



STRATEGIC PLAN 2019 -2023

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FORWARD

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Since its beginnings as the Advocacy and Policy Program in 2003, the Advocacy and Policy Institute (API) has been committed to ensuring that the rights of citizens, particular of the most disadvantaged groups among Cambodians, are guaranteed by law, and are promoted and protected in any circumstances, place and time – rights including, but not limited to, the right to live, to participate, to assembly, to express opinion, to raise and demand, to access to public information, to fair trial, etc.

At the same time it has been API's mandate to "build capacity for change" to enable citizens to raise their concerns and seek solutions with government and other stakeholders at all levels. Continuing its mission, API has set its strategic goal 2023 – "to realize rights and enhance voices of citizens for sustainable development in Cambodia".

This document is the roadmap that outlines how API seeks to accomplish its goal, mission and vision in the years of 2019-23. Its development has been based on extensive consultations with stakeholders: API's team and Board of Directors, CBO representatives, local (including especially female) councilors, NGO leaders and development partners, national government representatives, and others. Reflection of the last 5 years achievements and challenges, and analysis of the current and expected future context have completed this strong foundation.

We would like to express our appreciation of the work of the two masterminds who managed this process and condensed the outcomes into this Strategic Plan 2019-23. Both of them have signed forewords to API's previous strategies themselves: API's founding director Mr. Neb Sinthay and former chairman of the Board of Directors, Dr Meas Nee. Both have provided valuable orientation to the organization in challenging times.

With gratitude for having successfully, and with integrity, led API to where it stands today, a reputed, independent, professional Cambodian NGO with a dedicated and capable team, we particularly thank Mr. Neb Sinthay. In line with API's policy, he completed his second term as Director by the end of 2016. In December 2018, he also completed his role as Senior Technical Adviser and, hence, his contribution to API's mission. His leadership and advice have been invaluable!

Furthermore, we would like to thank our members of the Board of Directors Ms. Kasumi Nakagawa and Mr. Michael Engquist, as well as API's Adviser Mr. Lars Krause for their continuous support in reviewing and editing the Strategic Plan document. We would like to express our gratitude to all staff, members of the Board of Directors, partners and all individuals who have provided constructive inputs into the reflection, planning and writing process until it has been approved in January 2019.

With this Strategic Plan, API puts women, youth, the poor, people with disabilities and other disadvantaged groups at the heart of its mission. API is confident that it will be able to make continued significant contributions to Cambodian society in promoting human rights, democracy and sustainable development through the commitment of our devoted staff and enthusiastic support by partners at national and sub-national level, communities in our target areas, notably the Royal Cambodian Government and parliament, civil society organizations, development and funding partners.

We are looking forward to continuing to work together with our partners to make this strategy a successful reality, to share opportunities and challenges, and to move towards the highest achievements and results for Cambodia's sustainable and democratic development.

Phnom Penh, 19 January 2019



Lam Socheat

Director



Soeurng Charndara

Chairperson, Board of Directors

INTRODUCTION

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The Advocacy and Policy Institute (API) is a leading Cambodian capacity building organization in the areas of advocacy, policy influencing, citizen engagement and good governance. API's mission is to serve the long term democratic and social development needs of Cambodia by empowering people to interact with their government to protect their rights and provide for their needs.

Since its formation in 2003, API has engaged in direct policy advocacy highlighted with two successful campaigns for a law on access to public information and information disclosure, and a new traffic law for road safety which was adopted in 2015. API has worked on building communication channels amongst members of the Parliament, national Government, local authorities and civil society organizations from community to the national level. It has received widespread positive feedback from

Cambodian and international organizations for its reliability, relevance and professionalism. In November 2018, API was awarded the "CARE Partnership Award 2018" by CARE Germany-Luxemburg as an outstanding partner globally for its contribution to supporting rural communities and civil society actors in Cambodia in implementing the Social Accountability Framework, as well as for its long-term mission to build advocacy capacities. API has forged its reputation through the delivery of advocacy training courses and the production of a range of publications in both Khmer and English to promote understanding of advocacy, access to information and the Government's Decentralization and De-concentration (D&D) reforms. It has done pioneering work on public information and budget disclosure at the local level, and on enabling rights-holders and duty-bearers in local governance.

API has developed its 4th Strategic Plan based on reflections of the results achieved over the past 5-years and extensive consultations with key stakeholders from community to national government and development partners levels. It had considered the challenging environment of constrained

API'S UNIQUENESS

API has established its reputation and leadership role in Cambodia's civil society by serving as a connector, facilitator and capacity builder for citizens' empowerment in their interaction with government at all levels. API has uniquely acquired knowledge of policy issues like access to information (A2I) through its grassroots work at the local level and built up capacity to influence national policy-makers in addressing these issues through national legislation. API links interventions with citizens in the communities to civil society networks

A2I – ACHIEVEMENTS AND LIMITATIONS

API has advocated for an Access to Information Law (A2I) since its establishment in 2003. The 2018 draft A2I law completed with CSO inputs facilitated by API, has not seen progress in its passing by the Council of

space for civic and civil society engagement and decreasing international development assistance for Cambodia. (See Annexes B+C)

Key conclusions from reflections and consultations included:

and all government levels up to national policy-making – and back again, to help enable government stakeholders to serve citizens according to the law and contribute to an enabling environment for citizen and civil society engagement. API has built bridges among rights-holders (the demand-side) and duty-bearers (the supply-side), and among the diversity of Cambodians, no matter of what gender, political orientation, (dis)ability, ethnicity, faith, etc.; whilst not compromising on a Rights-Based Approach.

Ministers and the National Assembly yet. Further pressure by civil society will be needed and continued lobbying will remain a priority for API. At the same time API has worked on practical citizen empowerment on their Right to

Information and government capacity development on information disclosure, with a focus on the sub-national level. This work has e.g. made access of the people to basic documents easier, and has reduced corruption by making fee structures transparent. The disclosure of sub-national budgets has helped communities to understand and influence the priorities of local development. While there has been progress in A2I, transparency and the fight against corruption sub-nationally, challenges prevail at all levels due to slow progress in legal reforms and with e.g. Chinese investments in Cambodia going largely unchecked. API's

consulted stakeholders agreed that, in the new phase, API should lead campaigns for disclosure of information about critical issues like public budgets, NRM/access and user rights, public-private contract disclosure and private sector investment, building on A2I law adoption advocacy and promoting implementation, as well as current existing sectoral laws that regulate disclosure, such as the Budget Law, Organic Law (on D&D Reform), NRM Law, etc. to safeguard people's Right to Information.

SHIFTING TARGET GROUP FOCUS TO WOMEN, YOUTH, DISADVANTAGED GROUPS

Over 2/3 of Cambodia's population are below 35 years and still have few opportunities to express their views, participate in governance and promote better services at all levels. In spite of efforts to strengthen women's and disadvantaged group stakeholders roles, API has had a strong emphasis on working with CBOs active in the field of NRM, as well as with local councilors and officials – all of these have mostly been under the leadership of middle- and older-aged men. To respond to demographic change and strongly

involve dynamic drivers of Cambodia's future economic and social development, API should change its CBO target group focus to such CBOs that are formal and informal groups of youth, women and disadvantaged groups, and other formal and informal community groups with strong women and youth leadership, including in urban areas, who advocate on one or more of the following critical sectoral issues: public social services, sub-national planning and budget, NRM access/user rights and revenue transparency,

private sector investment and public-private contract disclosure.

CBO AND CITIZEN EMPOWERMENT IN CHANGED POLITICAL CONTEXT

API has successfully supported rural communities in raising their voices and claiming their rights, e.g. through public forums and outreach activities, in spite of occasional challenges with participant selection and quality of discussions that government administration structures tried to control or influence. API also built capacities of local councilors of all political parties to engage in dialogue with citizens, to disclose public information and to become better able to respond to citizens' claims. Stakeholder consultations recommended that API

should seek to facilitate the space for diverse citizens and civil society to provide systematic feedbacks to improve public services and government accountability through governance mechanisms like the Social Accountability Framework (I-SAF) and citizens' and civil society's advocacy efforts, in all target provinces, both in rural and urban areas. Active citizens and youth particularly use and benefit from digital communication technologies and social media which can be much better used to enhance participation and social accountability.

DEVELOP POLICY MONITORING CAPACITIES

API can look back to significant achievements in advocacy for policy formulation and adoption of e.g. the Road Traffic Law and the draft A2I Law. It has, however, not yet focused on civic participation in monitoring law and policy enforcement. So far, there is a limited citizen role, especially of youth, women and disadvantaged groups, in influencing policies and their

implementation, and very poor effectiveness of law and policy implementation for the benefit of the public and especially the poor. Therefore, API should focus on supporting the voices and actions of youth, women and disadvantaged groups in influencing both policy formulation and monitoring of implementation for improvement.

PURSUE NEW WAYS TO ADDRESS FINANCIAL SUSTAINABILITY

Civil society organizations including API have been facing financial constraints in response to more restrictive legal frameworks, shifting development priorities of donor countries, and also limitations in the capacity of CSOs to diversify their incomes. API's stakeholders and Board of Directors agreed that API should take the opportunity to explore cooperation with the private sector programmatically and in fundraising; strengthen government, private and CSOs multi-stakeholder partnership mechanisms for resource mobilization; and maximize the potentials of its consultancy services for income generation from local and international sources.

Hence, with its 4th Strategic Plan, API continues to pursue its mission of

improving citizens' access to public information (A2I) through adoption of a good A2I Law and implement current sectoral laws to disclose information on critical issues; of enhancing citizen engagement, esp. youth, women and disadvantaged groups in governance and monitoring of public service delivery, and of developing civil society capacities and supporting their actions, particularly CBOs for advocacy and policy influencing; and, in this new period 2019-2023 with a focus on women, youth and the most disadvantaged groups and networks. However, new strategies respond to the changed political, economic, social and technological contexts and to the claims and needs of the consulted target groups.

METHODOLOGIES TO DEVELOP THIS STRATEGY

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This Strategy was developed in a participatory process using interviews with key stakeholders, carrying out an assessment through the community people, organizing three consultative meetings with the Board of Directors as well as with the API staff and two consultative meetings with civil society organizations, development partners and the government. The process and activities ensured that also the target groups had the opportunity to participate, raising their concerns and needs.

In more detail, the actual processes were implemented as follows:

- 1. Consolidated the achievements of API in the last 5 years (2014 -2018)** through reviewing and summarizing past reports of API as well as gathering expertise and feedback thereon from the API staff.
- 2. Identified and understood the context, challenges and needs for the Cambodian society and the role of API for contributing to make a difference.** Therefore, meetings with different (sub) -national groups or individuals (Donors, government officials etc.) were initiated and the surveys of NGOs Networks, CBOs and training participants evaluated. These results were then once more presented to the Board and API team who jointly formulated priority areas, objectives, expected outcomes out of it.
- 3. Drafted the Strategy** and discussed improvements with selected key NGOs, BoD members and staff. Eventually, the finalized Strategy was published after the BoD approval.

API'S ACHIEVEMENTS AND CHALLENGES

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STRATEGIC PLAN 2014-2018: ACHIEVEMENTS

The goal of API's 3rd five-year strategy had been to contribute to poverty reduction and better protection and promotion of rights and voices, particularly for young people, women, and disadvantaged persons and groups, by promoting a culture of public information disclosure, strengthening democratic participation and transparency and accountability within the Decentralization and De-concentration framework in Cambodia, particularly in the targeted Commune and District Councils, and advocating for equitable and sustainable public policy. To achieve its strategic goal, API received financial and technical support from a number of partners from European Union, Bread for the World

(BfdW), Danchurch Aid (DCA), Open Society Foundation (OSF), Swedish International Development Cooperation Agency (SIDA)/UNESCO, United Nations Democracy Fund (UNDEF), CARE, British Embassy, Results for Development Institute, Global Road Safety Partnership (GRSP)/Bloomberg Philanthropies, Transparency International, Development Innovations/DAI/USAID, and others.

API worked on five strategic outcomes, at the national level and in Kampong Chhnang, Kampong Speu, Kampong Thom, Banteay Meanchey, Kratie, Pursat, Kampot, Uddor Meanchey and Preah Vihear provinces.

OUTCOME 1

Increased information availability and disclosure on critical issues at sub-national levels in 20+ communes, 5+ districts, 7 provinces and the national level ministries, Ministry of Information and Ministry of Interior.

93%

Of people reported their understanding of A2I

Increased understanding **about rights to information, information about standard of public services among target groups in seven provinces**: around 2 million people, particularly young people, women and disadvantaged persons and groups, 90% through direct outreach activities, the media and the Interactive Voice Response (IVR) tool and App. It was highly achieved regarding understanding of access to information, with a very high 93% of citizens surveyed reporting understanding the right to access to information and why it's important. This strongly correlated with having attended a community meeting in the last few years, with 97% of those who attended a meeting reporting understanding their right to information compared to 80% who did not attend a meeting, a statistically significant difference¹.

75%

Of citizens attended a public forum

Increased the availability of information about commune and districts' public administrative services, development plan and budget among target groups, particularly women, youth and disadvantaged groups. Subsequently, citizens took action to influence the commune and district decision making. 33% of citizens surveyed directly requested information from local authorities and 75% attended a public forum where

¹API (2018) - Final Evaluation Report on Promoting Good Governance by Increasing Access to Information and Strengthening the Independent Media Project, 2015-18' Based on Pearson Chi-Square tests carried out on survey data

information sharing took place² and nearly 40% of all local citizens have made at least a demand to their local authority (either by requesting for information, making complaint, or requesting for services from their Local Authority)³.

17

Key issues
examined

Policy analysis undertaken of 17 key local issues and increased citizens and non-state actors demand for and use public information.

92%

Of CBOs raised
concerns/problems
to LA

Enhanced capacities of 150 civil society organizations (NGOs, CBOs), at least 450 leaders, 3 per each NGO/CBOs working at sub-national government to advocate for greater transparency and information disclosure. The 2018 project's evaluation show that almost all (92%) CBOs have raised concerns or problems about their community to LA. Moreover, the issues and problems raised by CBOs were put into Commune and District Investment & Development Plans (CIP, CDP, and DDP)⁴

² API (2018) - Final Evaluation Report on Promoting Good Governance by Increasing Access to Information and Strengthening the Independent Media Project, 2015-18; "Meaningful survey data regarding gender and access is not available as 89% of citizens surveyed in the evaluation were female".

³ API's (2018) Project Evaluation on "Promoting Rights, Voices, Choices, and Decision for Citizens (Pro-Citizens)"2016-18

⁴ API's (2018) Project Evaluation on "Promoting Rights, Voices, Choices, and Decision for Citizens (Pro-Citizens)"2016-18

OUTCOME 2

Access to information and information disclosure legislation and policies debated and adopted.

100%

Completion of the draft law

Access to Information Law drafted: At the national level, API has been well-known as leading civil society organization that actively engaged in drafting the law on Access to Information (A2I) by an Inter-Ministerial Technical Working Group under the lead of the Ministry of Information. As was identified by its recent external evaluation, over the past strategic phase API has succeeded in mobilizing resources and experts to support the process, including donors, relevant government institutions as well as representatives from civil society organizations, to contribute into the draft law. It was also found that, in this process, API does not only play a role in mobilizing resources, but also created space for CSOs to engage in dialogue with the government, especially with the Ministry of Information on the “A2I Law”.

60%

Of citizen-contributions were incorporated into the draft law

Although the law is still in draft stage and needs more consultations before it can be finalized, API’s leadership role has been acknowledged by the Minister of Information and other key stakeholders. At the same time, the draft A2I Law was analyzed by international experts, and then A2I law was improved again with updated version (August 2018). According to estimates by API, more than 60% of the contributions that originated amongst civil society groups have been incorporated into the text of the draft law. Furthermore, as part of API involvement, A2I has been integrated into the I-SAF (the implementation of the Social

Accountability Framework) and become part the National Strategic Development Plan (NSDP)⁵. Moreover, through API facilitation, a very good level of coordination and cooperation with United Nations agencies present in the country and involved in this endeavor existed, i.e. with UNESCO and the Office of the High Commissioner on Human Rights which was seen as unprecedented achievement in mobilizing support by these high level institutions.

OUTCOME 3

Productive dialogue and effective participation in democratic decision making to enhance the voices of and protect the rights of Cambodian people (young people, women, men and people with disabilities) in the target areas at sub-national level.

127

CBOs received a capacity building training

Good practices in local governance: At the sub national level, API has developed and promoted good practices in local governance, particularly at the commune and district levels to address issues and promoted voices of young people, women, men and people with disabilities and children. At least a few cases of CBOs' advocacy efforts in various target communes were successful. This success was a result of API collaboration and cooperation between CSOs and the local government, to ensure effective communication and coordination between the commune and district councils. Through this process, space has also been created for open dialogues between local multi stakeholders, to discuss or deal with issues linking to community livelihood, and at the same time, to demand for improved service support from the local

⁵ API and UNESCO's (2018) Project Evaluation Report 2015-18

government constituencies. A significant achievement has also been observed in the area of promoting gender equality in the governance leadership, where women councilors are able to voice their concerns as well as to articulate their views with confidence, in public meetings and in the meetings amongst members of the councils.

40%

Of the population participated in the commune project selection

Community empowerment: API also placed strong emphasis on empowering the community to engage constructively with their local councils, by providing capacity building support to leaders of 127 CBOs, so that they have both knowledge and skills to work more effectively with all local services and key stakeholders including to keep their commune councils accountable in 7 target provinces. For example, API trained local staff of 7 Local NGOs and around 100 Community Accountability Facilitators (CAF) to facilitate citizens scorecards and citizen monitoring activities to improve performance, responsiveness and accountability of local government and service providers (specifically 20 communes, 20 health centers and 80 primary schools) and mobilized community people to participate in decision making processes on commune and district development processes in Kampot province. As a result 40% of the population participated in commune project selection; 59% agreed with the project selection; 37% discussed development issues with other villagers in the past month, 14% of villagers attended meetings at commune council offices in the year of 20176.

⁶ 2017 World Bank's National Survey on Implementation Social Accountability Framework (I-SAF)

OUTCOME 4

Increased capacity development of local government and councils to improve functions, transparency, accountability, human rights, information disclosure, and collaboration with communities, local civil society and national Government.

429

Female councilors were strengthened

API strengthened capacity of 429 female councilors from provincial, municipal, district, commune and sangkat bodies in 15 provinces in Cambodia on skills of meeting facilitation, public speaking and advocacy, implementing the general mandate of councilors and inter-/intra-governmental relations; writing proposals, regional networking; and the reflection the implementation of female councilors' roles and the roles and responsibilities of councils.

455

Community and district councilors obtained capacity training

Before the opposition party (CNRP) was dissolved in 2017, API had strengthened capacities of elected local councilors from different political parties, approximately 445 commune and district councilors, 20% of them women, on partnership approach and working with CBOs and NGOs in response to public needs; 865 local councilors and officials, 20% of them women, to disclose and provide public access to information about the services and performance of local authorities; and 166 provincial, district and commune councilors, 30% of them women, on contents of the draft A2I Law and further consultation and further implementation preparation in target provinces.

OUTCOME 5

Enhanced effective participation and contribution of Civil Society Organizations (CSOs) and their networks in the national government policy development and implementation regarding to democratic governance, human rights, environmental governance, decentralization, transparency and accountability, information disclosure and development processes at national level.

Passage of a new road traffic law. API worked closely with networks on road safety as regulated in a new road traffic law, where experiences and knowledge were exchanged and used as basis for advocacy campaign on road safety. This law has been passed by the parliament and endorsed by the government, and API led Road Safety members to advocate with Ministry of Information. As result, a Prakas of Ministry of Information on Alcohol Control Advertisement on targeted hours has put in place since 2017. API conducted series of advocacy policy surveys, trainings and policy dialogues with policy makers, members of parliaments, public forum with youth and local authority.

Social Accountability Framework Policy and Implementation Plan and Operation Guidelines: API contributed to improve government policies, guidelines and

practices on social accountability framework through enhanced learning, feedback and monitoring-documented lessons learnt and best practices from I-SAF implementation in Kampot province as it was confirmed in the project evaluation report 2018 and ISAF Phase II framework document 2019-23 to address more sectoral issues at district level and more inclusion of disadvantaged beneficiaries.

Primary Education Policy: API build advocacy capacity to Aide et Action's (AEA's) 25 partner organizations including staff of CARE, Save the Children, Plan International, PSE, NEP in advocacy on education for a comprehensive Cambodian inclusive education system that caters for every child including children with disabilities, indigenous, girls, poor, remote, and over-aged; particularly out of school children.

National Budget Law and budget disclosure: Through API networking with CSOs, constructive dialogue has also been created on the A2I related issue of budget monitoring and transparency, and to a larger extent, it opened spaces for CSOs to work closely with Ministries including Ministry of Information to promote budget disclosure, A2I, transparency and accountability.

Anti-Corruption Law: API participated as a member of both a government and a CSO technical working groups to improve the quality of the Cambodian government produced reports of the implementation of the United National Convention Against Corruption (UNCAC) and Universal Periodic Review (UPR) report 2018 to directly address the situation of Cambodia;

however, government limited API's inputs as it was the only local NGO invited to join the government working group on UNCAC. In a parallel manner, API also led a CSOs Working Group consultation workshops with other CSOs & UN stakeholders and produced a shadow report of the UPR process in 2018 on access to information and access to justice chapters and the report was submitted to UN Human Rights Office in Geneva in later 2018 for the discussion at the UN plenary session in early 2019. Moreover, in the year 2016, API participated in the discussion on two new draft laws (Law on Witness Protection and Law on Reporting Person Protection), under the leadership of the Government's Anti-Corruption Unit (ACU). These two legislations have been discussed with different stakeholders

STRATEGIC PLAN 2014-18: KEY CHALLENGES

Amidst progress and achievements, API has also faced critical challenges that could either help or harm its current operational works and achievement of outcomes. These challenges have included:

▶ **A2I LAW DRAFTED BUT NOT ADOPTED AT ITS SET TIMELINE.**

Although with a claim that the formulation of the A2I law has still been in progress, some key concerns have been raised. As the recent evaluation of SIDA-supported A2I legislative work highlighted, “concerns remain with regard to the actual power of the Ministry to push the draft law forward in order for it to be endorsed by the whole Cabinet and then discussed and adopted by the National Assembly and the Senate”. This was not surprising to API, who has been aware that this process may take longer time than expected and, perhaps, could face even further delays.

▶ **POLITICAL UNREST AND NEGATIVE DEVELOPMENTS IN CAMBODIAN DEMOCRACY**

impacted potentials to get closer to API's vision "national culture of harmony based on sustainable political, economic and social development stability". Due to political unrest after the national election in 2013; dissolution of the main opposition party in 2017, national election in July 2018 without participation of the main opposition party; API needed to put additional efforts into re-planning projects and activities by focusing more of our support to demand side (right holders), not the supply side (duty bearers) because of no functional democratic and elected councilor system any more. At the grassroots communities, spaces and freedom of assembly amongst civil society organizations and NGOs have either been monitored or put under scrutiny. This pressure has been further exacerbated by government efforts to reinforce the NGO Law that is seen as threat to CSOs' freedom. This political climate appears to have some consequences on the work of API with local community; for example, activity related information has to be provided to government before community meetings or

people forum can be organized. API has had to lower its tone on advocacy, but focusing more on building the capacity of people to engage in constructive dialogue with their local constituencies, and this work has been carried out through strengthening mutual relationships and trust between the former and the latter rather than confronting.

▶ ***LIMITED FINANCIAL RESOURCES OF SUBNATIONAL ADMINISTRATIONS (SNAS) TO RESPOND TO THE NEEDS OF COMMUNITIES RAISED IN API-SUPPORTED FORUMS.***

SNAs functioned within the restrictions of the government's annual transfer of funds. SNAs, especially at the DM level, find it difficult to cope with their new functions and to respond to the critical issues raised at API and CSO forums such as larger-scale infrastructure and community knowledge about road safety. The transfer of functions to SNAs along with their limited capacity, resources and political commitment will continue to be significantly challenging.

▶ ***GOVERNMENT NGO LAW ADOPTION AND ENFORCEMENT***

regulations on taxation, and control of social media and website, and other government requirements for organizational operations have restricted independent CSOs', media's and especially blacklisted NGOs' space to meaningfully do their work. Even though API has not yet faced significant obstacles, the law of Association and NGOs has required API to amend its By-Law and other changes of Board and staff structure and it caused tremendous additional and non-essential tasks in the management team.

▶ ***CONSTRAINTS OF FINANCIAL RESOURCES LIMITED API'S GROWTH.***

Financial sustainability is a challenge due to a low number of long-term funding sources but with many short-term funding sources to support many relatively small projects. API implemented many activities with inadequate donor funding, particularly on staff and office running cost. As a direct response, API has met this challenge by

undertaking an organizational development assessment and respective follow-up actions in 2015/16.

▶ CHANGES OF API'S LEADERSHIP AND RE-STRUCTURING.

Transitioning of leadership and handover took longer time. The first director, Mr. Neb Sinthay, finished his ten years mandate in 2016. A new executive director, Mr. Chea Vantha, was recruited but resigned after only eight months in 2017. Mr. Lam Socheat has been recruited as executive director in November 2017.

CONTEXT ANALYSIS AND CHANGES

5

POLITICAL CONTEXT

Cambodia has been a peaceful country for over 20 years. Its GDP surpassed ODA in 2010; two times more than ODA in 2016 indicates declining aid dependency. Cambodia was ranked 143rd out of 188 countries on Human Development Index in 2016⁷. Political unrest was faced with almost every national election, particularly after national election in 2013. Government/the courts dissolved the main opposition party CNRP in 2017⁸. The president of CNRP was arrested, 118 politicians were banned from politics. Consequently, the national election in July 2018 was conducted without participation of the main opposition party. A single political party parliament and senate resulted from the

2018 elections⁹. 5007 seats of local councilors from CNRP were vacated and re-filled with CPP councilors¹⁰. Some donors, such as USAID, SIDA and, to lesser extent, the EU, have cut funding support to decentralization reform implementation. This has constrained the ability of the government institutions at the sub-national levels to perform their routine work, and, therefore, it limits the level of collaboration between API and government counterparts, especially with the district and commune councils. These funding constraints and political instability impacted the most vulnerable groups; people in the extremely poor segment, especially women and children.

⁷ *Human Development Report 2016*

⁸ <https://www.reuters.com/article/us-cambodia-politics/cambodias-main-opposition-party-dissolved-by-supreme-court-idUSKBN1DG1BO>

⁹ <https://www.reuters.com/article/us-cambodia-election/cambodias-ruling-party-won-all-seats-in-july-vote-election-commission-idUSKBN1L01E7>

¹⁰ <https://www.phnompenhpost.com/national-politics/cpp-big-winner-local-seat-reallocation>

Even before 2017/18 political crisis, decentralization and de-concentration reform has been progressing very slowly, particularly the transfer of powers, functions and resources from national government to sub-national administration. Since the main opposition political party CNRP's

dissolution, the national and local democratic system of multi-political parties' elected councilors and parliament are practically defunct. Tensions of political situation negatively affected democratic accountability, the governance system as well as API's mission.

ECONOMIC CONTEXT

In the past decade, Cambodia has had an impressive economic growth track record, has seen a sharp reduction in poverty, and significant gains in the human development index. According to official estimates, the poverty rate in 2014 was 13.5% compared to 47.8% in 2007. In 2018, Cambodia had a population of over 16 million, 80% still living in rural areas, 60% below the age of 30. Cambodia has been ranked by the World Bank as a Lower Middle Income country since 2015, with a sustained GDP growth rate of average 7.6% annually between 2004-2015 one of the world's 10 fastest growing countries worldwide, with low inflation rate under 5% due to low level of oil and commodity prices. However, Cambodia faces a narrow economic base: high

vulnerability to economics shocks and persistent deprivations: poor health and high burden of disease, gaps in fulfilment of reproductive health and sexual rights, unequal access to quality education, urban distress. High vulnerability of the poor, disadvantaged groups, and entire populations: Despite impressive progress in poverty reduction (13.5 percent in 2014 compared to 47.8% in 2007¹¹), many people remain poor or disadvantaged, excluded and without proper protection of their rights. The near-poor as a vast majority of families who escaped poverty, were able to do so by only a small margin. It is close to 4.5 million – 28% of the population – who remain near-poor and highly disadvantaged to falling back into poverty. In 2015, 33 per

¹¹

<http://w.worldbank.org/en/country/cambodia/overview>

cent of the Cambodian population was classified as being multi-dimensionally poor.

In recent years, the government has claimed great success in overall improvement of its social infrastructure and roads. However, it is recognized that such development still is far from competitive with neighboring countries. Furthermore, over the past decades there has been an increased concern over the issues linked to people's migration. Ministry of Planning's data analyzed that 4,500 households, 2,875 of which experienced the recent out-migration of a former household member in rural areas of Cambodia¹². This migration has provoked a fast change in country economy, where a number of laborers has been shifted

away from agriculture and moved to work in the cities and factories. Over one million more now work in Thailand, most unskilled.

Cambodia will face 'negative impacts' if Everything But Arms (EBA) agreement is suspended by the EU for Cambodia in the coming years. The EU notified Cambodia on October 5, 2018 that Cambodia would lose its tax free access (estimated 600 million to 700 million USD annually), to the EU market unless it makes "clear and demonstrable improvements" to human rights and democracy in the Kingdom. This is a serious concern for 800,000 workers, mostly young Cambodian women and their families, and for all, if the Cambodian government does not take improvement actions soon.

SOCIAL CONTEXT

The education system has been strengthened over the last three decades. As a result, Cambodia has experienced progress in achieving universal primary education (*MDG #2*), with high net enrolment rates for primary education of 92.78%¹³ (and 92.75% for females). At present,

however, the system is beset by several challenges: lack of educational, technical, and financial resources, under-qualified or insufficient teachers, lack of qualified teachers to address the special needs of different learners (non-Khmer speakers, children with disabilities, etc.), poor management

¹² Ministry of Planning, *migration and left-behind households in rural areas in Cambodia*, Dec 2015

¹³ UNESCO Website.
<http://uis.unesco.org/country/KH>

systems, and many push and pull factors that take children out of school. As a result, year upon year net Moreover, a recent survey found that only 81% of females and 83% of males are attending school.¹⁶ This matches a recent World Bank survey which noted that only 65% of primary aged school children were enrolled this year and 89% were attending this year.¹⁷ To compound the problem, the primary teacher-student ratios is one of the highest in the region at 45.52¹⁸. The barriers to access education are numerous: inaccessibility to schools due to distance and remote geography; lack of household income to support children's schooling; mobility and migration of families, family demand for children to earn income; and gender norms and expectations of girls to stay home.

In terms of prioritizing and keeping Out of School Children (OOSC) at the

admission rates have been declining, from 95.4% in 2014/2015¹⁴ to 91% in 2016/2017.¹⁵

national agenda, school management is essential in promoting both local and national ownership of OOSC issues by education actors and community members alike. The barriers addressed here include: limited operational capacity at school levels, under-utilization of standardized tools (e.g. child-friendly school checklist); inefficiency and hierarchy in the education system, insufficient educational resources at district and school levels, lack of engagement by parents in children's education, and inadequate decentralization of education functions.

Health improvement of life expectancy at birth increased from 64.3 to 66.7 years for men; and 68.6 to 70.8 years for women between 2010 and 2015. In spite of some progress the public

¹⁴ MOEYS (2016). *Education Congress Document*

¹⁵ MOEYS (2017). *Public Education Statistics and Indicators*

¹⁶ National Institute of Statistics, Directorate General for Health, and ICF International (2015). *Cambodia Demographic and Health Survey (CDHS) 2014*

¹⁷ World Bank' *Impact Evaluation of Cambodia's Social Accountability Framework: Preliminary Baseline Survey Results 2017*

¹⁸ CSOs' inputs on NSDP 2019-23, Sept 2018

¹⁸ FACTSHEET –UPR 2018 –Cambodia, 3rd CYCLE UNIVERSAL PERIODIC REVIEW

¹⁸ MOEYS (2016). *Education Congress Document*

¹⁸ MOEYS (2017). *Public Education Statistics and Indicators*

¹⁸ National Institute of Statistics, Directorate General for Health, and ICF International (2015). *Cambodia Demographic and Health Survey (CDHS) 2014*

¹⁸ *Impact Evaluation of Cambodia's Social Accountability Framework: Preliminary Baseline Survey Results*

¹⁸ MOEYS (2013). *Education Sector Plan*

¹⁸ MOEYS (2017). *Public Education Statistics and Indicators*

¹⁸ *Rectangular Strategy-Phase 4 of Samdech Techo HUN SEN Page 6-7*

primary and secondary health system remains deficient, and those who can afford prefer private health care services. The World Bank national Impact Evaluation Baseline Survey on Social Accountability 2017 found that 7% of respondents confirmed that health center (HC) staff are impolite; only 26% of respondents confirmed HC

service fees are displayed; only 11% of people knew about Health Center staff positions required at HCs; only 26% of respondents had been informed of treatment fees; only 47% of respondents confirmed HC staff provided privacy of consultation; generally, poor explanations had been given of illnesses.

LEGAL CONTEXT

Cambodia is a party to most key international human rights treaties. But in 2018, Cambodia ranked 112 out of 113 countries in terms of rule of law, and scored zero in relation to the independence of the judiciary¹⁹. The 2014 laws on the judiciary give the executive excessive control over the judiciary. High-level actors such as the Supreme Court's President and Appeal Court's President are members of the ruling party's central committee. The judicial system is used as a tool to target political opponents, rights activists, journalists and critical social media users. Between April 2017 and March 2018, legal actions were taken against at least 36 Human Rights Defenders as a result of their work. The judiciary's lack of independence has fostered impunity, with crimes against environmental defenders, land-activists, garment workers, trade unionists, and journalists often not investigated or investigated without transparency, independence and impartiality. Allegations of wrongdoings by those connected to the government are rarely thoroughly investigated or

prosecuted. Government also recognized one of its challenges stated in the new Rectangular Strategy-Phase 4, that the provision of public and judicial services has not earned sufficient trust from the public, insufficient institutional and regulatory framework, officials' understanding and ability to enforce the law are below the level required by the government. At the same time, structural arrangements as well as the transfer of functions and resources to sub-national administration have not fully responded to the needs of democratic development at sub-national level²⁰.

Access to Information and Transparency: Cambodia's culture of secrecy is still widely practiced after the younger history of genocide, authoritarian rule and civil war eliminated any traces of freedom of expression. Cambodia has no law on access to information yet to safeguard people's right to information. The purpose of such law is to ensure the public's right to and freedom of access to information. Such law defines the

¹⁹ "The judiciary is marred by corruption and a lack of independence. Judges have played a central role in the government's ability to pursue charges against a broad range of opposition politicians." In "Freedom in the World 2018, Cambodia", Freedom House,

2018, para. F1, available at <https://freedomhouse.org/report/freedom-world/2018/cambodia> (last visited 4 July 2018).

^{xx}

duties of public institutions to provide and disseminate information publicly, in conformity with the Constitution of the

As a result of the absence of an Access to Information Law, inadequate mechanisms for information disclosure and government bodies' reluctance to disclose sensitive information, many disputes have occurred and either tainted with conflict of interests or connected to the wealthy and/or powerful to the disadvantage of the poor and the weak. Cambodia ranks 161 out of 180 countries in Transparency International's Corruption Perceptions Indexes 2017 and 2018 - scoring only 21, then 20 on a scale of 0 (lowest) to 100 (best).²¹

Over the last fourteen years, the Cambodian Access to Information (A2I) law has been debated by the representatives of the Government ministries, institutions, UN agencies and CSOs who also significantly contributed to the development of the A2I law. By January 2018, the draft Cambodian A2I law has been

Kingdom of Cambodia and article 19 of the Universal Declaration of Human Rights.

completed and disseminated by the Technical Working Group which consists of the representatives of the Government, UN agencies and CSOs (including API). While passing of the law by Council of Ministers and Parliament before the 2018 elections had been promised, nothing has happened since. However, while policy formulation has been crucial in the changing situation, the country has also encountered a lack of people's capacity to influence policy as well, as a lack of means to access information.

As further restriction of May 2018, a new Inter-Ministerial Prakas on Publishing of Websites and Social Media has negative restricted the right to information and freedom of expression in Cambodia. Freedom House global survey 2017 ranked Cambodia with a Net Freedom Score of 52/100 as partly free country.

²¹ <https://www.transparency.org/cpi2018>

TECHNOLOGICAL CONTEXT

These restrictions are also a response to the rapid growth of ICT and social media in recent years. In January 2018, the Cambodian Ministry of Telecommunications confirmed 7 million social media users and 10 million internet subscribers/users of the total 16 million population of Cambodia,

most of them being youth. Maximizing the potentials of youth, ICT and social media to campaign for Access to Information Law adoption and effective implementation, promoting inclusive governance and assurance of human rights are API's priorities in new country context.

ENVIRONMENTAL CONTEXT

Recent years have seen an increased effort of government, CSOs and CBOs in advocacy and governance of Natural Resource Management (NRM) including the challenges of climate change. But these efforts have not yet been effective enough, mainly due to poor law enforcement and governance related to NRM. There were decreased fish resources due to more hydropower dam projects and illegal fishing. Illegal logging and deforestation reduced forested land from 59% in 2005 to 49% in 2014 – according to official data,

unofficial estimates report much lower figures. Economic land concessions negatively affected the environment and conflicts with communities in short and long terms. Some land concessions, e.g. near the Cambodian-Vietnamese border to Vietnamese government or private companies have been very sensitive issues. However, in recent years some concessions have also been cancelled or reduced in their duration period from 99 to 70 or 50 years in the agreements.²²

KEY ISSUES TO BE ADDRESSED BY API

6

IN 2019-2013

Based on its achievements, challenges and analysis of the context, API will prioritize its works on addressing critical issues of communities and policies related to public social services, sub-national planning and budget, natural resource management (NRM), access/user rights and revenue transparency, private sector investment and public-private contract disclosure; mainly identified and advocated by women, youth and disadvantaged groups, especially including their CBOs, as follows:

GAPS IN LAWS, POLICIES AND ESP. ENFORCEMENT, AND LACK OF CIVIC PARTICIPATION

Despite progress made by API and its alliances, limited participation of citizens in governance is observed, especially the voices and actions of youth, women and disadvantaged groups in influencing policies and their implementation. Even though the Road Traffic Law was adopted, traffic accidents remain a serious safety issue amongst the public, especially for the safety of children. Despite the adoption of Anti-Corruption Laws, the World Justice Index 2017-18 ranked

Cambodia 112 out of 113 countries in terms of rule of law, and scored zero in relation to the independence of the judiciary in 2018.²³ Consultative meetings facilitated by API faced a number of challenges; limited capacities of people to effectively impact policy change; limited means to access to public information. API focuses on high quality debates on policy development and effective advocacy for policy changes, and it

²³

<https://worldjusticeproject.org/sites/default/files/>

documents/WJP-ROLI-2018-June-Online-Edition_0.pdf

requires active participation from citizens, esp. youth and women.

API's Cambodia Assessment Report 2010 on Access to Information, Public Participation, and Access to Justice; as well as Policy Analyses at local implementation level of 2017 found that the level of understanding of both government officials and citizens on laws and policies remained weak. According to consultative meetings as part of API's strategy development process, NGO networks and sectors also still need to increase their understanding of the laws and policies on the sector(s) they are working on. NGOs acknowledged that API has rich experience and capacity on policy discussion and policy advocacy.

The legal and political context described above is only the tip of the iceberg. Cambodia needs more specific policies to deal with and adjust to rapid changes and all of its development challenges. However, while policy formulation has been crucial in the changing situation, the country has particularly encountered the lack of people's capacity to influence policy as well as a lack of means to access information. At the same time, even though policies are recognized as relevant and responsive, more issues have been reported in the area of policy

implementation, due to the lack of means to monitor and provide feedback.

To have high quality debates on policy development and effective advocacy for policy changes, it requires active participation from citizens. Citizens who take responsibility have been argued to be crucial in holding their government, both at the national and sub national levels, to be accountable and transparent. In Cambodia, some progress has been made to build citizens' active engagement with the government through creating spaces for democratic process, promote good practices in good governance and to improve government service delivery. However, these efforts have been argued to be slow in progress and need to be further supported and nurtured.

To have proper implementation and responsive policies in place does not require only a good debate amongst the policy/law makers, but it needs full participation from citizens and civil society organizations. People must be empowered to better access public information and be better able to contribute their opinions and ideas with strong confidence. These development aspects can only exist when citizens begin to have all necessary information in their hands, and play a role as

citizens with genuine responsibility and awareness raising.

LIMITED SPACE TO ENGAGE, PASSIVE CITIZENS, AND POOR GOVERNMENT ACCOUNTABILITY, LIMITED SERVICE DELIVERY DUE TO LOW INVESTMENTS AT SUB- NATIONAL LEVELS

have caused limited development outcomes in rural areas. Over 2/3 of Cambodia`s population are below 30 years and have few opportunities to express their views and to promote better services at the local level. Youth and women are currently hardly seen as citizens with a voice, but rather are expected to take the advice of their elders. Women`s status remains low, and Cambodia ranks 143 out of 188 countries on the Gender Inequality Index (2015) with only 13.2% of adult women having reached secondary or higher level education.²⁴ People with disabilities, ethnic minorities and the poorest are among the most disadvantaged groups, as their access to services is limited because of their social and economic exclusion.

Unresponsive decision making

District and commune councils have

been half elected and half not elected, and have very limited resources, power and skills transferred from national level to fulfil their mandates. They are familiar with the more hierarchical pre-existing patronage-based system, and many hesitate to fully embrace local ownership over the development agenda. Despite the existence of (formerly) elected local councils, sub-national governance remains rather centralized, and the accountability relationships of local leaders are mostly vertical, to higher level power-holders rather than to citizens. Citizens report a mismatch between their own service delivery priorities and those of their councillors, and report feeling that their councillors are slow to respond to their needs.²⁵ This degraded further after the replacement of opposition councilors since November 2017 and the national election of 2018 that resulted in all seats

²⁴ <http://hdr.undp.org/en/composite/GII>

²⁵ *IP Local Governance Survey Findings (2011), PACT Findings p.3*

in parliament being held by the ruling party.

Inadequate voice of young citizens

The IP3 Local Governance Survey Findings demonstrate that young citizens are not well informed about Commune Council activities, nor are they sure where to find such information. Most citizens (87%) and most poor citizens (92%) have not attended a council meeting in the past year (2017). API has observed a lack of awareness particularly among women and youth of their basic rights, the standards of service delivery they should expect and their participation entitlements. The challenge is: still mostly passive citizens.

API staff, board members, CBOs, female councilors, NGOs, women and youth have confirmed and acknowledged that the ongoing de-concentration and decentralization reform process in Cambodia that was intended to transfer greater functions, authority and responsibility to provincial, district and commune levels, has progressed much slower than expected.

The democratic accountability has been negatively affected by the recent political tensions of 2017/18. At the

grassroots communities, spaces and freedom of assembly amongst civil society organizations and NGOs have either been monitored or put under scrutiny. This pressure has been further exacerbated by the current government efforts to reinforce the NGO Law that is seen as threat to CSOs' freedom and groups and individual fundamental rights; esp. political and social participation.

Consultations suggested and called API to more focus and deepen the support to the community based organizations (CBOs) so that they are able to facilitate and support citizen engagement and participation in more innovative ways including use of ICT platforms and social media. Increasing the support (capacity and resource base) and ensuring the sustainability of CBOs, esp. youth and women and disadvantaged groups. Addressing both rural and urban issues of youth and women to address multi-dimensionally poor, social protection, better economic opportunities and to promote human rights and democracy are prioritized by API for the coming years.

The development of an effective culture of consultation, civic engagement, and information disclosure in Cambodia remains deficient. API commits to work together with other stakeholders and

NGOs to explore better strategies and actions for ensuring that the mechanisms for open information and citizen engagement are in place and open for citizens to voice their needs and concerns, and citizens gain more equitable access to fair and quality public services. The consultations also suggested that if there is democratic representation and accountability, then API expands its strategies to ensure that the elected representatives are more accountable and responsive to the citizens and have capacity to address their needs and concerns.

Improving effectiveness and quality of public service delivery (education, health, commune services) through citizen-led monitoring of the Social Accountability Framework and work closely with people in the community (demand side) and association of local authority advocacy for greater functions, authority and responsibility transfer from national to sub-national administration will be one of API's priorities in the new political context in support the government's decentralization policy.

LIMITED DISCLOSURE OF INFORMATION ABOUT CRITICAL ISSUES

Cambodia has no law on access to information yet to safeguard people's right to information. The purpose of such law is to ensure the public's right to and freedom of access to information. Such law defines the duties of public institutions to provide and disseminate information publicly, in conformity with the Constitution of the Kingdom of Cambodia and article 19 of the Universal Declaration of Human Rights. As a result of the absence of an Access to Information Law, inadequate mechanisms for information disclosure

and government bodies' reluctance to disclose sensitive information, many disputes have occurred and either tainted with conflict of interests or connected to the wealthy and powerful to the disadvantage of the poor and the weak. Over the last fourteen years, the Cambodian Access to Information (A2I) law has been debated and completed the draft by government, UN Agencies and CSOs (including API) in early 2018, nothing has progressed since. The draft A2I Law acknowledges that it is the State's obligation to update and

disseminate information on “laws, regulations, policies, decisions, and duties of public institutions relating to rights, freedoms, obligations, and public interests”. However, it is needed that the new law fully complies with the requirements of international standards. But Cambodia’s draft Law currently scores just 69 points out of 150 points. This would put in in towards the bottom of the global ranking of the world’s current 124 access to information laws. So enacting and ensuring that the A2I Law meets international standard to safeguards the right to obtain information, in full compliance with SDG16.10, is a key requirement and remains at the heart of API’s future policy advocacy efforts. Since 2007, API has implemented several projects on promoting information for citizens with good success on public service and commune plans and budgets, yet the challenge prevails for critical issues. Therefore, more public information

disclosure on critical issues will be at the heart of API’s future work for improved A2I.

A2I has been acknowledged as crucial for the day-to-day lives and promoting Cambodian citizen participation and better decisions, building the trust between the government and citizens, promoting transparency and fighting corruption. So far, both citizens and government officials have fully supported the development of A2I legislation. The current government’s social accountability framework has focused on promoting information for citizens, with good success. Limited availability of information related to the more critical issues of public social services, sub-national planning and budget, natural resource management (NRM), access/user rights and revenue transparency, private sector investment and public-private contract disclosure, will be at the heart of API’s future work for improved A2I.

LIMITED DISCLOSURE OF INFORMATION ABOUT CRITICAL ISSUES

Currently, civil society organizations including API are facing financial constraints in response to more restrictive legal frameworks, shifting

development priorities of donor countries, and also limitations in the capacity of CSOs to diversify their incomes. Together with the rapidly

increased compliance requirements under LANGO, tax laws, etc. (see above), shrinking ODA poses the main challenge that API will need to respond to for its sustained operations and financial sustainability. To diversify incomes for API to continue to serve targets groups and beneficiaries and its mission, is our highest priority.

The 2016 CCC report estimated that the overall budget of the NGO/CSO sector in Cambodia accounted for nearly as much spending (in the order of US\$550 million) as by the government in the social sector. 85% of NGO funding came from developed countries such as the United States of America, Japan, Australia and the European Union. The United Nations continue to have a strong NGO funding presence in Cambodia. Cambodian CSOs have been employing an estimated 52,650

Cambodian NGO staff in skilled positions.

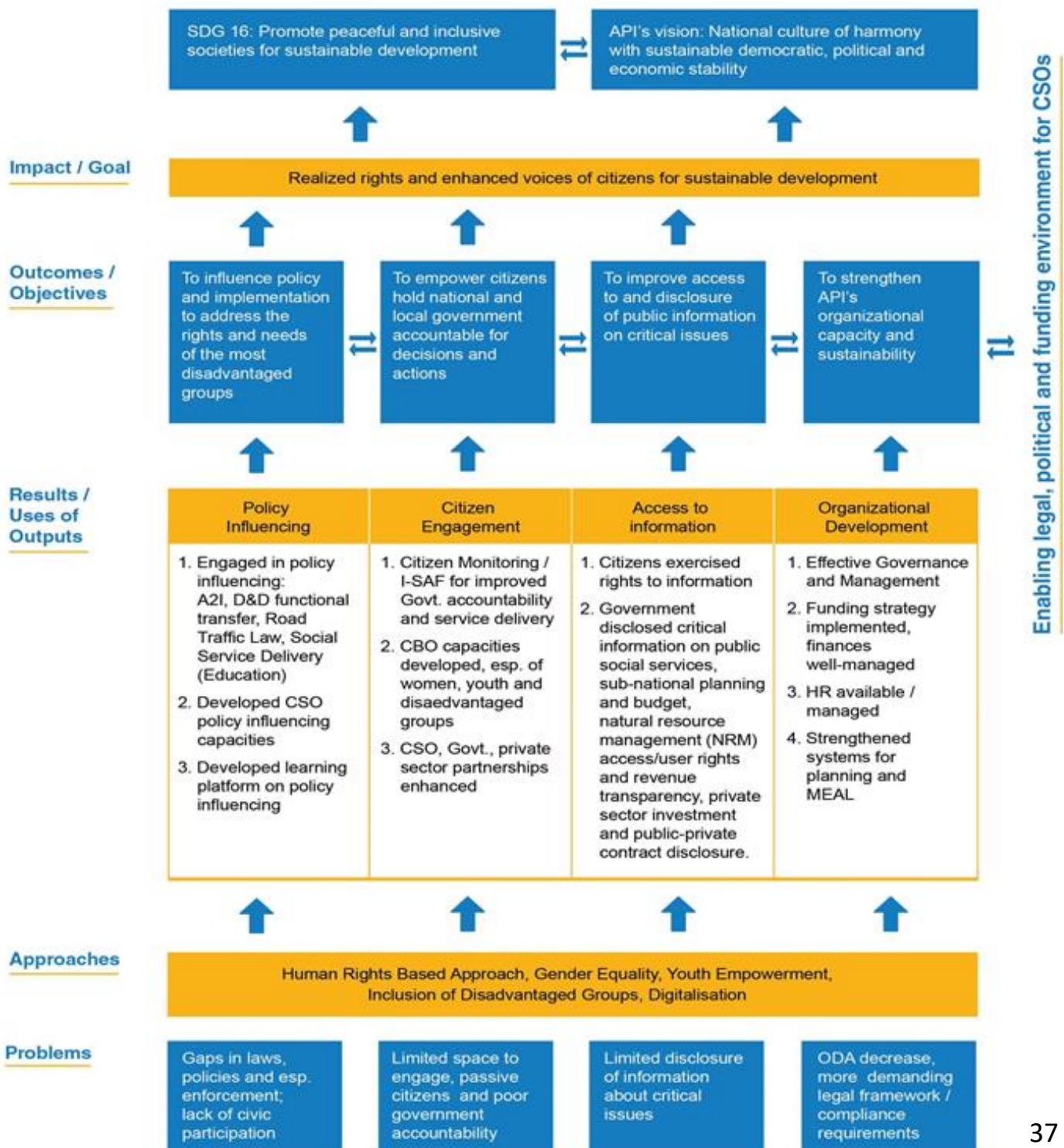
The 2015 USAID's Civil Society Sustainability Index for Asia ranged Financial Viability of CSOs in Cambodia at 5.0 (scoring from 1 to 7, which a score of 1 indicating a very advanced civil society with a high level of sustainability, and score of 7 indicating a fragile, unsustainable sector with a low level of development).

Visits by the Cooperation Committee for Cambodia (CCC) to a number of provincial CSO networks in early 2016 revealed that about 65% of CSOs in the provinces had ceased to operate due to reduced or discontinued donor funding. In 2016, the OECD reported a year-by-year reduction of around 14% of Official Development Aid (ODA) to Cambodia in 2015.

STRATEGIC DIRECTIONS 2019-2023

7

API's Theory of Change 2019-2023



The Theory of Change defines API’s Strategic Goal 2023 at impact level. It is aligned with API’s vision, mission, Cambodia’s National Strategic Development Plan 2019-2023 and the Cambodian SDGs, especially SDG 16. Strategic objectives are outcomes to be achieved through API’s key interventions that are expected to result in outputs, use of which addresses the above stated problems. The highlighted approaches and the need and advocacy for a conducive and enabling environment are crosscutting. Please see detailed elaboration further below, after a reflection of the new Strategic Plan’s relevance in light of API’s vision, mission, goal and values; as well as the (global and Cambodian) Sustainable Development Goals, the current Cambodian Rectangular Strategy and the National Strategic Development Plan 2019-2023.

API **VISION** is for a “Cambodian nation that through poverty reduction and the protection of human rights creates a national culture of harmony with sustainable democratic, political, and economic stability”.



VISION

Its **MISSION** is “to serve the long term democratic and social development needs of Cambodia through the empowerment of people to interact with their government to protect their rights and provide for their needs”.



MISSION

API’s **GOAL** is “to increase Cambodia’s democratic space by creating more effective advocates and responsive government institutions”.



GOAL

API’s **VALUES** are: “All Cambodians have the right to participate, mobilize and express themselves in matters that affect their daily lives. All matters should be resolved peacefully and justly according to the principles of our shared humanity. Building capacity, particularly at the community level, is the most sustainable way of building a brighter future for all Cambodians. Engaging with all social sectors ensures that when solutions are reached, they are of greatest benefit to the community. Being transparent, accountable, independent, and non-partisan helps build an organization that has the respect and confidence of both the Cambodian people and its international supporters.



VALUES

Consultations with API staff and Board through the process of the formulation of this strategy confirmed that its mission and goal are still relevant to the Cambodian context and the needs of Cambodian citizens, and CBOs. It has been acknowledged that API is a key player on capacity development, coordination, building partnership, policy advocacy and working with both sub-national and national governments.

While API continues to work in response to the contextual changes, as society develops, the organization has also been highly aware that all its development endeavors must be linked and supportive to the country's SDGs for 2030 and link to the UN Development Assistance Framework, i.e. the 3rd key area:

“Citizens participation & Accountability”²⁶ and outcome 4.3 terms: “Laws and policies are increasingly aligned with international norms and standards, and effectively implemented and monitored, addressing the rights of the most disadvantaged and providing opportunities and secure democratic space for women and men to exercise political rights, freedom of expression, association and assembly”.

API reaffirms that its Strategic Plan 2019-23 is aligned and contributing to the 17 Sustainable Development Goals (SDGs), especially the successful implementation of the SDG country strategy and action plans. Of particular importance for API's mandate is SDG 16 on “Peace, Justice and Strong Institutions”. Particularly, API contributes to SDG 16.6 to “develop effective, accountable and transparent

institutions at all levels”, in particular 16.6.2, “Proportion of the population satisfied with their last experience of public services” and SDG 16.10 to “ensure public access to information and fundamental freedoms”. The API Strategy also has the potential to contribute to SDG 1 on Poverty, SDG 4 Education, SDG 5 Gender, SDG 8 Inclusive Growth, SDG 10 Equity, and others.

²⁶ The Strategy for UN Development Assistance Framework in Cambodia Sustainable Development Goals (SDG) has put its focuses on 3 key areas : 1) Expanding Socio economic Opportunities; 2) Sustainable Living; 3) Participation and Accountability; 4) Managing urbanization

API aligns with the heart of the Cambodian Rectangular Strategy phase IV-2018-23 "Acceleration of the Governance Reform" in strengthening accountability, integrity of the public administration, institutional reform and capacity building, strengthening work effectiveness and strengthening private sector governance.

API will contribute to Rectangular Strategy phase IV (2018-23) on education and fighting corruption, strengthening and expanding public disclosure of updated information on public services, legal documents and national policy documents; encouraging people's participation in the process of development as well as formulation and implementation of various policies; promoting the implementation of mechanisms for receiving feedback and handling complaints from public service users along with accessing the possibility of using IT system to support the implementation; strengthening the effectiveness of inspection and audit mechanism in the public sector; strengthening the effectiveness of the preparation and implementation of work ethics as well as the principle of function incompatibility and conflict of interest for public officials; delegating power, transferring functions, resources and

techniques to all levels of administrative with clearly defining accountability and responsibility of public entities and public officials and performance evaluation system with Key Performance Indicators; encouraging unified administration to ensure effective functioning and resource utilization, strengthening information sharing mechanism at all levels of public administration to enhance management effectiveness and respond to the demand of public service users in this rapidly changing national and international context; enhancing judicial service in improving work effectiveness of enforcement officials, strengthening public confidence in the judicial system, and fighting all kinds of abuse and violation in the society.

API will contribute in strengthening of private sector governance, transparency and policy dialogues, especially with the multinational corporations operating in Cambodia: carrying out studies and development of policy framework to enhance corporate governance to ensure proper management and good practice in the private sector, Corporate Social and Environmental Responsibility to step up private sector's participation in addressing social issues,

enhancing environmental protection, value of social morality and national culture, together with enhanced protection of natural resources/land user rights. Continued implementation of public-private dialogue mechanisms at both policy and technical levels, national and sub-national levels, to promote policy dialogues and jointly address challenges. API will also support advocacy efforts of Cambodian Small Medium Enterprises, especially owned by the youth and women that employ mostly youth and women for their economic empowerment and to sustain their social and political participation. API is willing to cooperate

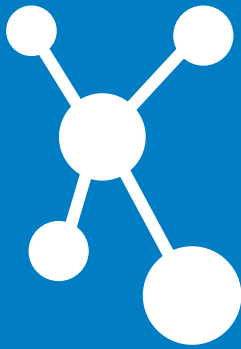
with private sector which is referring to locally active businesses that are open for taking responsibility for local development and do not engage in business practices that violate human rights. In addition, API will seek alliances and partnerships with Good Governance-minded companies.

API is committed to working together with all national and international institutions who share its values to advocate for positive and peaceful social change in a participatory manner. API also seeks to encourage coordination among governments, citizens and the private sector.

STRATEGIC GOAL, OBJECTIVES, RESULTS AND INTERVENTIONS

API Strategic Goal is to "realize rights and enhance voices of citizens for sustainable development in Cambodia".

API commits to ensure the rights of citizens, particular disadvantaged groups are guaranteed by Cambodian laws, promoted and protected in any circumstances, place and time – rights including, but not limited to, the right to participate, to assembly, to express opinion, to raise and demand, to access to public information, to live, to fair trial, etc.



STRATEGIC PROGRAMME OBJECTIVES

1. Policy Influencing
2. Citizen Engagement
3. Improve Access to information
4. Organizational Development for Sustainability

API puts women, youth and disadvantaged groups at the heart of its 4th Strategy. API prioritizes the following disadvantaged groups: the poor, indigenous people, people with disabilities, and out of school children, as well as their parents, their organizations and networks. Formal and informal groups and organizations with youth, women and members' of disadvantaged groups' leadership who advocate on one or more of the following sectoral critical issues, are targeted as partners and participants of API's programmes:

- ▶ Public social services
- ▶ Sub-national planning and budget
- ▶ NRM access/user rights and revenue transparency
- ▶ Private sector investment and public-private contract disclosure

POLICY INFLUENCING

STRATEGIC OBJECTIVE 1

7.1

To influence policy formulation and implementation to address the rights and needs of the most disadvantaged groups and secure democratic space for women and men to exercise their rights.

RESULT 1.1

Influenced and monitored policies and their implementation, i.e. Access to Information, transfer of functions and resources to the sub-national level, effective road traffic law implementation, and equitable and quality public social service delivery in education and budget.

INTERVENTIONS

API commits to work together with NGO networks, development partners, government and private sector to ensure that the public is aware and understanding and respects the law, and all relevant stakeholders participate in the legislative and policy making and monitoring processes. The lessons learnt of previous advocacy and policy influencing projects showed that citizens expressed their interest and demand to participate and discuss on government's policies. Promoting and ensuring citizen participation in policy discussions and monitoring is needed, and will be applied and promoted by API in its policy influencing and related capacity development interventions.



“Disadvantaged groups” refers to: target groups and beneficiaries who are poor, indigenous people, people with disabilities, and out of school children.

ENVISAGED ACTIVITIES

Influencing and monitoring policies formulation and their implementation in the area of Access to Public Information (A2I)

e.g. through youth mock parliament debate with selected law students from university; lobby meetings with parliamentarians and other ministries to get A2I law in the top priority list of the new government mandate; youth A2I law online campaign to get youth and women's support through social media; celebration of annual National Right to Know Day; support and strengthen A2I WG to review legal documents, also such with intent against the spirit of the A2I law, and work with relevant ministries and in public consultations and awareness sessions on guiding the process of adoption and adaptation of general and sectorial sub-decrees; to amend documents accordingly.

Influencing and monitoring policies formulation and their implementation in the area of transfer of functions and resources to the subnational government

level through conducting policy advocacy capacity building and actions of CSOs (CPDD, NGO Forum, CCC, provincial NGOs networks...) and local authority associations and networks to advocate with national policy makers at different ministries and development partners for greater functional transfer, and following up on implementation of such functional transfer. Policy analyses will support influencing efforts through generation of evidence and technical recommendations.

Influencing and monitoring policies formulation and their implementation in the area of effective road traffic law enforcement

by advocating for Alcohol Control Law adoption; and increasing surveillance levels to ensure that perceived apprehension risk is high; increasing penalty severity and the quick and efficient administration of punishment; changing road user behaviors; especially alcohol control enforcement, speed limit enforcement; mandatory use of seat belt enforcement, signalized intersection enforcement.

Influencing and monitoring policies formulation and their implementation in the area of Equitable and quality public social service delivery in education and budget

At the national level, API will promote collective advocacy, policy dialogue and sharing of best practices of improving school management, building capacity for local education actors and school support committees, engaging communities to reduce these barriers to access to education and to advocate government to increase education budget annually.

RESULT 2.1

Strengthened capacity and engagement of CSOs and their networks in advocacy, policy discussions and monitoring for addressing critical issues, the rights of the most marginalized groups.

INTERVENTIONS

API builds capacities of CSOs upon demand and as part of programs that address the critical issues defined under this Strategic Plan. API expands its strategy to work with and support donors' partners on advocacy and policy discussions. This will help focus on coordination and synergies, so that NGOs enhance their working together to support and address the needs and concerns of community people, particular of disadvantaged groups.

ENVISAGED ACTIVITIES

Partnership framework and advocacy building plan on critical issues

Develop partnership framework and advocacy capacity building plan on critical issues of communities, e.g. related to education with AEA and NEP, on sub-national planning and budget with CPDD, NRM with NGO Forum, user rights and revenue transparency with CRRT, private sector investment with Pact and public-private contract disclosure with NCDD.

Joint training programs to NGOs and CBOs and their networks

Run joint training programs to NGOs and CBOs and their networks in policy advocacy and monitoring on their prioritized issues. API will join with Change the Game Academy of Wilde Ganzen Foundation with CCC, and may collaborate with NGO Forum, UN Agencies and universities to upgrade existing API training materials and produce new training materials based on capacity building needs of NGO and CBO leaders. Whenever possible, trainings will be delivered as a hybrid of face to face and e-learning, including theory, practical application and coaching.

RESULT 1.3

Developed innovative learning and sharing platform for research and innovation in policy influencing on critical policy issues.

INTERVENTIONS

API develops an innovative online and offline learning and sharing platform for research and innovation in policy influencing on critical policy issues. API seeks to maximize the advantages of digitalization/ICT/social media in sharing issues, to develop and share best practices, and leverage them for policy influencing. API connects global, regional and national learning platforms around API's strategic themes, such as Open Government Partnership Platform, LogIn Asia and others.

ENVISAGED ACTIVITIES***Formed Advisory Group to support the policy and legal analysis***

An advisory group and think tank will be formed to support on policy and legal analysis, policy feedback and public opinion surveys resulting from a digital platform to enhance the quality of civil society advocacy documents and policy capacity building. There will be regular quarterly meetings for sharing best practices to CSO networks locally and internationally (e.g. through LOGIN Asia).

CITIZEN ENGAGEMENT

STRATEGIC OBJECTIVE 2

7.2

To empower citizens, especially youth, women and disadvantaged groups, to hold government accountable for responsive, inclusive decisions and actions to improve public services and policy implementation.

RESULT 2.1

Strengthened citizen monitoring of sub-national public service delivery, development plans and budgets, in the Social Accountability Framework (I-SAF) and beyond.

INTERVENTION

API will work with citizens and CBOs (including formal and informal groups) to develop their capacities for citizen monitoring and contributing meaningfully in the implementation of the Social Accountability Framework (I-SAF) and innovative citizen-led monitoring initiatives, including in rural and urban areas, and addressing the inclusion of disadvantaged groups.

ENVISAGED ACTIVITIES

Capacity-building for demand-side I-SAF implementers

as technically suggested by the I-SAF phase II Implementation Plan and Operational Guidelines; with special attention to Community Accountability Facilitators (CAFs),



"Citizens" implies a focus on women and youth empowerment and disadvantaged groups' inclusion.

"Disadvantaged groups" refers to: target groups and beneficiaries who are poor, indigenous people, people with disabilities, and out of school children.

LNGOs and CBOs in facilitating community scorecards and follow up actions; reflect service providers' performance & self-assessment; operation training series based on needs of soft skills and related technical skills to strengthen the function and actions of CAFs, LNGOs and CBO groups for monitoring at sub-national administration.

Pilot new I-SAF and other innovative citizen-led monitoring initiatives

e.g. in urban areas and empowering people with disabilities to raise their voices in I-SAF nationally.

Conduct I-SAF provincial regular networking meetings

to open space for CAFs and CBOS to have voices and raise their concerns in the existing government mechanism, including I-SAF.

Online platform and face to face communications

Public complaint handling mechanism will be established or strengthened, and regular reflection meetings and sharing their best practice on how they hold government accountable.

RESULT 2.2

Strengthened CBO capacity and enabling environment for their sustainable engagement in sub-national governance

INTERVENTION

API develops CBO capacity and advocates for an enabling environment for their sustainable engagement in sub-national governance. This is a critical approach which API has developed since its founding in 2007. For it to be effective, relevant and have long term impacts, API considers capacity building as a means to develop and connect with the values of local ownership. The Strategic Plan will support institutional capacity development of CBOs to effectively facilitate the processes for meaningful participation of the poor and disadvantaged people, as well as key change agents. More importantly, the Strategic Plan will support mutual learnings between local authorities and CBOs to

further implement their functions (that have been assigned by the government in 2016) and obligations as articulated in the Organic and Commune Laws and other regulations. It is expected that accountability capacity and performance of local governments will be improved and obliged to respect, protect and promote the equal rights of all people, especially women and youth, and disadvantaged groups, to participate directly in local decision making processes.

API employs a *demand-driven approach* to contribute to increasing the impacts from the participation of disadvantaged groups to influence decision-making by local authorities and for these authorities to demand increasing support from higher authorities. These efforts are intended to strengthen existing accountability mechanisms and processes for constructive dialogues and active interaction of citizens' and CBOs and local government and are aimed at integrating the critical inputs of citizens, CBOs into the local development agenda and budgets at different levels of sub-national authorities and service providers. Therefore, API together with partners will increase awareness of local citizens through community fora, dialogues and improve advocacy and facilitation skills of CBOs and CSOs through coaching and mentoring. The Strategic Plan expects to strengthen inclusive decision-making processes where space and mechanisms are open for citizens to have active and meaningful participation; ensure the **voices** of citizens, particular disadvantaged groups are heard about their needs and concerns and addressed by government's institutions and their representatives and demand for more accountability and responsiveness; and to promote a culture of local dialogue, clarity, agreement and respect for long term democratic and social development.

POSSIBLE AND ENVISAGED ACTIVITIES

Conduct study on approach to youth, women and disadvantaged groups' CBOs

Enabling or disabling environment and empowerment, and capacity development needs in a new social and political context.

Trainings to CBO's and citizen representatives and exchange platform

Based on findings and recommendations, the project will train them both in formal standardised formats and in informal processes: Conduct training needs assessment

(TNA) and trainings to CBOs and citizen representatives; partnership with the Change the Game Academy to adopt the training materials and deliver series of trainings and systematic follow up and coaching to CBOs on mobilizing support and local fundraising (LFR); LFR plan will be created, implemented to generate fund to support to the trainees' CBOs initiatives to address their community issues; and activities to monitor service delivery, development plans and budgets. Advocacy activities for enabling environment for CBOs, as well as provide platform for CBOs' exchange and networking.

RESULT 2.3

Enhanced partnerships and actions between government, civil society and the private sector in responding to citizens' priority needs

INTERVENTION

API together with CSOs, private sector, government and development partners will continue to strengthen multi-stakeholder partnerships in order to create an enabling environment and harmony locally to work together for the benefits and interests of disadvantaged groups without any discrimination. API will create and strengthen partnerships at sub-national and national levels to provide appropriate capacity interventions and to help government at different levels to understand the needs of and respect the rights of poor people, and involve the local private sector in contributing to addressing community issues.

ENVISAGED ACTIVITIES

Conduct multi-stakeholder dialogues

and a systematic joint review of existing available data of the local development (CDP/CIP/I-SAF) to identify citizens' priority needs and design small scale for local fundraising to be implemented by a partnership platform of CSOs, private sector and Government.

Engage and work with international and multinational companies and corporations

for promoting the corporate social responsibility (CSR), access to information and governance of private sector, supporting local Small and Medium Enterprises (SME) for their business policy advocacy efforts, particularly, owned by youth and women and also promote their engagement and financial contributions to local governance and community development in rural and urban areas.

IMPROVE ACCESS TO INFORMATION

7.3

STRATEGIC OBJECTIVE 3

To improve access to and disclosure of public information on critical issues.

RESULT 3.1

Improved citizen understanding of right to information and A2I law, and increased demand for public information disclosure (demand side/ right holder).

INTERVENTIONS

API acknowledges the Right to Information as a vehicle for citizen empowerment and the promotion of Good Governance. Promoting information through ICT is part of the strategy. The following areas have been provisionally selected as being of crucial importance on right to information and A2I law, and increased demand for public information disclosure, in this regard over the next 5 years related to:

- ▶ Government budget information from both the national and sub-national levels – enhance the citizens holding the government authorities accountable.
- ▶ Information on current business investment (contract disclosure), Corporate Social Responsibility (CSR), private sector investment and public-private contract disclosure.
- ▶ Information on Natural Resources Management - citizens' access and user rights to natural resources, NRM revenue transparency which are crucial to their livelihoods.



“Critical issues” refers to: public social services, sub-national planning and budget, natural resource management (NRM) access/user rights and revenue transparency, private sector investment and public-private contract disclosure.

- ▶ Information on service delivery and policy implementation at local level on basic public social services on health care, education and others - Because it directly affects local people's livelihoods and because education and health care spending can be a huge financial burden for poor people.

API commits to deepen strategy and action for promoting access to information. What is new about Strategy 2019-2023 is its focus more on critical sectors and emerging political and economic issues. Key lesson of past years is that the open information should not only be about public services but about critical issues and sectors.

ENVISAGED ACTIVITIES

Media and social media campaign

for public awareness on critical issue related information identified and advocated by CBOs.

Training to CBOs, CBO leaders and representatives

on A2I concept and (draft) law.

Form a special group and online website to monitor the A2I implementation

and application (app) for people to request for information and share experiences on A2I.

RESULT 3.2

More public information is disclosed and made available for citizens on critical issues at the sub-national level according to A2I and sectoral laws (supply side/duty bearer).

INTERVENTIONS

API has worked for years to improve knowledge on the right of and access to information and advocacy skills for engaging and empowering community organizations, as well as educating local councilors and officials. API together with development partners (government, parliament, private sector, CSOs, media, academic institutions and international development agencies and donors) will expand on efforts to enhance disclosure of information on critical issues around public social services, sub-national planning and budget, NRM revenue transparency, private sector investment and public-private contract disclosure; and continue to support community organizations to educate them about civic awareness necessary for them to make justifiable demands from elected leaders and support a push for disclosure of public information.

ENVISAGED ACTIVITIES

Trainings and technical support on A2I and Law will be provided to local councilors, public officials and ombudsmen

for information disclosure efforts to be more inclusive and accessible for all citizens, esp. youth and women with disabilities and indigenous people through mass media, online, offline and innovative outreach activities.

Advocate subnational government

to fulfill their roles for public information disclosures to have their official public information desks and online website and social media.

ENHANCING API'S ORGANIZATIONAL STRUCTURE AND SUSTAINABILITY

7.4

STRATEGIC OBJECTIVE 4

API strives to be excellent and sustainable organization towards achieving its mission and goal. Institutional and resource development strengthens the institutional foundation. This core area enables API's work performance and service provision in promoting citizen engagement, capacity development, access to information, coordination, engagement and dialogue in policy development and implementation, as well as promoting the role of API in leading the access to information network and coordination. In order to effectively achieve strategy objectives and outcomes it is essential to have support in place. In the next five years, API aims to strengthen itself as sustainable organisation, well managed, results driven, accountable and transparent.

RESULT 4.1

API is governed and managed effectively, transparently and efficiently.

PRIORITIES

Governance, leadership and management

API will utilize Board capacities and networks for the organization, and strengthen the Executive Committee (EC) to become a functioning executive body of API. API will continue to guarantee lines of accountability that are clear and understood. The Board of Directors will continue to have regular meetings at least twice a year; and will be strengthened with increased involvement of board members in fundraising and support

of operational activities. The Board of Directors places authority and responsibility for the organisation with the Director.

The Executive Committee supports the Director, participates in decision-making and executes the management tasks of API. There will be at least bi-monthly EC meetings. The Director and the EC work together to ensure that the management and administration of API are accountable and transparent. Under the Bylaw of API, the Director retains ultimate accountability for the performance of the organization.

The function of staff representative will be created to represent API staff interests and concerns to API's management.

API's complaint mechanism will be activated and made functional for project participants, staff and other stakeholders. API's Bylaw, mandatory development partners' guidelines and country laws, policies, guidelines related to API's mission will be enforced in API's operations. Policies will be regularly reviewed and updated to manage risks and stay compliant.

RESULT 4.2

The funding strategy is implemented successfully; and finances are managed according to international standard.

PRIORITIES

Funding Strategy implemented through a small working group

API puts in place a Funding Strategy (FS) in support of this Strategic Plan; and will implement the FS through a small working group of senior management, Board members and advisor(s). A term of reference for fundraising working group is needed. This group needs to make sure adequate funding to enable the strategic priorities to be delivered effectively and ensure all actions provide value for money.

As a part of the funding strategy, API will seek to strengthen income generation through consultancies on training and advocacy development services for civil society, national government, the private sector, trade unions and the media. API will explore new ways of income generation (e.g. publications) and local fundraising.

International Standards of financial management

API commits to maintaining adherence with the highest international standards of financial management, and to continuously improving its financial manual, know-how and practices. API financial management guideline, tools and systems will be updated to effectively manage for different requirements and project conditions of donors, partners and the government; especially the online financial management and reporting for field staff and community based organizations. API will put an effort into enhanced financial field-level monitoring, minimum two times per year; regular internal control of all expenditures, to ensure that they comply with donor requirements and API policy; provide regular coaching sessions to staff on financial topics; ensure regular updates on financial situation (budget vs. expenditure), consistent with work plan; identify gaps and opportunities for improvement by learning from others and regularly review procurement policy.

RESULT 4.3

Strengthened human resource management and development supports implementation of the strategic plan.

PRIORITIES

Human resource management and development

A strong organisation needs strong human resource management and development, so leaders, staff and volunteers are capable and placed in the right roles with appropriate responsibilities. Organizational development and capacity building are central to reaching API's goal and objectives. The large number of issues to be dealt with at the same time make capacity building difficult.

API will ensure that staff are employed appropriately and have opportunities to balance their responsibilities and workload. API has defined itself as a learning organisation that will strengthen development of staff capacity and make staff benefit from access to relevant quality training to update and increase skills, including English language skills. Quality staff performance is encouraged and performance reviewed annually.

API will review and update its staff policy to align new government legal requirements and set up separated teams for internal staff and external resource persons, trainers, experts; technical staff and supporting staff for different ongoing projects and consultancy services and income generation and fundraising initiatives.

The organizational structure will be upgraded to support the Strategic Plan's implementation. API will review and update job descriptions, providing for clarity of roles and responsibilities, improve API's capacity planning to ease staff workload, consider adequate cost recovery through projects (formulate cost recovery policy); review and update staff appraisal format; update recruitment procedures; update HR policy/staff personnel manual; staff capacity development ensures that staff roles in implementing strategic plan can be competently fulfilled.

RESULT 4.4

Systems for planning and monitoring, evaluation, accountability and learning (MEAL) are strengthened.

INTERVENTIONS/ENVISAGED ACTIVITIES

Planning and MEAL

API recognizes 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 learning and responding to concerns and complaints of staff, partners and beneficiaries. An M&E framework for this Strategic Plan will be developed for measuring both organizational growth indicators and strategic program indicators. API will review and finalize its M&E manual and API staff and partners trained accordingly.

API seeks to explore the opportunities provided by an online M&E system that can be accessed by all staff with clear M&E framework, workplan and assigned M&E staff and financial resources for internal M&E activities and independent external evaluations of the project, ideally, baseline, midterm and final.

API mainstreams the Human Rights Based Approach (HRBA), Do No Harm/Conflict Sensitivity, Gender Equality, Youth Empowerment and Inclusion of Disadvantaged Groups as crosscutting approaches for all three strategic priority areas and interventions (see also Target Groups further below). API explores the possibilities of Digitalization/Social Media in all areas of interventions.

1

RIGHTS-BASED APPROACH

API will focus more on emphasizing the realization of the rights and enhance voices of citizens for sustainable development in Cambodia by influencing policy and implementation to address the rights and needs of the most disadvantaged groups; empowering citizens, especially youth, women and disadvantaged groups, to hold government accountable for responsive, inclusive decisions and actions to improve public services and policy implementation, recognises the rights always imply obligations of the State. Charity is insufficient motivation for meeting needs, manifestations of problems and immediate causes of problems.

2

DO NO HARM APPROACH

Cambodia is post conflict country, API vision is for a Cambodian nation that through poverty reduction and the protection of human rights creates a national culture of harmony with sustainable democratic, political, and economic stability. Our values that all Cambodians have the right to participate, mobilize and express themselves in matters that affect their daily lives and all matters should be resolved peacefully and justly according to the principles of our

shared humanity. API management and technical staff are trained and apply conflict sensitive approaches like Do No Harm within our planning and implementation with key stakeholders to minimize the negative impacts and maximize the positive impacts.

3

GENDER EQUALITY, YOUTH EMPOWERMENT AND INCLUSION OF DISADVANTAGED GROUPS: API ENSURES EQUITY AND INCLUSION

in and through citizen participation and the Strategic Plan planning and implementation, addressing all forms of exclusion and marginalization in public participation and receiving public services. Inclusive local governance and public services for all should be ensured by planning and implementing transformative public policies to respond to diversity and needs of community people, and to address the multiple forms of discrimination and of situations, including emergencies, which impede the fulfilment of the right to participate and access to public information. Equal number and quality of women participation in leadership role and the beneficiaries of API' work is our mandate. Youth empowerment and the disadvantaged groups' inclusion are API's priorities. Participants of API's programs directly identify issues and advocate by and for themselves; they direct the work of API to better respond to their rights and needs. In each project, API will prioritize empowerment of women, youth and one disadvantaged group, whilst applying a generally inclusive approach sensitive to the rights, needs and voices of all.

4

DIGITALIZATION

In 2018, 7 million social media users and 10 million internet subscribers/users of the total 16 populations in Cambodia, most of them are youth. API will prioritize to work with youth and women as change agents to achieve our set goal and objectives to influence policies, monitor public services and access to information through the use of digital platforms and social media to complement direct face to face dialogues. Partially digitalizing API's work approaches throughout all three program areas is a strategic priority.

TARGET GROUPS AND AREAS

9

PRIMARY TARGET GROUPS AND STAKEHOLDERS

API's primary target groups are

- ▶ Cambodian citizens, with a focus on women, youth and members of disadvantaged groups.
- ▶ Informal and formal groups and CBOs of women and youth,

and other formal and informal community groups with strong women and youth leadership, who advocate on one or more of the following sectoral critical issues: public social services, sub-national planning and budget, NRM access/user rights and revenue transparency, private sector investment and public-private contract disclosure.

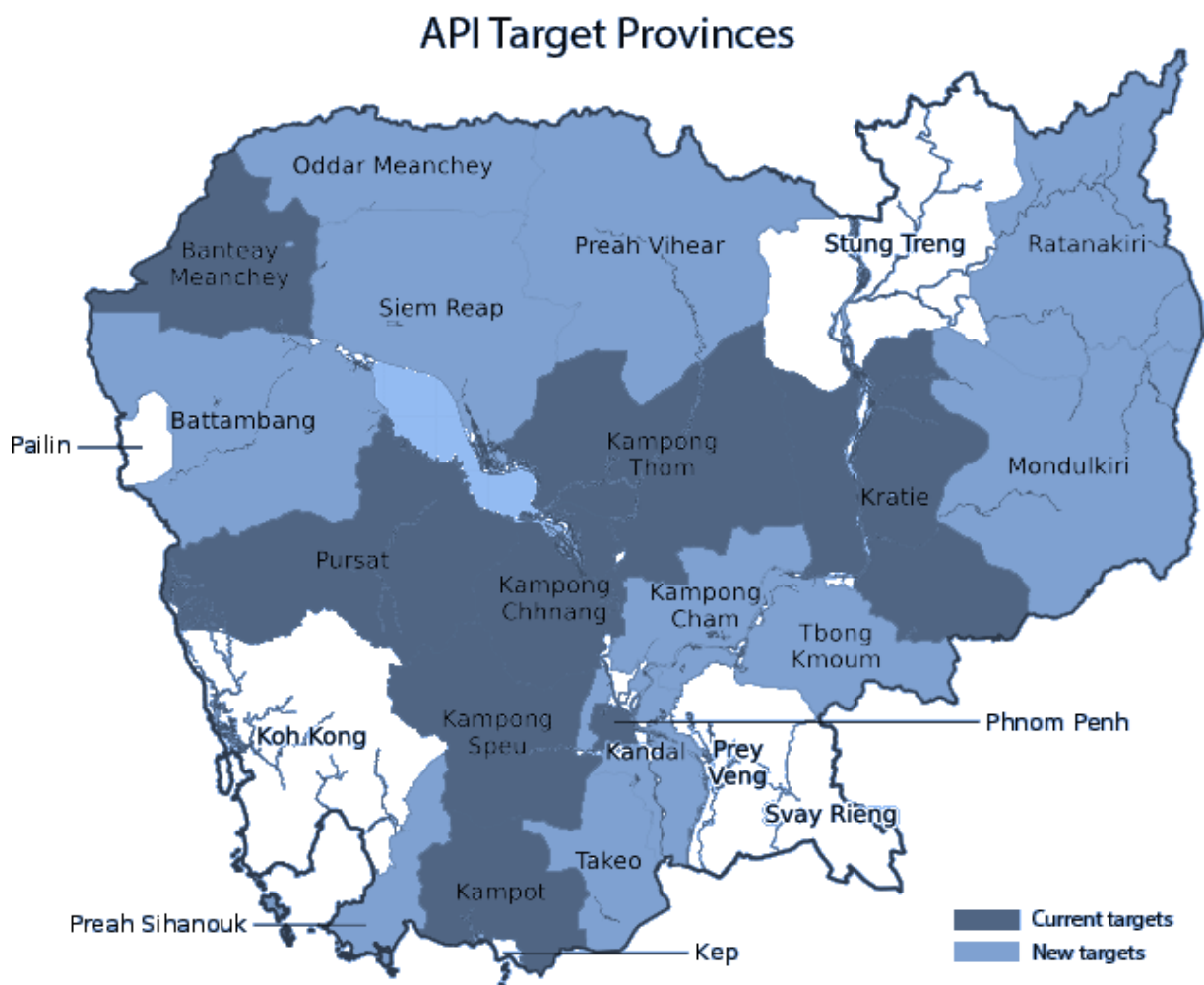
API's Strategic Plan intends to establish and/or strengthen and empower Community based organisations (CBOs) in Cambodia: As these are the proponents of community needs, demands and concerns, they will enable better engagement, responsiveness, and accountability from local councils and appointed officials on public services delivery and issues. CBOs will be established or strengthened and empowered for effective engagement and participation with local government and private sector.

INDIRECT BENEFICIARIES

are the whole population of sub-national interventions in the target provinces, and the whole population of Cambodia for API's advocacy and policy influencing work.

Under its Strategic Plan, API will strike a balance of continuing to work in current target areas and expanding to neighbouring districts and provinces, continuing to empower rural populations, whilst starting to reach out to urban areas as key drivers of Cambodia's development: to capitalize on existing relationships that will allow to address more complex issues, and to develop capacities, mechanisms and new

solutions in other areas where are most remote and higher poverty and lack of market information, poor public services, poor infrastructure; and urban poor areas where there more active youth and women population require information about the labor market and opportunities for employment as well as better, employable skills and knowledge that are tailored to meet labor market demand and greater policy influencing. Continued target provinces are Kampong Thom, Banteay Meanchey, Pursat, Kampong Chhnang, Kampong Speu, Kampot, Kratie. Neighboring provinces are Phnom Penh, Takeo, Siem Reap, Uddar Meanchey, Battambang, Kampong Cham and Presh Vihear, where inputs different provinces for a greater policy influencing are highly needed and representation the voices of women, youth and disadvantaged groups. The criteria for selection will be based on specific project initiatives and requirements.



PARTNERSHIPS AND ALLIANCES

10

The successful implementation of the Strategic Plan depends on strong and sound partnership and collaboration of CBOs, NGOs, networks, government institutions, private sector, donors and development partners.

Over the last ten years, API has worked with many organizations, CSO networks, community based organizations, government institutions and stakeholders, with high respect and value given to working together to mutual benefit. API continues to work with a diverse group of partner organizations, stakeholders and institutions that share its mission to serve the long term democratic and social development needs of Cambodia through the empowerment of people, particularly disadvantaged groups to interact with their representatives and government institutions to protect and promote their rights, voices and provide for their needs.

In view of the diverse range of partners engaging and supporting in the Strategic Plan, API, as stated in its

mission, is high committed to working together with all national and international organizations and institutions who share its values to advocate for positive and peaceful social change. API builds capacity and supports organizations and institutions so they are able to tackle the issues, concerns, and needs of disadvantaged groups in the target areas and country-wide.

API's primary stakeholder are networks of youth, women, other community based organisations, broader civil society networks, the private sectors and the media and academic institutions, international organisations and UN agencies, as well as government stakeholders to jointly promote in strategic partnerships the voices and rights, and address the needs and concerns of disadvantaged

citizens. Clear roles and responsibilities are needed and strengthened in each partnership. Such arrangements are designed both to achieve results and build local and national capacities.

Regular partner meetings strengthen engagement, acknowledge challenges and successes, reflection and sharing of best practices.

API CONTINUES TO SEEK COOPERATION AND ALLIANCES WITH

▶ ***Commune Councillors and District Councillors***

who are often short of knowledge and experience with evolving processes, whose capacities and competencies to engage with citizens, CBOs and network still need to be strengthened.

▶ ***Local authority officials***

who manage and provide public services to communities but often still lack understanding of community needs and concerns, particularly those of disadvantaged groups.

▶ ***Key National Government Ministries/institutions and Members of Parliament***

with executive and legislative responsibility for sector policies, legislation, and implementation. Who need to become more accountable and responsive to public needs.

▶ ***The private sector***

There are a number of private sector associations in Cambodia addressing issues similar to those dealt with by NGOs, for instance corruption. For instance, Cambodian Small and Media Enterprises started up by women and youth are key stakeholders for supporting women and youth livelihoods and for mobilizing resources to support for other youth and women groups in civic engagement and in policy influencing, public service monitoring and promoting good governance and access to information of the private sector.

▶ ***The media***

In spite of the rise of social media, the traditional media (TV, radio, print) still play a vital role in supporting advocacy actions through communicating to mass audiences about an advocacy issue.

▶ ***NGOs and CSO networks***

Both, communities and the government, recognize NGOs and CSO networks as important development partners. They would be more effective if not constrained by a shrinking space for communication and collaboration with local authorities, and a requirement for better coordination amongst themselves.

API will continue to lead or join CSOs networks at national, regional and global levels in influencing policy implementation & improvements, access to information, citizen engagement and advocacy. (See attached list of API's partner networks.)

RISKS ANALYSIS AND MITIGATION STRATEGY

11

RISK 1 (POLITICAL)

Government constrains the space and rights of civil society organizations (CSOs) related to promotion of rights of citizens, human rights, democracy and advocacy; for the given reasons of assurance of peace, political stability and social order.

MITIGATION STRATEGY

API will be in close contact with key membership organizations (CCC, NGOF, CPDD, NEP) and other CSOs on promoting and supporting open dialogue on legal frameworks and regulations. We will foster engagement with government ministries (i.e. Ministry of Interior) and institutions (i.e. NCDD-S) for better understanding and finding the best strategies and approaches to safeguard CSO space and interests including API's. Trust-building measures with government stakeholders have been built into the work of API and partners and this will be sustained and reinforced as a safeguarding mechanism.

RISK 2 (ECONOMIC)

Further decreased level of international funding support (ODA) to Cambodia, including decreased support for D&D and good governance reforms. If international development partners do not see progress on issues like good governance reforms, political peacebuilding and human rights, this may be a likely scenario. Furthermore, the regional and global economy will remain uncertain due to the "trade war" between US, China, EU and others, of which Cambodia may face negative impacts if Everything But Arms (EBA) agreement is suspended by EU for Cambodia, this can have further adverse effects on the Cambodian economy and the potential for civil society attempts of local income generation and fundraising.

MITIGATION STRATEGY

API will work together with CSOs and private sector to advocate for more resource mobilization from both national and international stakeholders, including private sector and communities to support the work of CSOs. API will seek to diversify its incomes, join the bidding to get state & development partners' funds provided to the state to carry out their work as a contractor to the state. API and CSOs partners will pursue a cooperative approach with D&D-supportive DPs, NCDD-S and support other stakeholders in pushing for in-depth reforms and implementation; advocate with DPs for ongoing D&D reform support, especially for the demand-side (citizen participation and CSOs); and promote visibility of positive project outcomes for service delivery improvements. In addition, API will review its strategy of income generation and alternative, e.g. local fundraising approaches, so that it has sufficient resources to support its operation and continue to carry out the mission and objectives and to maintain good staffs in long term by ensuring high competitive staff salary and benefits, working environment and improving management and leadership.

RESOURCES – PUTTING THE STRATEGIC PLAN INTO PRACTICE

12

This five years strategy is a roadmap that describes how and where API wants to get to by 2023. It will be used to guide project/programme and proposal development, fundraising efforts and organizational development.

CITIZEN PARTICIPATION, ACCESS TO INFORMATION AND POLICY ADVOCACY

The key thematic work of API is interlinked and support each other in leading the organization towards reaching its overarching goal and strategic objectives. They underpin the essential requirements for active participation and stronger support from partners and stakeholders at both the national and subnational levels to enhance the democratic space, local governance, democratic accountability, necessity for open information on critical issues, increased capacity of CBOs and NGOs, as well as the SNA and national institutions and the fundamental need for mutual trust and collaboration among all sectors.

The achievement of this vision will require high commitment on the part of API leadership and staff, as well as skills, resources, teamwork, and well-managed and developed work plans. API intends to progress step-by-step to becoming a stronger institution, a leading promoter of access to information and information disclosure, a leader in policy influencing capacity development, a facilitator in policy dialogue between the policy makers and civil society groups, and an agent for the recognition of civil society's role in governance, social and economic development in Cambodia.

To enable successful programme development and implementation under the Strategic Plan, API will

- ▶ Ensure its organizational structure is aligned with strategy, implementation plans and projects.
- ▶ Develop the projects and programmes to achieve Results and Strategic Objectives of the Strategy.
- ▶ Develop a corresponding M&E Framework.
- ▶ Develop and implement a supporting funding strategy.

API believes that the fundamental responsibility for successful development and implementation of this Strategic Plan lies with management, leadership and staff of API, in strong partnership and collaboration with NGOs and other stakeholders. API recognizes that the success of the Strategic Plan requires sound policies, systems and organizational implementation arrangements. The Strategic Plan outlines the programmatic and organizational strategic priorities as framework for project and proposal development and implementation, as well as organizational development for 2019-23.

API confirmed in all consultations for this Strategic Plan the need for a strong united approach to protect the rights and enhance the voices of citizens, particularly of those most disadvantaged, as well as of civil society; and to achieve inclusive, participatory governance processes and equitable, quality public services for all. Convinced that the Strategic Plan 2019-23 must make important contributions to progress in realizing rights and enhancing voices of citizens, API commits to bold, innovative and sustainable actions to truly transform lives in Cambodia. Success of its Strategic Plan can only be declared when the goal is achieved for every citizen, particularly those most disadvantaged.

RESULTS	5YS BUDGET PLAN					TOTAL (\$)	IN %
	2019	2020	2021	2022	2023		
OUTCOME 1 To influence policy and implementation to address the rights and needs of citizens, especially youth, women and disadvantaged groups, and secure democratic space to exercise their rights	144,493	152,672	159,760	150,349	138,519	745,794	27.14%
OUTCOME 2 To empower citizens, especially youth, women and disadvantaged groups, to hold government accountable for responsive, inclusive decisions and actions to improve public services and policy implementation at sub-national level	118,625	156,696	153,178	153,475	110,203	692,178	25.19%
OUTCOME 3 To improve access to and disclosure of public information on critical issues	97,816	126,474	105,621	140,043	199,010	668,963	24.35%

OUTCOME 4 To enhance API's organizational capacity and sustainability	132,205	111,611	138,542	115,607	142,725	640,690	23.32%
	493,139	547,453	557,101	559,474	590,457	2,747,625	100.00%

A	Terms of Reference for Developing the API's Three-Year Strategic Plan 2019-23	73
B	Workplan for Development of API's Strategy 2019-23	77
C	List of Organizations that participated in API's strategic plan development	82
D	List of API's Partners Networks	84

TERMS OF REFERENCE

DEVELOPING API'S THREE-YEAR-STRATEGIC PLAN 2019-2023

A

BACKGROUND OF THE ADVOCACY AND POLICY INSTITUTE.

The Advocacy and Policy Institute (API) is a Cambodian non-profit and non-government organisation which has a mission to serve the long-term democratic and social development needs of Cambodia through the provision of services in the areas of advocacy and policy development.

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

API was localised from the Advocacy and Policy Program (APP) and officially registered with the Ministry of Interior on 17 July 2007. APP was originally established in July 2003, by nine Cambodian and international NGOs²⁷ and housed with Pact Cambodia, an international NGO with headquarters in Washington D.C, USA. Since its establishment, API is acknowledged as a leading advocacy capacity building institution, working on decentralisation, policy dialogue and promoting access to information.

API has developed its first strategic plan 2008-2010; second strategic plan 2011-2013; and the third strategic plan 2014-2018.

The current API's five-year strategic plan is largely determined by the programming in the proposals currently being implemented successfully in achieving its goal. API's

²⁷The Cambodian Human Rights and Development Association (ADHOC), the Cambodia Women's Crisis Centre (CWCC), the Coalition Against Sexual Exploitation of Children in Cambodia (COSECAM), Project Against Domestic Violence (PADV), Star Kampuchea, Dan Church Aid (DCA), Forum Syd, Oxfam Great Britain, Development and Partnership in Action (formerly CIDSE), and Pact Cambodia

five-year strategy is to contribute to poverty reduction and better protection and promotion of rights and voices, particularly for young people, women, and vulnerable persons and groups, by promoting a culture of public information disclosure, strengthening democratic participation and transparency and accountability within the Decentralisation and De-concentration framework in Cambodia, particularly in the targeted Commune and District Councils, and advocating for equitable and sustainable public policy; as well its objectives will yield outcomes ensuring positive impact benefiting vulnerable and marginalised groups in which the sub-national and national Government institutions are more accountable and responsive.

INCREASED INFORMATION AVAILABILITY

and disclosure on critical issues at sub-national.

ACCESS TO INFORMATION

and information disclosure legislation and policies debated and adopted.

PRODUCTIVE DIALOGUE

and effective participation in democratic decision making to enhance the voices of and protect the rights of Cambodian people (young people, women, men and people with disabilities) in the target areas.

INCREASED CAPACITY DEVELOPMENT

of local government and councils to improve functions, transparency, accountability, human rights, information disclosure, and collaboration with communities, local civil society and national Government.

ENHANCED AND EFFECTIVE PARTICIPATION

and contribution of Civil Society Organisations (CSOs) and networks in democratic governance, human rights, environmental governance, decentralisation, transparency and accountability, information disclosure and development processes at the sub-national and national levels.

AIMS AND OBJECTIVES OF THE STRATEGIC PLAN DEVELOPMENT

API seeks a consultant to support the development of its new five-year strategic plan for 2019-2023 with API's Senior Technical Advisor. The purpose of this consultancy is to participate with the API Senior Technical Advisor in the process of identifying where it is to review and provide inputs to areas of the interventions in the next five-year with new political and country context.

SUGGESTED PROCESSES, ACTIVITIES AND TIMEFRAME

In order to develop a new (fourth) strategic plan for 2019-2023, API has suggested the following processes and activities:

DESIRED QUALIFICATIONS

The Consultancy member require the following:

- ▶ Substantial experience in planning and working with local and international non- government organizations and government institutions.
- ▶ An understanding of advocacy, decentralization, democracy, good governance, policy development, capacity development and the strategies and structures for their effective functioning.
- ▶ Strong communication and facilitation skills.
- ▶ An ability to readily identify and analyze organizational and its programs strengths and weaknesses, and creatively develop recommendations in response.
- ▶ Fluent spoken and written English and Khmer.
- ▶ An ability to work to a strict time scale.

CONSULTANCY DETAILS

API SENIOR TECHNICAL ADVISOR

will take a lead in carrying out their work and meet with API Management and BoD as necessary for feedback, and clarification and approval. The Team will consist of the API Director, Management Team members and representative(s) from the Board of Directors.

SUPERVISION

API's Senior Advisor will directly supervise the Consultancy Team at the API office and at times in meetings with the key players. The Director will approve payments.

WORKPLAN

FOR DEVELOPING API'S THREE-YEAR- STRATEGIC PLAN 2019-2023

B

OBJECTIVE

To develop new 5 Years Strategy of API that reflects on the current context and is also based on API growth and development with the active participation of staff and target groups as well as other stakeholders.

EXPECTED OUTPUTS

1. Consolidated report of API in the last 5 years that focuses on key achievements and challenges.
2. Draft new 5yrs Strategy with the inputs of staff, BoD members, target groups and stakeholders.

STEPS AND PROCESS

This Strategy will be developed in a participatory process where API staff, management and boards are going to take over responsibility and lead on the activities. The process and activities will also ensure that target groups are going to have the opportunity to participate and raise their concerns and needs.

STEP ONE

Consolidated the achievements of API in the last 5 years (2014-2018)

This will be done by reviewing and summarizing past reports of API and organizing meetings with API staff to review and give feedback on the drafted consolidating report.

STEP TWO

Identifying and understanding the context, challenges and needs for Cambodian society and the role of API for contributing to make difference.

This will be done by implementing meetings with key stakeholders and people including donors, Government officials (i.e NCDD and SNA) - The meetings will be either hold with individuals and/or groups (i.e youth/women/PwDs/CBOs), both from the national and sub-national level. It will include the possible survey with selected groups of people who are attending the API's activities during the Strategy developing process; reviewing the existing reports and documents from other organizations and Government; conducting the survey with NGO Networks and also CBOs; summarizing the key findings from the meetings and reports/documents (link to Step Three) and conducting meetings with API staff and BoD members to review and provide feedback on the drafted consolidating report, to jointly formulate priority areas, objectives, expected outcomes

STEP THREE

Drafting the Strategy

This will be done by drafting the Strategy document (see outlines/contents below); organizing a meeting with API's BoD members and staff to review and give feedback on the drafted Strategy document; organizing consultative meeting(s) with selected key NGOs for feedback on the drafted Strategy document; reviewing the comments and feedbacks and finalizing the Strategy and organizing an API MC meeting for reviewing, discussing and making suggestions for API's BoD approval.

WHO WILL PARTICIPATE IN THE PROCESS?

API will invite and encourage the following people to participate in the development strategy process: BoD members, staff members, target groups and beneficiaries, CBOs, donors and DPs, Government officials from both at the national and sub-national government, NGOs and their Networks etc.

KEY AND GUIDING QUESTIONS

1. Reflection on API: what is the strength/uniqueness of API?
2. Reflecting on API's vision, mission, identity and mandate: what is API's identity in 2018 and what should its future role be?
3. What is the trend of the Cambodian context: social, economic and political?
4. What are the issues that they (local govt.) can making change?
5. What are the key main challenges of NGOs in working on human rights, democracy and advocacy?
6. Based on the current situation, what possible approaches are working well/better for NGOs?
7. Based on the current situation, what are opportunities and constraints of CBOs? And for API to work with CBOs?
8. What need to be done, particular on good governance, local democracy and social and economic development?
9. Who are the main target groups/beneficiaries?
10. What are they needs and constrains? What they wish to see of social, economic and political development in the future?
11. What has API done in your communities/areas?
12. What could API do more to address the needs and concerns of target groups?
13. In what areas that we can work together to make bigger outcomes and impacts?
14. What are the possible activities?
15. If we apply a gender lens, how are the answers to questions above different for women and for men? (if at all)
16. How are the answers to above questions different for: youth, people with (different) disabilities and (different) IPs and ethnic minorities?
17. What will API's strategy be to more strongly focus on women's, youth and disadvantaged groups' perspectives?
18. How to more strongly involve rights-holder groups and networks in API's priority areas of work?

TIMEFRAME 2018	ACTIVITIES
MARCH	Data collection and individual meetings with development partners.
APRIL	Review all necessary basic documents.
APRIL	Formulation of key questionnaires for CSO and API staff surveys.
MAY	Writing up the API key achievement and issues challenges from 2011-2017 (based on the evaluation report (2011-2015) and annual reports).
MAY	Consultation workshop with API staff & management on the key challenges, including new strategic directions and formulation goal and objectives of the strategy for 2019-2023.
MAY	Working on the draft of the strategic plan document for 2019-2013.
MAY & JULY	Consultation workshop with Board of API, the drafted document., including preparation.
JUNE	Working on the next draft of the strategic planning including data analysis of the NGO network survey.
JUNE	Consultation workshop with NGOs and Networks on the future role of activities of API, over the next 5 years (2019-2013, including preparation.
JULY	Working toward the final draft of the strategic planning .
JULY	Consultation workshop with all API key stakeholders (API MC members, BoD and donors), to finalize the strategic planning for 2019- 2023.
AUG-OCT	Finalize document: strategic planning for 2019-2013.

REQUIRED DOCUMENTS/REPORTS

1. Reports (including Survey report)
2. Documents
3. Strategy documents and reports from Government, donors and others that relevant API's works.

PROPOSED ELEMENTS (CONTENTS) OF STRATEGY

Introduction and Methodologies, API and Its Achievements, Key Context, Issues and Challenges, Theory of Change, Objectives of the Strategy, Expected Outcomes, Target Areas (incl. map) and Target Groups, Areas of Interventions and Actions Partnership and Alliance, Planning, Monitoring, Evaluation and Reporting (PMER), Staffing and Management, Resources Mobilization and Fundraising, Risks and Mitigations as well as the Strategy Implementation.

LIST OF ORGANISATIONS

PARTICIPATED IN API'S STRATEGIC PLAN DEVELOPMENT

C

COMMUNITY PEOPLE

People in target provinces of Kampong Chhnang, Kampong Speu, Banteay Meanchey, Kampong Thom, Kratie, Pursat, Kampot participated in the API's survey 2018:

GOVERNMENT INSTITUTIONS

The Ministry of Information; the National Committee for Subnational Democratic Development Secretariat (NCDD-S; Local Authorities and the Provincial Association of local councilors in Kampong Chhnang, Kampong Speu, Banteay Meanchey, Kampong Thom, Kratie, Pursat, Kampot; the National League of Local Councils in Cambodia.

CBOS

CBOs in the target provinces Kampong Chhnang, Kampong Speu, Banteay Meanchey, Kampong Thom, Kratie, Pursat, Kampot participated in consultative meetings.

LOCAL ORGANIZATIONS

Alliance for Conflict Transformation; VBNK; Health and Development Alliance (HEAD); Occupation of Rural Economic Development and Agriculture(OREDA); SADP; Youth Council of Cambodia; Salariin Kampuchea; CADDP; CLEC; Building Bridges for Children; CCIM; Community Legal Education Center (CLEC); Environment Support and Social Development (ESSD); CCD-Kratie(Cambodian Community Development); Operations Enfants du Cambodge (OEC); Rabbit School; Cambodian Center for Human Rights (CCHR); Cambodian Civil Society Partnership (CCSP); Mlup Baitong in Kampong Speu, (2013-2015); Village Support Group in Banteay Meanchey, (2008-2020); Cambodian Organisation for Women Support in Kampong Thom (2008-2020); Fisheries Action Coalition Team (FACT) in Kampong Chhnang, (2013-2015); Alliance for Conflict Transformation (ACT); Affiliated Network for Social Accountability (ANSA), Buddhism for Social Development Action (BSDA); Cambodian Civil Society Partnership (CCSP); Coalition for Integrity and Social Accountability (CISA); Health and Development

Alliance (HEAD); Rabbit School Organisation (RSO); SILAKA, Village Support Group (VSG), and the Youth Council of Cambodia (YCC)

INGOS AND UN AGENCIES

Aide et Action (AEA); World Renew (WR); CARE Cambodia; DanChurch Aid; Diakonia; Norwegian People's Aid (NPA); Transparency International; United Nations; Development Program (UNDP); United Nation Human Rights Office in Cambodia

SECTORAL NETWORKS AND PARTNERS

NGO Forum on Cambodia; Cooperation Committee for Cambodia; DCA's partners; ISAF Partners; CARE ISAF Partners; D&D Working Group; Member of NGOs network; CCC members; Bread For The World's partners; UN Agencies in Cambodia; CCC provincial NGOs networks; Member of NEP; GADNet; WGPD members; CCOSC members; D&D Development Partners; All API BoD; All API' staff

LIST OF API'S PARTNER NETWORKS

D

At national, API is also either a member or on the management of the following:

COALITION FOR PARTNERSHIP IN DEMOCRATIC DEVELOPMENT (CPDD)

formerly The Working Group for Partnerships in Decentralization (WGPD), on D&D reform and engage with NCDD DPG bi-monthly meeting of development partners on D&D reform, functional transfer and citizen engagement. (2008 to present); <http://www.wgpd.net/>

SOCIAL ACCOUNTABILITY WORKING GROUP AND STEERING COMMITTEE (I-SAF)

implementing on social accountability framework in phase II 2019-23 (2016-present)

COOPERATION COMMITTEE FOR CAMBODIA (CCC)

of 175 NGOs members in promoting CSOs enabling environment and good practice (GPP) for sustainable development; on capacity building to CBOs and NGOs members and networks on Local Fundraising and Mobilising Support in cooperation with Change the Game Academy of Wide Gazen Foundation (2013 to present)

BUDGET WORKING GROUP

7 member organisations advocating annual government budget laws and budget transparency, (2013- present) <https://www.ngoforum.org.kh/index.php/budget-working-group-bwg>

CSO WORKING GROUP ON OPEN GOVERNMENT PARTNERSHIP (OGP)

10 member organizations promoting citizen participation, access to information and anti-corruption. (2014 to present)

CAMBODIANS FOR RESOURCE REVENUE TRANSPARENCY (CRRT)

8 organisation membership (2012 to present); promoting youth and women on transparency of extractive industry sector in Cambodia (2013-present)

NATIONAL ADVOCACY CONFERENCE ORGANISATION COMMITTEE (NACOC)

led by NGO Forum on Cambodia, 20 organisation members (2006 to present)

THE ACCESS INITIATIVE (TAI)/WORLD RESOURCE INSTITUTE

<http://www.wri.org/our-work/project/access-initiative-tai>

API is a member or steering committee of CSO networks at local and international levels, therefore, API will be able to connect any critical issue of a demand side with central government through thematic policy analysis case studies and community issues through:

REGIONAL**LOCAL GOVERNANCE INITIATIVE AND NETWORK (LOGIN)**

is a South and East Asia centric multi-stakeholder knowledge network aiding reform agendas in favour of greater decentralisation and strengthened local governments. (2015 to present). See at <http://www.loginasia.org/>

DELGOSEA

in promoting peoples participation in planning and decision making, institutional governance, urban environment as well as fiscal management/investment promotion strategies (2015 to present). see at <http://www.kas.de/philippinen/en/pages/8150/>

GLOBAL**GLOBAL PARTNERSHIPS FOR SOCIAL ACCOUNTABILITY (GPSA)**

with the purpose of bridging this gap, enhancing citizens' voice and, just as importantly, supporting the capacity of governments to respond effectively to their voice. (2015 to present) <http://www.thegpsa.org/sa/who-we-are>

THE ACCESS INITIATIVE (TAI)

to promote transparent, participatory and accountable decision-making is critical to ensuring that development benefits people and the planet (2010 to present). <http://www.accessinitiative.org/>