In case that you observed any direct negative outcome, please describe.

The political crisis after national general election in July 2013 has impacted dialogue between CSOs and members of parliament and government officials. Mistrust between the Government and civil society continues, while the diversity of CSOs makes collaboration among themselves and with the Government particularly difficult. The voice of civil society is forecast to become even weaker due to the Government's 'programme approach' to donors, which will result in donors losing their individual voices and becoming a single entity[6].

2.6. Could any impact (positive or negative) be observed in the wider context of the project that might be related to the project interventions? Do those observed facts contribute to achieving the development goal?

Prime Minister Hun Sen announced that MoIn would be responsible to work with partners to develop a draft law on Access to Information. Meanwhile, the CNRP confirmed on 9 October 2013 that passing the proposed law on access to information is one of the conditions in the political negotiation meetings between CNRP and CPP. However by end of 2013, political solutions were not agreed by two major parties.

The Government and World Bank have produced a National Policy Framework on Social Accountability and Social Accountability Implementation plan. This will further encourage local authority to promote their accountability and transparency in delivery the public services from 2014.

2.7. Which methods did you use for assessing outcome and impact?
There were several methods/tools applied for assessing outcome and impacts of API's projects.
Three annual staff retreats were conducted to document achievements, lessons learnt, challenges and discuss future plans.
Conducted Project Reflection by local consultant (please see attracted reflection report)
Conducted Three Year Project Reflection by API advisor (please see attracted reflection report)

3. ACTIVITIES
Give a summary of the major activities carried out during the reporting period in comparison with those planned. Please follow the logic of the different components. If applicable report on specified activities for men and women respectively. (In case of more than one objective, give the activities separately for each component objective.)

Component 1
1. **Improving capacity of the District Councillors, District Governors, and Community Based Organisations:**
    1.1. Improved the capacity government officials, subnational government and CSOs on understanding of District Council roles and responsibilities, advocacy, public access to public information, information disclosure and the relevant legislation needed to fulfil District Council duties.
    1.2. Supported 11 training courses out of six planned courses on facilitation skills, grassroots advocacy, democratic development, policy development were provided to improve the capacity of 300 participants (59 women). Government officials in target districts and municipalities improved their performance by increasing their consultation with citizens to collect information and become aware of issues so they have enough information and empowerment for decision-making and to monitor the decisions made.
    1.3. Organised eleven out of six planned annual District/ provincial forums in the target districts and municipalities: 1,052 people (512 women) engaged and dialogued with district Government officials on public services of One Window Service Offices (OWSO), land issues; land titling, natural resources, social and public security at the district level. 221 specific questions and issues were raised. Local authorities responded well with clear commitments to take more effective actions to address the community issues, particularly on the practice and issues of good governance.
2. **Providing Support and Encouragement**
    2.1. Strengthened partnerships through organising twelve regular partnership district dialogues out of planned 15 district partnership dialogues were held at the district level to dialogue on NRM issues with 359 participants (95 women). Meetings and floras encouraged district Government officials to listen to and accept more input from local people and civil society in five target districts and municipalities.
    2.2. Provided resources and support to enable the six District Councils and municipalities and 23 communes to undertake their roles and responsibilities and to be more answerable to the public
3. **Producing tools and publications**
    3.1. Produced five new booklets and 10 different IECs on public information about commune and municipality public services to raise awareness and understanding among subnational government and communities.
    3.2. One social accountability tool with 4,011citizens contributed their feedback on the performance of public service delivery by the OWSO. A survey report was produced.

Component 2
1. **Improving capacity and supporting Commune Councils**
    1.1. Worked with target Commune Councils to organise 15 out of planned six planning workshops on access to information and project orientation with 541 (114 women) out of planned 540 beneficiaries.
    1.2. Provided 10 out of eight planned trainings on advocacy, commune mandate, A2I and information management with 558 (140 women) out of planned 360 participants.
    1.3. Provided resources and technical support to 23 Commune Councils to establish and implement effective information management systems so that they begin to regularly disclose public information and provide official information in a way that is intellectually accessible to the public.
    1.4. Conducted two out of one planned baseline surveys in new province with 289 (52 women) with beneficiaries.
    1.5. Wrote and reviewed six training curriculums on advocacy, commune mandate, A2I and information management.
    1.6. Supported 21 Commune Councils to provide useful public information through 52 planned information sessions to 22,625 (11,533 women) out planned 13,500 beneficiaries.
2. **Providing commune public hearings**
    2.1. Supported and organised 19 out of 18 planned commune public hearings (forums) about information disclosure on issues relating to community livelihoods, local good governance, natural resource management and legislation on issues of concern to 2403 (1,049women) out of planned 1,080 beneficiaries.
3. **Encouraging and supporting network**

3.1. Administered, coordinated and supported the Access to Information Working Group to become stronger, more active and effective by organising 24 out of 36 working group meetings to coordinate and support the Access to information working group dialogues on A2I law campaign and improve the knowledge about access to information and advocacy campaign skills.

3.2. Worked with and support the A2IWG on an A2I media campaign (radio and television), produce position papers and establish an access to information website which is regularly maintained. Regular media campaign annually conducted directly participated by 2,341 (1,126 women) out of target 5,000 listeners. API in collaboration with COMFREL, WMC and VOD operated live radio talk shows and designed a new Facebook page, Twitter account, and website promoting access to public information materials and raising access to information rights. 46 radio talk shows broadcasted through FM 105 MHz, 106.5, 95.5, 102, 104.25, 92.25, 99.75, and 100 MHz. Topics raised on the radio program included: access to information, the important of A2I, current status of A2I in Cambodia, what information should be available for voters before and after the election, A2I law statement in political platforms, extractive industry and natural resource issues, and the importance of an information board. These covered 18 provinces and cities. On average 6-8 people participated in each talk show by calling in. Thousands were reached and 103 people (20 women) directly called in the radio talk show. The radio clip was downloaded 1,145 times from the website, 99 people accessed the Facebook page, Twitter and website. Moreover the mass media were very interested in the issue of access to information and promoted the challenges, concept and value of accessible public information to the public.

3.3. Encouraged networking with the issue based NGO networks at the local and national level, the media and private sector to increase understanding and demand for a law on access to public information by organising eight out of nine planned issue based NGOs network forums and provincial forum on access to information with 1119 (322 women) out of 630 planned participants.

3.4. Provided five out of three planned trainings on access to information and relevant best practice to government institutions, the private sector, the Working Group, issue based networks and the media.

4. Promoting the practice of access and disclosure of public information

4.1. Supported the Access to Information Law Campaign by coordinating 26 out 9 planned meetings between lobby group and Working Group with MONASRI and Parliament and Government ministries to work together on A2I law.

4.2. Worked with UNESCO, UN Human Rights, UNDP and other interested institutions to support the MONASRI and the Cambodian Parliament to work on access to information.

4.3. In collaboration with the Ministry of National Assembly - Senate Relations and Inspection (MONASRI), Ministry of Information, UNESCO, CCIM/VOD organised a two-day national access to information workshop in Phnom Penh for NGOs and the government officials to discuss the Access to Information Law with 197 participants (47 women).

4.4. Organised three instead of two planned National Workshops with 401 participants (179 women), members of Parliament, Government officials, academics, donors and representatives from the international community on the importance of adopting and implementing an Access to Information Law and fostering information disclosure. Provided technical support on the drafting of the law on A2I by working article XIX Organisation and UN agency.

5. Providing tools and publications

5.1. Conducted four out of one planned researches and assessment current access to information and information disclosure practice within government institutions in Cambodia and the legal frameworks and best practice of other governments in South East Asia (ASEAN neighbours)

5.2. Produced and printed four out of three planned booklets, posters and promotional tool kits IEC materials in Khmer in collaboration with the Access to Information Working Group and Commune Councils and increased the

number of easily accessible tools and publications raising awareness and understanding about access to and disclosure of information.

Component 3

1. Improved capacity of the civil society networks:

1.1. Identified the training needs of the nine networks with 274 (66 women) members to improve their knowledge and skills, particularly on advocacy, access to information and public policy

1.2. Organised six out of six planned trainings courses on advocacy, public policy, access to information and de-concentration and decentralisation to improve the capacity of civil society and community based organisation issue based networks in areas of fishery, forestry, housing rights and eviction and awareness on Access to Information concept/foundation, and climate change to 171 participants (59 women) out of 150 planned participants from FACT, CCF, CPN, HRTF, fishery and forestry CBO representatives, WGPD members, environmental networks: EFN, PRN-C, RCC, and REDD+. Participants included community network representatives from most all provinces. The participant' knowledge of advocacy increased 37%. Access to information principals, importance of access to information and the roles and responsibilities of commune councils in public information disclosure were oriented. The participants' knowledge of access to information increased 118%. The participants' knowledge of advocacy in climate change increased 20.66%. The participants discussed to prepare advocacy strategies and action plan 2014-2016.

2. Encouraging and supporting networking

2.1. API participated in 11 CSO networks and led four civil society issue based networks to do advocacy and policy dialogue with Government and Parliament by sharing advocacy experiences and access to information to boost the networks to achieve their goals and objectives.

2.2. Supported 15 advocacy campaigns of 15 CBOs/CSOs networks with 131 representatives (24 women) to effectively communicate and dialogues with Parliament, Government and development partners. Network partners have been supported through advocacy capacity building and extended dialogues with members of Parliament and Government. This support boosts the networks to achieve their goals and objectives. The groups include: Access to Information Working Group (A2IWG), Cambodians for Resource Revenue Transparency (CRRT), Extractive Industry Social Environmental Impact (EISEI), The Working Group for Partnerships in Decentralization (WGPD), The Community Peace Network (CPN), Housing Right Task Force (HRTF), Fisheries Action Coalition Team (FACT), Coalition of Cambodian Fisher (CCF), National Advocacy Conference Organisation Committee (NACOC), TAI Cambodia, The Coalition for Integrity and Social Accountability (CISA), Environment Forum Network (EFN), Cambodia Pesticide Reduction Network (PRN-C), River Cambodian Coalition (RCC),and Reducing Emission from Deforestation and Forest Degradation (Plus) (REDD+).

2.3. Established democratic space (forums/workshops) to allow communication to happen to share concerns and solve issues particularly on law enforcement. API supported 11 dialogue meetings between CSO and the Parliaments; one co -hosting a day seminar at in Phnom Penh on CSO and Cambodian Parliaments, one workshop on Human Rights and five regional forums with Cambodian Senate.

2.4. Created space for civil society networks to interact and dialogue to improve their collaboration and their work. API facilitated and provided technical support to WGPD, A2IWG, CISA, CRRT network members to interact and dialogue to improve their collaboration and their work through organising 11 conferences (12 in the plan) by focusing on Decentralization and De-concentration policy, access to information, anti-corruption policy, and extractive industry.

1. Provide tool and publication

1.1. API documented three advocacy case studies (three in the plan) and gathered and analysed advocacy work in Cambodia. They are practical examples of advocacy work in Cambodia, published and shared with Cambodian advocates. The three cases include fisheries management at the national level, forestry and land management around the Prey Lang forest, and housing rights/forced evictions in Phnom Penh area. The purpose of these studies is to present three main bones of contention in Cambodia, opposing grassroots activists, CSOs, private

interests and authorities. Analysing issues in their context, reviewing advocacy efforts that have been made so far and suggesting further development, the ultimate objective of these case studies is to improve the advocacy strategy of grassroots activists and of API's partners, at the same time providing some advocacy training tools to API. The assessment on the advocacy work in Cambodia analysed five issues include forestry, fishery, land dispute and eviction, and mining.

1.2. To support the capacity of above networks in 2011-2013 and boosted the networks in achieving their goals and objectives, based on the need, issue base advocacy handbooks for supporting issue base networks to improve their work effectiveness. API has cooperated with each respective network to develop a number of training curriculums on (1) Access to Information; (2) Information Management; (3) advocacy on rights to information; (4) advocacy on drinking and driving policy; (5) advocacy in decentralisation; (6) advocacy on forestry; (7) advocacy on climate change; (8) advocacy on extractive industry; (9) advocacy case study on natural resources; (10). 17,857 copies of the handbook on the Sub-national council's responsibilities and Citizen's rights and roles to promote democratic accountability; (11). 139 copies of the NGO network advocacy and capacity assessment report with 10 selected civil society networks in Cambodia; (12). 8,520 copies of the Human Rights Handbook; (13). A Cambodian CSOs' briefing paper on 15 critical issues printed with 1,500 copies; (14). A Cambodian Civil Society Organisation (CSO) has published "NGO Position Papers on Cambodia's Development in 2010-2012" put together by more than 500 organisations for action by the RGC on early passage of the draft Law on Access to Information with clear rules and time frames; (15). The CSO national joint statement was produced on affections of governance in natural resource management. The statement was endorsed by 18 organisations and 210 community-based organisations. (16). 450 copies of the access to initiative assessment report on environmental issues in Cambodia were produced by focusing on access to information, public participation, and access to justice; (17)) 10,000 copies of stickers & 40,000 leaflets of Emergency Services Contact Information; (18) 2,625 copies of Political Platform of all political parties in the 5th Government mandate national election campaign; (19) 178 copies of Decentralization and de-concentration legal document; (Government Official Public Services Fee Information Book; (20). 384 copies of Cambodian law, circulation and regulation and agricultural technique; (21). 200 copies of a regional study on shared experiences and best practices on access to information; (22). 200 copies of an advocacy tool on benefits of access to information law and international standard, 'The Open Government and Public Information Disclosure.

Component 4: Organisational Excellence

In order to effectively achieve the strategic priorities it is essential to have proper support, a strategic plan, and quality human resources in place.

The 2011-2013 Strategic Plan addresses the status and needs of API with regard to sustainability, human resources, transparency, and standing in civil society. The goal is a financially stable, well-managed, results-driven, accountable and transparent organisation overseen by an effective and active Director and Board of Directors.

Principles of Good Governance. API continues to be bound by clear lines of accountability and transparency in all its actions and procedures to ensure effective management of the organisation and its resources. Policies overall comply with standards, and policies are respected and enforced.   Financial policies and guidelines are solid. There is a clear financial record for each program, and reports are getting to donors on time. The report of financial audits conducted twice a year had no comments on finance management. Regular staff and management meeting were held in 2013. The BoD meeting approved API's Personnel Manual and Financial Guidelines and Accounting Procedures in August 2012 and approved the work plan and budget for 2014 and API's new strategic plan 2014-2018.

Funding. In the last three-year, according to API's financial reports it has raised in total US$1,915,330 from donors which include: Danida; DanChurch Aid/Christian Aid; The World Bank, through The Asia Foundation (TAF); USAID through the Results for Development Institute (R4D); The Swedish International Development Cooperation Agency (SIDA) through the Thailand Environment Institute (TEI); Interchurch Organisation for Development Co-operation (ICCO); Evangelischer Entwicklungsdienst (EED); European Union; British Embassy; Global Partnership for Road Safety (GRSP), United Nations Democracy Fund (UNDEF) and from its own consultancy services.

The total of expenditure in the last three-year, 2011-2013, is US$1,444, 980. Please see the audit reports.

Human Resources. At the conclusion of the 2011-2013 Strategic Plan, API had 14 managers and staff, plus outside advisors and students and commune volunteers. In 2013, API conducted two internal reviews (Jul and Dec) to help the management and leadership of API achieve and maintain a high level of performance for API.

Lines of Accountability. The organisation continues to work within agreed lines of accountability. Less developed civil society organisations would benefit from knowing about API's good practice.

Networking. API's networking with other civil society organisations and networks is stronger and more active. Membership of civil society networks enables API to take on more facilitation roles in the provinces, further support advocacy skills, promote access to information and contribute to civil society collaboration with the Government. One of the main networks open to API has been its Access to Information Working Group.\

Income Generation. API is challenged to find time for the practical pursuit of income generation activities due to all its resources being committed to programme activities. Proactively promoting API as a consultant; selling publications; and supplying fee-paying training to civil society, national Government, the private sector, trade unions and the media remain options worth pursuing, especially if donor funding becomes scarce.

Monitoring and Evaluation. API recognises the importance of openness in monitoring and reporting, transparent information sharing, meaningful beneficiary participation in planning processes, effective and efficient resource use, and systems for lesson learning and responding to concerns and complaints of partners and beneficiaries. API will ensure its works are documented with clear systems for monitoring, evaluating and reporting to all stakeholders including leaders, staff, advisors, donors, partners, volunteers, and beneficiaries.

Over the last three years, API faced the challenge of providing effective and objective monitoring and impact assessments to inform donors, to ensure the organisation is meeting the potential of the strategic plan, and to act as factual evidence for donors and as training and for collaboration with members of Parliament, the Government and civil society. API undertakes baseline surveys before project implementation. API also conducted the assessments to gather and measure its impacts work both by internal and external teams. The organisation's monitoring data is appropriate for reporting numbers; for instance, the number of training sessions and forums and their participants, etc. The challenge, however, with numerical data is that it is not always reflective of the complete picture. For example, if '60.33% households (3,000 families) in three target communes (Toul Ampil, Ta Lam and Tlork Vean commune) received 3,500 A2I booklets and 2,000 posters,' it does not necessarily follow that all these people are now aware of sub national government roles and responsibilities for disclosing public information.

Directorship. API's current Director will begin his last term in 2014, ending in 2016. It is essential that the Board begin the process of transition planning for a new Director as soon as possible, focusing on API's requirements, how to search for a new Director, whether there will be any period of overlap, and how the new Director will be prepared for his or her new job.

API provided consultancy services to; HelpAge International on building strategic relationship with service providers and grassroots advocacy, The Associate of the Blind in Cambodia (ABC) on the advance advocacy training, Burma Centrum Nederland (BCN) on study trip in Cambodia, DanMission on advocacy and right base approach, Gender and Development for Cambodia (GAD/C) on role and advocacy approach, International Cooperation Cambodia (ICC) on the right based approach and advocacy training, Ministry of Interior (MoI) on NGO to assist in the preparation and delivery of the good governance knowledge and learning program and conducted several research studies on action research in community level to Khmer Youth Association (KYA). Please see attached API financial report 2013.

Strategies and procedures: The API's by-laws, financial policies and administration procedures were well practiced in accordance with current donor requirements and revised policies.

4. CHANGES IN THE ORGANISATION

Did any important events or changes during the reporting period take place within the organisation:
4.1 Related to management structure? Yes ☐, No ☑
4.2 Related to planning system? Yes ☐ , No ☑
4.3 Related to staff composition? Yes ☑, No☐

If yes, please describe: Within three years period 2011-2013, three head of units, three programme officers and one assistant were recruited, including an Administrative and Finance Manager, IAPI Project Manager, IAPI Provincial Project Manager, CSO Programme Officer and Admin and Accountant Assistant. One more staff was

promoted from A2I Programme Officer to Senior A2I Programme Officer, one Project Officer for One Window Service was promoted to Local Democratic Development Program Officer and one more staff was changed position to Part-time Finance and Admin Advisor for EU Project. Ten staffs attended training and workshop both local and international such as Indonesia, Brazil, Thailand, Vietnam and Swiss. API has recently recruited four young graduate volunteers to build their capacities and exposure to social development work and to support project activity implementation in all target communes and municipalities.

4.4 Related to other issues? Yes ☐, No ☑

5. CHANGES IN DEVELOPMENT CONTEXT AND PROBLEM ANALYSIS

5.1 Are there important changes in the direct political environment since the inception of the project?
Yes☑ No ☐,
Remarks: From 2011 to the first semester of 2013, there was a significant positive change both at the national and local target areas in term of direct political environment. Project implementation was highly welcomed by local authority and councillors from all political parties. However the political environment suddenly changed after the general election in July 2013. Political crisis and series of opposition party demonstrations, the government used arm forces against demonstrators. This has led to the shrinking of democratic space for citizens and civil society to hold the Government responsible. Serious human right abuses, violence against garment workers and opposition party activities. Accountability mechanisms do not yet exist and critical issues cannot be publicly debated publicly at national level in late 2013 and early 2014. The Government stopped public gatherings or demonstrations. The Government, international donor community, private sector and Cambodian Civil Society Organisations are facing multiple challenges in developing the economy, improving governance, and reducing poverty.

5.2 Are there important changes in the direct social environment since the inception of the project?
Yes☑ No ☐,
Remarks: Local and national government officials recognise the importance of CSO and community engagement.. Citizens increased their demands on local and national government for more accountability, disclosure of public information and transparency. There was also significant public participation, particular youth participation in the general election campaign with all major political parties. Most supported to the opposition party. As result of the election the opposition party doubled its seats in the National Assembly, however they continue to boycott parliament due to alleged serious irregularities of the election process.. API attended "The 2013 Election Situation Room Committee", created by 50 organisations. To date both parties have not reached mutual agreement.

5.3 Are there important changes in the direct natural environment since the inception of the project?
Yes☑ No ☐,
Remarks: Many community cases related to natural environment were solved by the project. Heavy flooding in late 2011 and 2013 impacted three of the five target provinces. Both infrastructures and agricultural crops were completely destroyed in some of the target communes including the deaths of some community people.

5.4 Do those changes have implications for the relevance of the project?
Yes☑, No☐
Remarks: Limited political will of controlling party was an obstacle for passing the access to information law within the fourth mandate of the government 2008-2013. However, both political parties were committed again to pass it by the fifth mandate 2014-2018.

5.5 Do those changes have implications for the project's development goal?
Yes☑ , No ☐
Remarks: The project goal is to contribute to the successful implementation of the Government's National Strategic Development Plan Update 2009-2013 and the Subnational Democratic Development Plan 2010-2013 by establishing and maintaining sustainable mutual trust, building capacity and strengthening communication and cooperation between the national and subnational Government and the Cambodian Parliament and civil society organisations towards increasing sustainable democratic space to address the needs and concerns of the people of Cambodia in the targeted provinces, districts and communes. The current political crisis after the general election, has impacted this goal..

5.6 Do those changes have implications for the project's objective?

Yes☑ , No ☐

Remarks: One of the key outcomes of the project was to having the access to information law passed within the fourth mandate of the government 2008-2013. But this law is not yet passed by March 2014.

5.7   Is the underlying problem analysis of the project still valid?

Yes☑, No ☐

Remarks:

5.8   Other Activities Implemented

Yes☑ , No☐

Remarks: A number of additional activities were implemented over the planned as described in the activity section.

6. CONCLUSIONS FOR THE FUTURE WORK

6.1   **Based on your experience, do you see a need for changing the planned activities in order to achieve your project objective?**

Yes☐ , No☑, If Yes, why?

6.2   **If necessary, please update the project planning from Jan to December 2013:** There is no significant change of project plan.

6.3   **In case of need for consultancy: In what area?**

6.4   *What are the lessons learned? Please, refer to gender equality issues also.*

• Gender and right to information is integrated into the CSOs Model Law on Access to Information. With understanding and implementation of access to information and information disclosure, policy makers have sought more input from local government regarding gender and rights issues in Cambodia in order to development and improve the quality of existing policies and programmes. Through national events, national administrative officials, National Assembly, UN agencies, civil society organisations and donors expressed their support for the law on access to information[7].

• API has shifted its advocacy capacity development from providing advocacy training to general organisations and groups to targeting the advocacy and lobby skills of CSOs and issues-based networks, coordinating with and supporting these groups in direct advocacy with Government institutions and Parliament. This change has had remarkable outcomes. This approach and process needs to be scaled up and strengthened for getting a better response from government institutions and holding them more accountable.

• The challenge of working with local councils and with their constituents to try to build on minimal trust and cultivate mutual respect among them has taught API that face to face communication at meetings, forums and training is the key to increased familiarity, which leads to improved relations. There are, however, many obstacles to be overcome before CBOs freely communicate with their local councils and are confident that their concerns will be heard. API cites the struggle some CBOs have to speak at the monthly district meetings due to the full agendas and time limitations. The organisation considers it can solve the issue by suggesting to councillors that time is allocated for community based concerns and a timekeeper is appointed to ensure that this happens.

7. FOR FINAL REPORT ONLY

7.1   Please comment whether a long-term impact can be observed

Further to API's work on access to information, the government has fully integrated access to information into "National Social Accountability Framework" and Social Accountability Implementation Plan" which to be implemented national wide from 2014. API is working with sub-national administration to promote social accountability and transparency, to strengthen administrative and management procedures, and to improve local authority response to the needs of local communities. At the same time, it promotes the vertical flow of information from high-ranking government officials at district and provincial levels and vice versa. API has mobilised the support of Parliament members and consulted to identify their roles and responsibilities associated with the support for the access to public information legislation. The Parliament supports to push for the passage of this law and accept their roles in the process of the legislation development. The executive branches take vital roles to develop the access to information law[8].

7.2.   What is your assessment on the relevance of the project from today's perspective?

Demand for an Access to Information law is strong amongst all Cambodian people. This law is also a priority that both political parties raised and pledged to adopt during election campaign. Demand for freedom of expression still exists and voices of Cambodian people especially youth groups were stronger. They reveal hot issues provoked by public officers through social media especially on Facebook with more debates and comments. For the local level, all commune councillors and most CBO leaders improved their capacity on access to information and information management. This contributed to an increase in community people accessing public information in all target communes. This project has significantly improved social accountability and transparency, strengthened administrative and management procedures and improved local authorities' response to the needs of local communities. API strengthened the advocacy capacity for CBOs in target communes and NGO networks throughout Cambodia. Those CBOs raised their issues to different levels by using a bottom-up approach to advocacy. At the national level, the CBOs and NGO networks advocate and engage with Government ministries and Parliament on different issues that cannot be solved by the sub-national administration. These impacts have been recognised officially and publicly by all key stakeholders including local and national Government officials, communities and project partners.

7.3.   To what extent are the measures sufficient and practicable to ensure the sustainability of the outcome you envisaged at the planning stage?

API's planned actions show distinct achievements, which, in their entirety, support the three strategic priorities. There is distinctive progress in the administration, communication and collaboration of sub-national councils in the target areas. Simultaneously, civil society issue-based networks are illustrating effective advocacy skills and are working with the Government for the benefit of Cambodia. Permeating through all API's activities is the promotion of accountability and transparency, supported by an increased understanding of the importance of public access to public information and a need for effective legislation. Gradually there is evidence of a developing Cambodian culture of transparency and accountability where demands for access to, and disclosure of, public information are accepted without question or hesitation[9].

[1] (API). Assessment of the Implementation of the Advocacy and Policy Institute's Strategic Plan, 2011-2013; by Katherine De Bruyn; Principal, Arcadia Associates, Seattle, WA USA, Advisor to API, January 2014.

[2] (API). Project Reflection Report 2013.

[3] (API). Project Reflection Report 2013.

[4] (API). Assessment of the Implementation of the Advocacy and Policy Institute's Strategic Plan, 2011-2013; by Katherine De Bruyn; Principal, Arcadia Associates, Seattle, WA USA, Advisor to API, January 2014.

[5] (API). Assessment of the Implementation of the Advocacy and Policy Institute's Strategic Plan, 2011-2013; by Katherine De Bruyn; Principal, Arcadia Associates, Seattle, WA USA, Advisor to API, January 2014.

[6] An appraisal of the implementation of the first two years' of the Advocacy and Policy Institute's strategic plan, 2011-2013.

[7] Additional outcomes obtained by partners into 2013annual programme report of the Accountable Governance and Gender Justice Programme.

[8] (API). Assessment of the Implementation of the Advocacy and Policy Institute's Strategic Plan, 2011-2013; by Katherine De Bruyn; Principal, Arcadia Associates, Seattle, WA USA, Advisor to API, January 2014.

[9] (API). Assessment of the Implementation of the Advocacy and Policy Institute's Strategic Plan, 2011-2013; by Katherine De Bruyn; Principal, Arcadia Associates, Seattle, WA USA, Advisor to API, January 2014.