



API Development Consulting

Report Summary 2024-2025

API Development Consulting



API Development Consulting

Advocacy and Policy Institute-API is establishing a separate social enterprise project called **“API Development Consulting”** with separate bank accounts and registration with the General Taxation Department, and will update the 2025 annual API to provide consultancy services to civil society, development partners, government, and the private sector. API recruited a Business Support Officer.

Our Goal:

To provide the Cambodian civil society, development partners, government entities, and the private sector with best services, to fulfill their needs of social enterprise-based, high-quality training and consultancy service delivery.

Our Mission:

API Development Consulting strives to offer services to local and international NGOs, SMEs, government entities, and individuals by improving their professional and organizational capabilities in areas such as good governance, advocacy, and job-related soft skills. Our ultimate aim is to create positive transformations in every professional settings, across all sectors, through training, collaboration, and dialogues.

Summary



Throughout 2025, API Development Consulting achieved outstanding results and exceeded its annual target. A total of 48 proposals were developed and submitted, with 21 successfully secured, including 5 proposals carried over from 2024.

Among the successful projects, 13 were consulting service assignments and 8 were customized training courses delivered to various partners. These achievements demonstrate the increasing recognition of API's technical expertise and its strong capacity to deliver high-quality consulting and training services.

Overall, the 2025 performance highlights a significant milestone in strengthening API's sustainability, expanding partnerships, and increasing its contribution to capacity development across sectors.

Content:



2024 – 2025 Project

- **Project 1:** Training Capacity Strengthening On Advocacy Concepts and Tools
- **Project 2:** National Consultant for Financial Management Training and Coaching
- **Project 3:** Establishing an Evidence-Based National Adaptation Plan (NAP) process at National and Subnational Scales in Cambodia Phase 1
- **Project 4:** Developing a housing advocacy training curriculum manual & ToT training
- **Project 5:** Offer No. 83490117- Feasibility and Interoperability Studies for the OWSO- MIS System Integration at Subnational Level in Cambodia
- **Project 6:** Net-Gen Customer Service & Sales Mastery: Skill for 2025 and Beyond
- **Project 7:** The GIZ Improved Competitiveness of National Enterprises (ICONE) program
- **Project 8:** Training on Local Fundraising and Mobilization Support – LFS & MS
- **Project 9:** Policy Advocacy Training
- **Project 10:** Gender Sensitive Parenting Training Skill
- **Project 11:** Developing a GEDSI Operational Guideline for Health Managers and Service Providers in Cambodia
- **Project 12:** The developing the Policy and Strategic Plan on Gender Mainstreaming in the Health Sector in Cambodia 2025–2030
- **Project 13:** Baseline Evaluation With GEDSI Analysis in Mondulhiri and Ratanakiri Province
- **Project 14:** Advocacy Training
- **Project 15:** Developing a Leadership training curriculum manual & ToT training
- **Project 16:** Leadership Training

Content:



- **Project 17:** A-SASSY – Build One ASEAN of Sustainability and Solidarity with a Partnership Between Youth, CSOs, and Member States
- **Project 18:** Improved Service Delivery (ISD)
- **Project 19:** Support to Institutionalize and Streamline Social Accountability in Cambodia
- **Project 20:** Baseline Survey for The Australia-Cambodia Cooperation for Equitable Sustainable Services program (ACCESS 2)
- **Project 21:** Building Advocacy Capacity of USAID Civil Society Support (CSS) Partner Organizations, 2023- 2024
- **Project 21:** The Australia-Cambodia Cooperation for Equitable Sustainable Services program (ACCESS 2)
- **Project 22:** Advocacy Training
- **Project 23:** The Leading to Change project (LtC's)

Project 1: Training Capacity Strengthening On Advocacy Concepts and Tools

Client: **ChildFund Cambodia**

Summary project:

By January 2025, API Development Consulting successfully delivered an Advocacy Capacity Strengthening Training Course for selected staff of ChildFund Cambodia. The training enhanced participants' knowledge and skills in integrating advocacy into project implementation. It strengthened their understanding of key advocacy concepts, processes, and approaches, while equipping them with practical tools to engage effectively with policymakers, manage advocacy risks, and measure the impact of their efforts in alignment with organizational objectives.



API Development Consulting worked closely with ChildFund Cambodia's HR team to design and deliver a customized three-day training program. The course covered core topics including advocacy concepts and processes, goals and scope of advocacy, advocacy approaches, do-no-harm principles, policy and government engagement, integrating advocacy into project development, advocacy risk management, and impact measurement. The consultant also prepared all training materials, addressed emerging challenges during the sessions, and produced a comprehensive final report upon completion.

Overall, the training strengthened staff capacity to lead effective advocacy initiatives, enhanced project impact, and contributed to advancing positive policy change.

Project 2: National Consultant for Financial Management Training and Coaching

Client: **Catholic Relief Services–CRS**

Summary project:

The ALLRight Project, implemented by CRS in partnership with the Provincial Health Department of Preah Vihear (PHD-PVH), aims to strengthen the financial management capacity of focal points, hospitals, and health centers. The project applies CRS's three capacity-strengthening approaches:

- Capacity Building – trainings & workshops
- Institutional Strengthening – system and policy improvement
- Accompaniment – on-the-job coaching and mentoring

A national financial consultant was recruited to lead all financial management training components.



The consultant conducted:

0.1 Institutional Capacity Check

0.2 Learning Needs & Resource Assessment (LNRA) with the PHD finance team

Based on the assessment, the following three major trainings were delivered:

- Budget income & expenditure
- Capital & current expenditure planning
- Indicators for strategic plan 2025–2029
- Narrative & budget comparison reports
- Understanding rolling 3-year budget plans

Project 3: Establishing an Evidence-Based National Adaptation Plan (NAP) process at National and Subnational Scales in Cambodia Phase 1

Client: **Ministry of Environment-MoE**

Duration: March –May 2025

Summary project:

API Development Consulting successfully implemented a two-month consultancy (March–May 2025) for the General Directorate of Policy and Strategy (GDPS), Ministry of Environment, under the project “Establishing an Evidence-Based National Adaptation Plan (NAP) Process at National and Subnational Scales in Cambodia – Phase 1.”



01 Development of Awareness-Raising and Outreach Materials

API Development Consulting designed and produced awareness-raising products aimed at diverse urban audiences—including primary and secondary school students.

Key achievements included:

- Creating user-friendly materials explaining NAP, climate change impacts, and urban resilience
- Ensuring materials were inclusive, engaging, and adaptable for public events, schools, and community campaigns
- Validating all materials through consultations to ensure relevance for upcoming training activities
- Submitting a full technical report documenting development processes, content, and usage guidelines

These materials support Cambodia’s long-term climate awareness efforts by simplifying complex technical concepts for non-technical audiences

02 Development of Awareness-Raising and Outreach Materials

Development of Climate Change Training Materials and Delivery of Workshops
API Development Consulting developed comprehensive climate change training curricula tailored to three target groups:

- Municipal officials
- Local NGOs and CSOs
- Religious leaders and community influencers
- The consultancy successfully:
 - Designed Six complete short-course curricula, including presentations, facilitator guides, exercises, handouts, and assessment tools
 - Delivered practical training on climate change, urban systems, and Ecosystem-based Adaptation (EbA) strategies
 - Submitted full workshop reports with participant lists, evaluation analysis, and recommendations for continuous learning

These workshops directly enhanced subnational capacity to understand, plan, and communicate climate change adaptation priorities



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Project 4: Developing a housing advocacy training curriculum manual & ToT training

- Client: **Habitat Cambodia**
- Duration: Apr–Jun 2025



Summary project:

API Development Consulting successfully designed and delivered a comprehensive Advocacy Training of Trainers (ToT) program for Habitat for Humanity International in Cambodia (HFHI). The assignment focused on strengthening the advocacy capacity of Habitat staff through a structured, participatory, and context-appropriate training package.

The objective of the ToT program was to equip Habitat Cambodia staff with enhanced advocacy knowledge, training skills, and facilitation capacity, enabling them to confidently train community partners, local leaders, and project stakeholders in advocacy For housing rights and social justice.

API designed a three-day training curriculum tailored to Habitat's needs, including:

- Training agenda and flow
- Session plans and facilitation notes
- PowerPoint presentations
- Pre-test and post-test tools
- Handouts and participant materials
- Final ToT module & facilitation guide

The curriculum emphasized participatory learning, gender sensitivity, inclusiveness, and adult learning principles.

Project 5: Offer No. 83490117– Feasibility and Interoperability Studies for the OWSO– MIS System Integration at Subnational Level in Cambodia

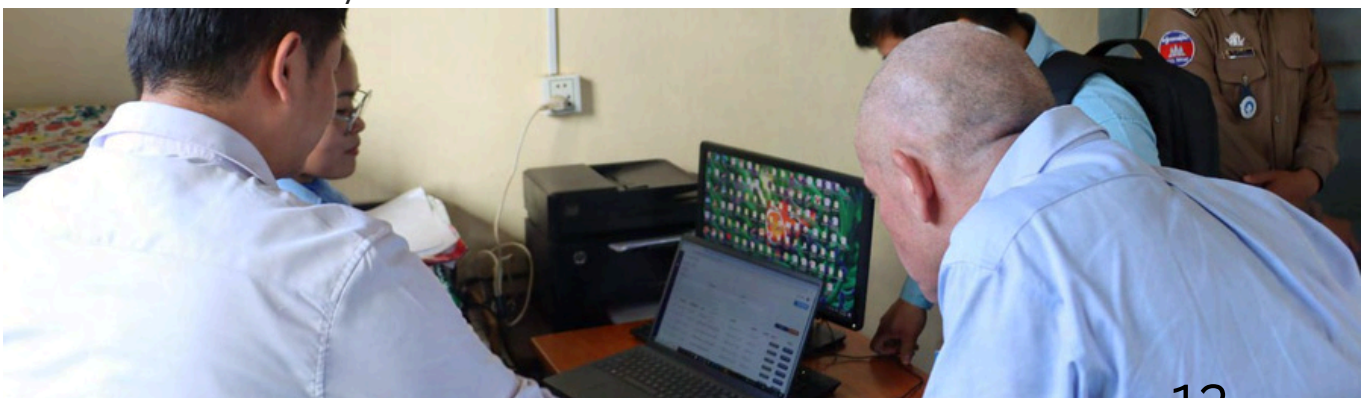
- Client: **GIZ Cambodia**
- Duration: Jul-Dec 2025

Summary project:

Cambodia’s public administration is undergoing rapid modernization driven by national reforms in digital transformation and decentralization. These reforms aim to enhance the quality, accessibility, and efficiency of public service delivery across the country.

A major anchor of this digital modernization is the One Window Service Office Management Information System (OWSO-MIS)—currently operational in more than 200 district and

municipal locations. The OWSO-MIS enables electronic processing and management of administrative services at the subnational level, creating a more transparent and responsive service environment. However, digital transformation at the Commune/Sangkat (C/S) level has progressed more slowly. Existing tools used by communes are often fragmented, manually operated, or stand-alone, resulting in weak alignment with national systems. Critically, the absence of interoperability between the OWSO-MIS and other government systems—such as those managed by the General Department of Identification (GDI), Ministry of Land Management, or Ministry of Public Works and Transport—limits seamless data exchange and undermines Cambodia’s broader digital governance ambitions. To address these challenges, API Development Consulting is implementing an assignment composed of two interrelated analytical studies:



1. Interoperability Assessment Between OWSO-MIS and Government Systems

2. Feasibility Study for Integrating Commune-Level Service Tool with OWSO-MIS

The outcomes of both studies will inform a Digital Integration Roadmap that supports:

- More efficient, citizen-centered service delivery
- Reduced data redundancy and manual processing
- Stronger vertical integration between commune, district, and national systems
- Alignment with Cambodia's broader Digital Government Policy, interoperability framework, and public administration reform vision



Project 6: Net-Gen Customer Service & Sales Mastery: Skill for 2025 and Beyond

- Client: **EuroCham Cambodia**
- Duration: Jun 2025

Summary project:

API Development Consulting successfully designed and delivered a 2-day professional training course titled “Next-Gen Customer Service & Sales Mastery: Skills for 2025 and Beyond” for EuroCham Cambodia. The program was developed in response to the rapidly evolving expectations of modern customers and the growing need for businesses to enhance both service quality and sales performance.

The objective of this training was to strengthen the capabilities of customer-facing professionals by equipping them with advanced service techniques, emotional intelligence, modern sales strategies, and technology-enabled tools necessary to excel in today’s competitive market.



As the implementing partner, API provided:

- Full curriculum design and content development
- Professional facilitation across 2 full training days
- Practical tools, exercises, and real-world case studies
- A modern, industry-relevant skills package tailored to EuroCham members and business professionals in Cambodia

API leveraged its expertise in customer service, communication training, workforce development, and client-centric capacity building to ensure a high-quality, impactful learning experience.



Project 7: The GIZ Improved Competitiveness of National Enterprises (ICONE) program

- Client: **GIZ Cambodia**
- Duration: Aug 2025 – Feb 2026

Summary project:

API Development Consulting successfully implemented the full scope of work under Contract No. 83492706 for the GIZ ICONE Program from August–November 2025, supporting SMEs in northwest Cambodia (Siem Reap, Battambang, Banteay Meanchey).

The overarching goal of this assignment was to strengthen SME competitiveness by equipping business owners with practical skills in market research, data-driven decision-making, competitor analysis, go-to-market (GTM) strategy development, and customer insight generation.

API worked directly with 12 SMEs across diverse sectors including agrifood, heritage craft, tourism, creative manufacturing, and lifestyle products. These SMEs represented early-stage and growing enterprises requiring structured support to improve their strategic marketing and expansion efforts.



Key Activities Delivered

A. Curriculum Development: Completed on 24 November 2025, API developed a comprehensive training curriculum covering:

- Market research methodologies
- TAM/SAM/SOM analysis
- Sector and competitor mapping
- GTM strategy design
- Digital tools and consumer insight techniques
- Ethical data collection practices

B. Workshop 1 – Market Research Foundations:

- Research question formulation
- Qualitative & quantitative data collection methods
- Competitor scanning
- Basic analytical frameworks for opportunity identification



C. Workshop 2 – Market Insights, GTM Strategy & ROI Measurement

- Market insight generation
- Designing value-aligned GTM strategies
- Budget planning & ROI calculations
- Developing 90-day action plans

Participants showed an average knowledge gain of +3.2 points, with the strongest improvements in STP, SWOT/4Ps, and data interpretation. Satisfaction scores averaged 8.12/10.



D. Two Rounds of One-to-One Coaching

API delivered in-person coaching for all 12 SMEs, focusing on:

- GTM action plan development
- Digital marketing & online tools
- Branding & communication
- Market research implementation
- Sales strategy & retention

Outcomes included clearer customer personas, updated value propositions, improved product messaging, and practical digital marketing plans aligned with their 90-day GTM goals

Key Results & Impact

SMEs gained stronger data analysis and insight-generation capabilities

- All participated SMEs improved clarity around their customer segments and GTM plans
- 77% of SMEs expressed readiness to continue with coaching
- Top areas identified for future support: market expansion, product innovation, branding/storytelling, leadership strengthening, and access to finance

Conclusion

API Development Consulting fully delivered a high-impact capacity-building program that strengthened SME competitiveness across three provinces. The project successfully enhanced SMEs' abilities in market research, GTM strategy development, and marketing analytics while fostering readiness for further growth. API expresses appreciation for the collaboration with GIZ ICONE and stands ready to support future SME development initiatives.



Project 8: Training on Local Fundraising and Mobilization Support – LFS & MS

- Client: **Cambodian Health and Education for Community-CHEC**
- Duration: Nov 2025

Summary project:

API Development Consulting successfully implemented a Local Fundraising Support project in partnership with Children’s Hope in Cambodia (CHEC). The project aimed to strengthen CHEC’s local resource mobilization capacity and reduce long-term dependency on external funding sources.

Under this initiative, API provided technical support and strategic guidance to design and

implement local fundraising approaches aligned with CHEC’s mission, values, and operational context. The project focused on enhancing internal fundraising systems, improving fundraising planning, and building staff capacity in local fundraising concepts, tools, and practices.

Key activities included fundraising strategy development, capacity building for relevant staff, advisory support on donor engagement and communication, and guidance on identifying and engaging local supporters, partners, and networks. API also supported CHEC in improving fundraising processes to ensure transparency, accountability, and sustainability.

As a result of the project, CHEC strengthened its understanding and practical application of local fundraising mechanisms, improved internal coordination related to fundraising activities, and enhanced its readiness to mobilize local resources more effectively. The collaboration contributed to CHEC’s long-term organizational sustainability and resilience while reinforcing good governance and ethical fundraising practices



Project 9: Policy Advocacy Training

- Client: **Cambodia Haemophilia Association-CHA**
- Duration: Jul 2025

Summary project:

API Development Consulting successfully designed and delivered a two-day Policy Advocacy Training for the Cambodian Haemophilia Association (CHA) in September 2025. The project was implemented in support of CHA's advocacy efforts to improve haemophilia care in Cambodia, particularly contributing to national-level dialogue on the establishment of adult haemophilia services, with support from the Novo Nordisk Haemophilia Foundation (NNHF).



The objective of the project was to strengthen the advocacy capacity of CHA staff and key stakeholders by enhancing their knowledge, skills, and practical tools for engaging in policy advocacy within Cambodia's policymaking environment. API developed a contextualized training curriculum tailored to the haemophilia sector and Cambodia's governance and legislative framework.

The training covered core advocacy concepts and principles, advocacy campaign management, coalition-building for policy change, and effective engagement with government institutions and policymakers. Interactive methodologies were used throughout the training, including case studies, group work, role plays, and reflections, enabling participants to apply advocacy frameworks to real-life policy challenges faced by the haemophilia community.



Key deliverables included a customized training curriculum, facilitation of the two-day training for CHA and its partners, and a comprehensive training report incorporating pre- and post-test analysis and participant feedback. As a result of the project, participants demonstrated improved understanding of advocacy strategies, stronger capacity to plan and manage advocacy initiatives, and increased confidence in engaging with policymakers and coalition partners.

This project contributed to strengthening CHA's institutional advocacy capacity and supported its long-term goal of influencing health policy reforms to improve access to quality haemophilia care in Cambodia.

Project 10: Gender Sensitive Parenting Training Skill

- Client: **Cambodian Health and Education for Community-CHEC**
- Duration: Sep 2025

Summary project:

API Development Consulting was contracted by Cambodian Health and Education for Community (CHEC) to design and deliver a comprehensive Gender-Sensitive Parenting Skills and Conflict Transformation capacity-building program for CHEC staff and community facilitators. The consultancy was implemented from 10 September to 10 October 2025 and aimed at strengthening community-level prevention of gender-based violence, improving family relationships, and promoting peaceful communities.



The project aimed to enhance the knowledge and skills of CHEC program staff and youth/community leaders in positive parenting, gender equality, non-violent communication, and conflict transformation. The training supports CHEC’s broader mission to promote gender equality, reduce domestic and gender-based violence, and strengthen family resilience in vulnerable communities.

Overall Contribution Through this assignment, API Development Consulting provided CHEC with a scalable, evidence-based, and culturally grounded training package that strengthens the ability of staff and community leaders to support gender-responsive parenting practices, prevent GBV, and foster peaceful, resilient families in Cambodia.



Project 11: Developing a GEDSI Operational Guideline for Health Managers and Service Providers in Cambodia

- Client: **Ministry of Health–MoH**
- Duration: Nov 2025–Feb 2026



Summary project:

API Development Consulting implemented a national-level assignment to develop a Gender Equality, Disability, and Social Inclusion (GEDSI) Operational Guideline for Cambodia’s health sector. The project aims to strengthen the capacity of health managers and service providers to deliver inclusive, equitable, and rights-based healthcare aligned with Cambodia’s health priorities and international commitments.

The guideline serves as a practical, actionable resource to embed GEDSI into planning, service delivery, governance, and quality assurance across all health facilities.

Cambodia has made strides in expanding its health system, yet systemic inequities continue to prevent marginalized groups—including women, persons with disabilities, ethnic minorities, LGBTQ+ individuals, and trauma-affected populations—from accessing quality healthcare. API was engaged to create a context-appropriate, operational guideline that addresses these gaps and supports the Ministry of Health (MoH) to institutionalize GEDSI principles across the sector.

The project’s objectives were to:

- Develop a practical and comprehensive GEDSI Operational Guideline tailored to CPA (referral hospitals) and MPA (health centers) frameworks.
- Equip health managers and providers with tools, protocols, and safeguards to improve service responsiveness to marginalized groups.
- Support MoH in systematically integrating GEDSI into policies, programs, and service delivery mechanisms.
- Produce a guideline that is evidence-based, participatory, and aligned with national and global standards (e.g., SDGs, CEDAW, NAPVAW, Health Strategic Plan).

Project 12: The developing the Policy and Strategic Plan on Gender Mainstreaming in the Health Sector in Cambodia 2025–2030

- Client: **Ministry of Health–MoH**
- Duration: Nov 2025–Feb 2026



Summary project:

API Development Consulting led the development of Cambodia’s Gender Mainstreaming Policy and Strategic Plan (GMPSP) 2025–2030 for the Ministry of Health (MoH). This national-level assignment aims to integrate Gender Equality, Disability, and Social Inclusion (GEDSI) across all aspects of the health system, ensuring equitable access to quality healthcare for women, marginalized groups, and vulnerable populations.

API was engaged to design a comprehensive and transformative policy and strategic plan that embeds GEDSI principles into health governance, service delivery, workforce development, health financing, and institutional mechanisms. The GMPSP also aligns with major national and global frameworks including Neary Rattanak, NAPVAW, SDGs, CEDAW, and UHC.

Key Objectives

API developed the GMPSP to:

1. Identify gender- and social-based disparities in health access and outcomes.
2. Integrate GEDSI principles across MoH policies and institutional systems.
3. Provide clear implementation, monitoring, and accountability frameworks.
4. Produce a **Gender Mainstreaming Action Plan (GMAP)** with measurable indicators and a theory of change.

Project 13: Baseline Evaluation With GEDSI Analysis in Mondulkiri and Ratanakiri Province

- Client: **Care Cambodia**
- Duration: Oct-Dec 2025



Summary project:

comprehensive Baseline Evaluation combined with a Gender Equality, Disability, and Social Inclusion (GEDSI) Analysis for the Mekong Elevate Project (2025–2029). The project focuses on strengthening the climate resilience of upland ethnic minority (EM) communities in Mondulkiri and Ratanakiri—particularly EM women, youth, and persons with disabilities.

Project Context: Mondulkiri and Ratanakiri are home to diverse ethnic minority groups (Bunong, Jarai, Kreung, Tampuan, Kavet, Prov) who depend heavily on natural resources and face increasing climate risks, such as drought, flooding, fires, and deforestation. Social inequalities—including limited voice for women, exclusion of youth, and stigma against people with disabilities—further reduce community resilience. Mekong Elevate aims to strengthen:

- Climate-smart agriculture (CSA) adoption
- Community-based safety nets to cope with climate shocks
- Inclusive participation in climate-related decision-making processes

The baseline study had two primary aims:

1. Establish baseline values for all indicators in the project’s Logical Framework and MEAL Framework to track change over the project cycle.
2. Conduct a GEDSI Analysis to assess the barriers, opportunities, and enabling conditions affecting EM women, youth, and people with disabilities, ensuring the project is inclusive and responsive.

These insights guide adaptive management and improve project strategies to ensure equitable participation and benefit-sharing among marginalized groups.

The project supports CARE and partners to:

- Understand pre-intervention conditions in EM communities
- Identify structural, cultural, and economic barriers affecting women, youth, and persons with disabilities
- Adjust project strategies to ensure inclusive, climate-resilient development
- Strengthen monitoring and evidence-based decision-making

Ultimately, the baseline provides a strong foundation for measuring MekongElevate’s impact and ensuring that no group is left behind in climate resilience efforts.

Project 14: Advocacy Training

- Client: **Room to Read Cambodia**
- Duration: Oct 2025



Summary project:

In October 2025, API Development Consulting conducted a short advocacy training course for all staff of Room to Read during their Annual Staff Meeting in Siem Reap.

The purpose of the training was to strengthen staff understanding of advocacy concepts in both the Cambodian and global contexts, and to enhance their ability to apply advocacy approaches in daily project activities. The course covered key principles of advocacy, stakeholder engagement, and practical strategies for influencing positive change within the education sector.

Through interactive discussions and practical examples, staff members gained deeper insight into how to integrate advocacy strategies into their ongoing work with target groups and project partners. The course also addressed potential future challenges, including policy changes, resource limitations, and shifting community dynamics, helping participants become more aware and prepared to respond proactively.

By the end of the training, participants demonstrated improved knowledge of advocacy concepts and greater confidence in applying advocacy tools and approaches in their respective roles. The course contributed to strengthening the organization's overall advocacy capacity and fostering a more strategic and coordinated approach across teams.

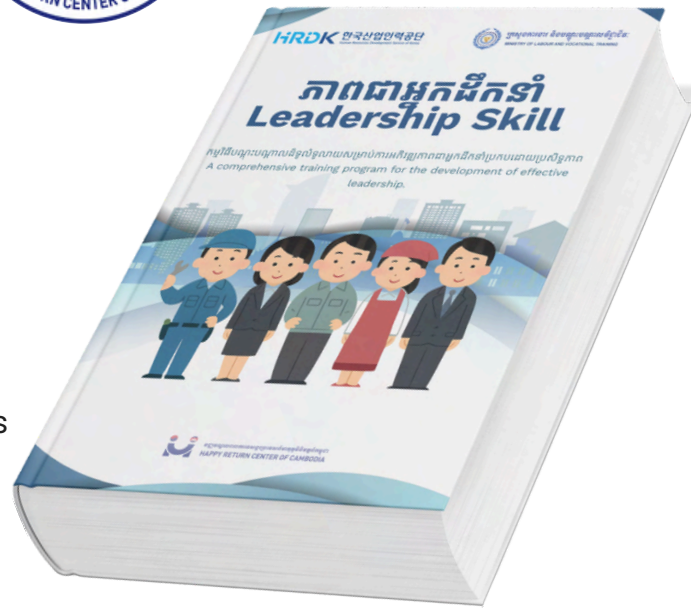
Project 15: Developing a Leadership training curriculum manual & ToT training

- Client: **Returning Home Center of Cambodia-RHCC**
- Duration: Nov- Dec 2025



Summary project:

API Development Consulting designed and implemented a Leadership Training Program for Returning Migrant Workers to support their reintegration, personal development, and socio-economic empowerment in Cambodia. The project targeted returning migrant workers facing challenges related to identity, confidence, employment, and community engagement after migration.



The objective of the project was to strengthen participants' leadership capacity, self-awareness, and practical life skills, enabling them to contribute positively to their families, workplaces, and communities. The training was delivered through a modular, weekend-based format, ensuring accessibility for participants balancing work and family responsibilities.

The program focused on core leadership competencies, including self-discovery and leadership identity, practical leadership foundations, economic and entrepreneurial leadership, communication and teamwork, conflict resolution, community engagement, decision-making, and personal leadership action planning. Participatory and practical learning methods were used throughout the training.

Key Training Materials Developed

- Training Curriculum (Khmer and English)
- Five Training Modules (Khmer and English)
- Training Textbook for Participants (Khmer)
- Training Slide Handouts (Khmer and English)

among returning migrant workers, supporting their sustainable reintegration and inclusive community leadership.

Project 16: Leadership Training

- Client: **Returning Home Center of Cambodia-RHCC**
- Duration: Dec 2025

Summary project:

API Development Consulting successfully implemented a weekend-based Leadership Training Program for Returning Migrant Workers, designed to support their reintegration and empowerment by strengthening personal, economic, and community leadership capacities. The project built on API's proven leadership curriculum developed under previous initiatives and was adapted to meet the specific needs and lived experiences of returning migrant workers in Cambodia.

The overall objective of the project was to enhance participants' self-confidence, leadership mindset, and practical life skills, enabling them to take active roles in their families, workplaces, and communities. The training was delivered through five integrated modules, conducted on weekends to ensure accessibility for participants balancing work and family responsibilities.

The five modules covered:

- **Rediscovering Identity and Leadership Potential**, focusing on self-awareness, confidence rebuilding, and personal values;
- **Foundations of Practical Leadership**, introducing leadership concepts, styles, and everyday leadership practices;
- **Economic and Entrepreneurial Leadership**, emphasizing goal setting, basic financial planning, and leadership in income-generating activities;
- **Communication, Teamwork, and Conflict Resolution**, strengthening interpersonal skills, emotional intelligence, and problem-solving; and
- **Community Engagement and Personal Leadership Action Planning**, supporting participants to define leadership roles within their communities and develop realistic action plans.



As a result of the project, participants demonstrated increased self-awareness, improved communication and leadership skills, and greater readiness to engage in economic and community initiatives. The program contributed to building confidence, resilience, and peer leadership among returning migrant workers, supporting their sustainable reintegration and promoting inclusive local leadership.



Project 17: A-SASSY – Build One ASEAN of Sustainability and Solidarity with a Partnership Between Youth, CSOs, and Member States

- Client: **European Union, through Bread for the World**
- Duration: 2023–2026

Summary project:

Bread for the World sub-contracted API to implement in Cambodia a large regional environmental education program (online and classroom trainings) in 100 school/universities aimed to achieve the following impact, outcomes and outputs.

Impact: By the end of 2030, the program EU ASEAN Green partnerships has contributed to achieve the emissions reduction as defined in "The European Green Deal: achieving zero net emissions by the 2050 target."

Outcome 1: At the end of the project, ASEAN's civil society organizations and government authorities have worked with and recognized the roles of youth in addressing climate impacts, environmental protection, delivering SDG and DRR and fostering the ASEAN youth-CSOs-local government partnership outcomes

Outcome 2: At the end of the project, 4,000,000 of youth (at least 50% girls/women and 5% LGBTQI), CSOs and local authorities have collaborated to act on SDG, climate change impacts, environmental protection and DRR in the four ASEAN project countries.

Output 1: One million young people in age range 15–35 in Cambodia have access to the e-learning platforms and receive digital EEP learning

Output 2: 20,000 young people (at least 50% girls/women) trained in 100 high schools and universities reported increased knowledge and skills in the use of participatory tools, climate issues, and enhanced confidence to effectively participate and collaborate with CSOs and government in promoting the green transition and disaster risk reduction.



Output 3: Digital environmental education for young people of different age groups is included in extra and/or main curricula in 100 schools and universities in Cambodia.

Output 4: 100 Youth for Sustainable Development Goals (Y4SDG) groups with 1,000 members from 100 schools and universities (at least 50% girls/women) are established and are actively running in the schools and universities of Cambodia.

Output 5: Youth-led initiatives and actions contributed actively to reducing the impact of climate change and environmental degradation, with 72,000 community members benefiting from youth-led initiatives.

Output 6: 1.5 million young people in Cambodia (at least 50% girls/women) reached through social media campaigns and equipped with knowledge on the impact of the climate-environmental crisis and how to engage as active citizens.

Output 7: The Cambodian Y4SDG network will be established with 100 youth members. They will be encouraged and facilitated to fully participate in the ASEAN Green Generation network (AGGN) activities and campaigns and contribute their time/efforts /knowledge/skills (at least 50% girls/women)

Output 8: 2 million youth in age 15–35 were reached through social media and other visibility campaigns with content in their own languages; and from them, 100 youth taking the campaign's actions to combat climate change impacts, environmental protection, and disaster risk reduction (DRR) in Cambodia.

Output 9: Young policymakers, CSO representatives, and youth environmental champions in Cambodia learned/shared experiences following the exposure visits with ASEAN EU Member States.

Project 18: Improved Service Delivery (ISD)

- Client: **GIZ/ISD**
- Duration: 2023–2025

Summary project:

Work Package 1: One-Window Service Offices

Product 1 – DIGITAL SERVICE

API was commissioned by GIZ in partnership with GFA Consulting to implement the Improved Service Delivery Project (ISD). ISD has set up a new server and handed it over to NCDD-S/Mol; developed a communication strategy for DO/OWSO at the District, Municipality, and Khan levels, conducted an assessment and consolidated findings on readiness for digital service at OWSO. Now the government is providing One Window Service through digital platforms to people every day in targeted districts.

OWSO focuses on two targets, namely the Digitalisation of OWSO and the introduction of Mobile OWSO. Both share the ultimate goal of improving access to these services – with the underlying governance concepts of (improved) accountability, transparency and participation. This is reflected in Module Objective Indicator 2, which foresees an overall increase of 40% in the number of administrative services provided by OWSO in the partner provinces by September 2025.

Our consortium benefits from many years of experience in decentralisation in South-East Asia, such as with GFA's GIZ funded TRANSFORMASI project in Indonesia as well as in the implementation of OWSO in Cambodia through API's USAID-funded One Window for Citizens project.

We thus have a thorough understanding of the complex political environment and the challenges on the ground. We initiated our activities with a stakeholder consultation workshop in order to get a clearer idea of the various expectations, perceived needs and gaps regarding digitalisation of OWSO and mobile OWSO.



After this, we conducted more detailed analyses following a human-centred approach. Consequently, we included the target group in all phases of the process, that is the needs assessment, the development and testing of solutions, as well as the pilot and roll-out stages. This is also in line with the first Principle for Digital Development: Design with the user. The users in our understanding are both OWSO staff as well as Cambodians from different parts of society as end users. The following graph and the text below outline this approach in more detail.

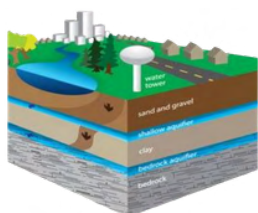
Product 2 – MOBILE SERVICE on One Window Service

API was commissioned by GIZ in partnership GFA Consulting to operate the MOBILE SERVICE on One Window Service to the rural and poor citizens who are far from the government offices. ISD has developed the Technical, Economic, Legal, Operational, and Scheduling (TELOS) feasibility study, identified Mobile Service Delivery Vehicle (MSDV) options and recommended a cost-efficient MSDV to start the pilot and conducted trainings to pilot the TELOS. MSDVs and equipment for the mobile OWSO were prepared and are ready for handover to partner Districts/Municipalities. The districts/municipalities are piloting mobile service delivery on One Window Services to citizens in rural areas.



Product 3 – WATER MANAGEMENT

API was commissioned by GIZ in partnership with GFA Consulting to implement WATER MANAGEMENT. API provided consultants' contract management services to this Water Management Work Package 2. Water Management Committees at district level were established. Training was conducted on the Operational and maintenance of irrigation systems for 4 Districts/Municipalities and key stakeholders at the Provincial level. Capacity building to 4 Districts/Municipalities on Climate Change impact and adaptation applied in the water sector and a Geographical Information System (GIS) working group were established. GIS training for key stakeholders and members and site rapid assessment and data collection, analyzed, and prioritized 4 small and mid-scale irrigation schemes (2 schemes with Farmer Water Use Community, 2 without Farmer Water Use Community) were organised.



Project 19: Support to Institutionalize and Streamline Social Accountability in Cambodia

- Client: **GIZ/ISD**
- Duration: 2024-2025

Summary project:

API was commissioned by GIZ to support to Institutionalize and Streamline Social Accountability in Cambodia of the Program “Improved Service Delivery to Citizens in Cambodia” (ISD).

1.Social Accountability Feasible Rollout at District/Municipality Krong level

API conducted a feasibility study at the implemented Social Accountability Cycle for a feasible DMK rollout in two districts.

There will be a strong focus on Battambang Municipality and Moung Reussei District, plus additional interviews in DMs of Kroh Lanh District, Siem Reap Municipality (both Siem Reap Province) and Thmor Puok District and Mongkul Borei District (both Banteay Meanchey Province).

2.Social Accountability Approach for New Sectors

API formulated an Approach for introducing Social Accountability in new Sectors (Waste/Water) based on research in 10 target districts/municipalities, where Waste and Water activities at DM level have been implemented with drawing on significant experience and learning from these (Siem Reap, Soutr Nikom, Battambang, Moung Reussei, Bavel, Paoy Paet, Monkol Borey, Preah Netr Preah, Svay Chek and Serei Sophoan)

3.Develop Operational Guideline for Social Accountability at District, Municipality, Krong (DMK) rollout.

API integrated the above findings of the feasibility study and the approach for new sectors as a new chapter to the existing Operational Guideline for Social Accountability DMK rollout across the whole country.

Project Background - ISD is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Government and co-funded by the Swiss Agency for Development and Cooperation (SDC). It works with its political partner, the Secretariat of the National Committee for Sub-National Democratic Development (NCDDS), to improve service delivery to Cambodian citizens in the selected sectors of waste and water management, health, education and administrative services, with a focus on the three provinces: Battambang, Banteay Meanchey and Siem Reap.

The activities focus primarily on the implementation of (1) the National Programme on Sub-national Democratic Development (NP-2), especially in the health sector and for the promotion of women working in subnational administration; (2) administrative service delivery of One-Window Service Office (OWSO) in digital and mobile form; (3) the development of scalable and climate-sensitive waste and water management strategies and implementation; (4) strengthening the roles of district and municipality councils including enhancing complaint mechanism and social accountability and (5) local financing/fiscal decentralization. Financed by the German Federal Ministry of Economic Cooperation and Development (BMZ), the programme runs from March 2022 until December 2025.

The ISD Programme helps local governments improve service delivery in Districts and Municipalities (DMs). It does this by supporting these sub-national administrations (SNAs) to build their skills and resources in three key areas: technical expertise, organization, and finances. These efforts are strengthening the "supply side" of the Governance System. Activities around the "demand side" of the Governance System focus on collaborating with citizens to hold their local governments accountable and are bundled under an initiative that is strengthening the Social Accountability [SA] of sub-national administrations. This initiative is a joint effort by the Government of the Kingdom of Cambodia and World Bank Trust Fund Partners and implementers.

After focusing on Communes and Sangkats (CS) in previous years, the rollout at District and Municipality (DM) level has now begun with the Royal Government currently expanding this intended programme to include all SNAs (CS and DMs) across the Country. Additionally, the Cambodian government - particularly the NCDDS - is committed to:

- Permanently anchor this approach within in the governance system,
- Ensure SA monitoring and citizen participation continues even without future donor support (achieving sustainability).
- Develop operational guidelines for the nationwide rollout of SA with the support of the ISD programme. This will ensure that practical experiences made at the sub-national level are considered and incorporated by conducting a feasibility study of the implemented SA Cycle and its future possibilities.

NCDDS and World Vision will then pilot the adapted cycle, and NCDDS will integrate the findings from this pilot, including the feasibility of rollout and SA approach for new sectors such as waste and water, into the operational guidelines. The finalized operational guidelines can be disseminated nationwide to support implementation of SA using the adapted approach.

The Improved Service Delivery (ISD) project aims to support the RGC's vision and to tackle remaining gaps through a multi-level and multi stakeholder approach and builds on GIZ's successful Decentralisation and Administrative Reform Programme (DAR). At the national level, it strengthens the NCDD-S as a coordinating actor to fulfil its broad mandate encompassing policy formulation and implementation and advises line ministries to promote further decentralisation. At the lower levels, different actors such as OWSO, Ombudsperson offices, local Councils and CSO are supported in fulfilling their new responsibilities at the level of implementation. The core is that municipalities and districts do not yet have strategies and adequate processes in place to be able to exercise their new responsibilities. They are crucial for service delivery and operationalisation of the 2019 sub-decrees is less advanced at the District Municipality level than at the commune level. Municipalities and districts struggle to reconcile and coordinate respective responsibilities in the target provinces, API and GFA were contracted by the GIZ for implementation of the OWSO in Battambang and Siem Reap and climate sensitive water management in Banteay Meanchey.

Project 20: Baseline Survey for The Australia–Cambodia Cooperation for Equitable Sustainable Services program (ACCESS 2)

- Client: **Abt/DFAT ACCESS 2 Program**
- Duration: 2024–2025

Summary project:

API was commissioned by Abt to conduct a Baseline Study and Set Target Values for the AustraliaCambodia Cooperation for Equitable Sustainable Services program (ACCESS 2) Program Indicators, 2024– 2025. API conducted a baseline study, for ACCESS 2, including setting target values for the program’s indicators. The baseline study was done in collaboration with ACCESS 2 partners from Government Ministries and Institutions such as MoSVY, MoWA, MoH, DAC, and NCDD–S at the national level and their line departments or offices in target provinces.

API engaged the relevant implementing partners and target groups’ organisations such as OPDs, Indigenous People’s Organisations, and Women’s Rights Organisations in the study process, validation of findings, and setting values for the program’s indicators.

The consultancy purposes are 1. To establish baselines for a suite of indicators that are outlined in the Performance Assessment Framework (PAF) to have a reference point for evaluating the progress and impact of the ACCESS 2 program. 2. To set the target values for all confirmed/agreed indicators in the PAF of ACCESS 2 program.

About the ACCESS 2 Program Phase 2 of the Australia–Cambodia Cooperation for Equitable Sustainable Services program (ACCESS 2) marks a continuation of Australia’s flagship bilateral investment in gender equality, disability, rehabilitation, and social inclusion in Cambodia. ACCESS 2 supports the Royal Government of Cambodia’s (RGC) key policies and strategies, such as the National Action Plan to Prevent Violence Against Women (NAVAW) and the National Disability Strategic Plan (NDSP). It provides a shared commitment to improving service delivery for survivors of gender-based violence (GBV) and persons with disabilities in Cambodia.

ACCESS 2 plans to work collaboratively with relevant RGC ministries/institutions, (including the Ministry of Women’s Affairs (MoWA), Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY), the Disability Action Council (DAC), the Ministry of Health (MoH), and the National Committee for Subnational Democratic Development Secretariat (NCDD-S). ACCESS 2 recognises the two-way connection between national and subnational levels that is necessary for grounded policy and inclusive service delivery. This means increased sub-national level engagement to effectively operationalise strategy, policy and technical capacity development.

The Goal of ACCESS 2 is: Persons with disabilities and survivors of GBV benefit from access to quality and coordinated services as outlined under the RGC’s NDSP and NAPVAW.

1. By 2028, select service providers deliver higher quality GBV and disability services to increasing numbers of people in the target provinces.
2. By 2028, select national and sub-national policy and planning processes respond to the priorities of survivors of GBV and people with disabilities. Strategic Implementing Partners’ (SIPs) with a focus in four target provinces (Kampong Cham, Kampong Speu, Siem Reap and Rattanakiri) plus Phnom Penh Capital.

Project 21: Building Advocacy Capacity of USAID Civil Society Support (CSS) Partner Organizations, 2023– 2024

- Client: **USAID/FHI360**
- Duration: 2023–2024

Summary project:

API was commissioned by FHI 360's Civil Society Support (CSS), supported by the United States Agency for International Development (USAID) to build advocacy capacity, (two, three-day trainings, a two-day reflection workshop, and coaching) of the CSS's national partners, 7 cluster lead organizations, including ODC, CENTRAL, NEP and Banteay Srei, KYA, ADHOC, LAC and their 15 consortium organizations members.

Overall, the training service empowers CSS NGO partners with essential skills and knowledge needed for effective lobbying, policy analysis, and advocacy. Specifically, the trainings & coaching have enhanced CSS's NGO partners' advocacy strategies and approaches, refined program methodologies, and provide advanced tools. This enables NGO staff to actively contribute to policy and legislative influencing processes at both national and local levels.

CSS is a four-year activity (June 2021 – March 2025) supported by USAID and implemented by FHI 360, a non-profit human development organization dedicated to improving lives in lasting ways by advancing integrated, locally driven solutions with its implementation partner, the International Center for Not-forProfit Law (ICNL), which works to improve the legal environment for civil society, philanthropy, and public participation around the world.

The goal of CSS is to enhance coordination and collective action among CSOs, improve the enabling environment for civil society, and support innovative methods to advance civic engagement and coordination in public policy dialogue. CSS will achieve this goal by accomplishing the three outcomes: 1) Increased coordinated efforts by civil society and media organizations to cooperate for policy reforms; 2) Improved enabling environment for civic engagement in policymaking; and 3) Incubator tool and innovative approaches for building capacity and partnerships of CSOs and media organizations developed, adapted, and adopted.

CSS has been working through partners with CSOs in Cambodia by providing grants and capacity building to lead clusters and its members to better coordinate and enable the environment for their work in Cambodia. CSS is looking for a service provider to identify gaps and provide capacity building to partners on advocacy and policy dialogue.

Project 21: The Australia–Cambodia Cooperation for Equitable Sustainable Services program (ACCESS 2)

- Client: **CDPO/ DFAT ACCESS 2 Program**
- Duration: 2024

Summary project:

In responding to the call of CDPO to improve its employees' capacities and skills to perform projects/programs well, API and CDPO agreed to conduct three training courses on Social Protection, Commune Investment Programme, and Advocacy. API conducted three 3-day long courses.

To meet the objectives of CDPO and participants, the API consultant team designed training curricula with participatory approaches. All training materials were produced, updated, and applied on time. Multi-methods and tools were adopted such as course introduction, learning agreement, set groups to support the training, pre-test, post-test, final course evaluation, daily reflection, wrap up session, and energizer games, to meet the expectations of the participants.

The first training on Social Protection was conducted successfully to 14 staff of CDPO based on their training needs. At end of the first course, they were able to

- 1.Explain the background and initiatives of creating a social protection system that is consistent with the mechanism of globalization.
- 2.Determine the social protection services that are valid and implemented in Cambodia
- 3.Discuss governance, cross-sectoral issues and social environment so that poor and vulnerable people can exercise their right to access social protection services.

They gained knowledge on

They gained knowledge on

1. Background of Social Protection Initiative
2. International instruments of Social Protection
3. Program of Social Protection in Different Countries
4. Flexible Social Protection System,
5. Developed countries and initiatives on Social Protection
6. Overview of the Social Protection System in Cambodia,
7. Social Assistance System in Cambodia,
8. Social Security System in Cambodia,
9. Governance of Social System in Cambodia
10. Cross-sectoral issues related to Social Protection

At the end of the second training on advocacy, the same 14 CDPO staff improved understanding and developed the strategy and tactic of advocacy at national level; strategy and tactics of advocacy at sub national level and applied advocacy skills by providing more echo to their members of people with disabilities at communities directly.

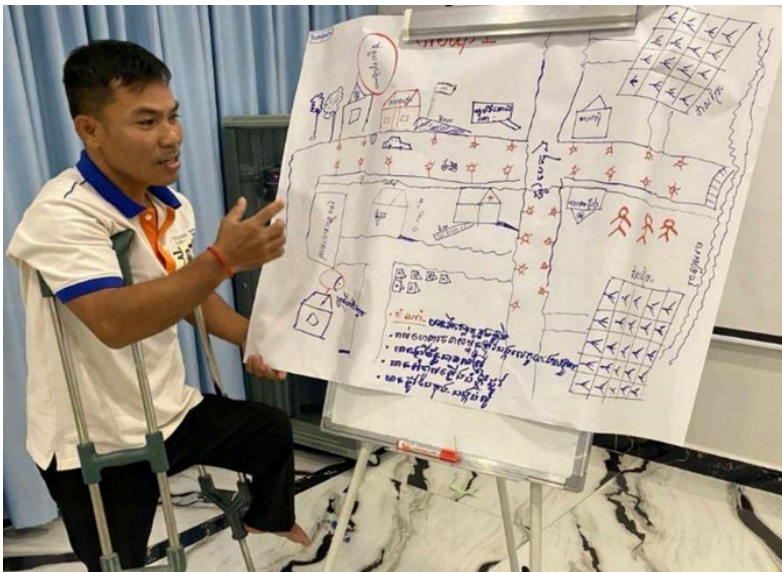
They gained more capacity on

1. Advocacy and Campaigning
2. Building Relationship with the Government Influencing with Government's Policy
3. Ownership of Community Mobilization
4. Effective Grassroots Advocacy
5. Strategic Communication & Lobbying
6. Building Relationship with Media to Support Your Advocacy Work
7. Working Together for Policy Change through Building and Maintaining Coalition
8. Adult learner facilitation.

The same CDPO staff participants gained more knowledge on the Commune Investment Program (CIP), and specifically on

1. The introduction of CIP
2. The process to develop CIP
3. Mobilizing citizens and their participation in CIP
4. Structure and roles of Councilors.
5. The difference between CIP and DIP
6. The monitoring in the CIP implementation
7. Mainstream the needs of people with disabilities in CIP

At the end of the training, participants were able to:



1. Identify the problems and needs of the people with disabilities into commune / Sangkat investment programme;
2. Explain the process of preparing commune and district investment programmes.
3. Monitor the implementation of Commune/Sangkat investment programme.
4. Facilitate next trainings to their members on Commune Investment Programme.

Project 22: Advocacy Training

- Client: **Child Fund Australia, in Cambodia**
- Duration: Jan. 2025

Summary project:

In response to the Child Fund's proposal to enhance the capacities and skills of their staff on advocacy concepts and tools for effective project execution, API conducted a 3-day training course in Jan 2025. Child Fund management and program staff, total 26, including 8 females, from 4 provinces enhanced the skills and knowledge in advocacy, being equipped with essential tools to effectively integrate advocacy into project implementation. They increased their understanding on key advocacy concepts, engaging with policy, managing risks, and measuring the impact of their advocacy efforts, all while aligning with Child Fund Cambodia's objectives.

After completing this course, the Staff:

- Were quipped with a comprehensive understanding of key advocacy concepts, processes, and approaches.
- Built the capacity to incorporate advocacy into project design and development effectively.
- Developed skills to engage policymakers and government stakeholders, ensuring alignment with Child Fund Cambodia's mission.
- Strengthened knowledge of advocacy risk management and the application of "Do No Harm" principles.
- Provided tools and techniques to measure the impact of advocacy efforts within Child Fund Cambodia projects.

The API trainers produced a training curriculum focused on participatory methods. Various participatory methods and tools were utilized, including course introduction, learning agreement, group formation to aid training, pre-tests, post-tests, final course evaluations, daily reflections, wrap-up sessions, practical classes, and energizer games, all aimed at fulfilling training objectives.

Project 23: The Leading to Change project (LtC's)

- Client: **WWF Regional – Viet Nam**
- Duration: 2023

Summary project:

LtCP supported its Country office's staff and its country based CSO partners including CBOs with a focus on NRM protection, livelihood improvement, and environment to strengthen advocacy capacity and the effectiveness of LtCP, thus WWF regional office commissioned API to conduct a 3-day training workshop on advocacy strategy and capacity need assessment with 45 (20 female) people from five Countries of regional LtCP, on 20–22 June 2023 in Phnom Penh, Cambodia.

API facilitated a training workshop in English to build capacity in advocacy strategies, methods, and tools, analyse capacity building needs in advocacy of The Leading to Change project (LtC's) CSO partners (management and program staff) from Viet Nam, Laos, Myanmar, Thailand, China, and Cambodia, as recommended in the capacity building strategy for LtC project.

At the end of a three-day training workshop, participants improved their capacity on:

- Advocacy concepts, technical frameworks, advocacy principles,
- Characteristics of a good public policy to advocate for, key advocacy strategies and advocacy tools.
- Practical lessons learned in the context-based advocacy and best practices.
- Advocacy knowledges and practices of advocacy capacity gaps among local/country partners of LtCP and capacity building strategy need.

The Leading to Change project (LtCP) is WWF regional project funded by SIDA implemented in 5 countries in Greater Mekong region: Cambodia, Laos, Myanmar, Thailand, and Vietnam. LtCP aims to strengthen CSOs and CBOs – Community Based Organization, in Natural Resources Management (NRM). Specifically, it helps to improve capacity for CSO partners and empower CBOs/ CPAs/CFs (CFM) and CFis to enable them to exercise their rights and participate effectively in NRM.

Policy advocacy is defined as one of the main activities which enables CSOs and CBOs to raise their voice with government and policy makers as well as to dialogue with business sector and other stakeholders about NRM related policies and decisions.



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