

STRATEGIC PLAN

2024 2028



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ADVOCACY AND POLICY INSTITUTE



“Our goal is to help build a more harmonious and inclusive Cambodia, with sustainable development, good governance and respect for democratic principles and human rights.”

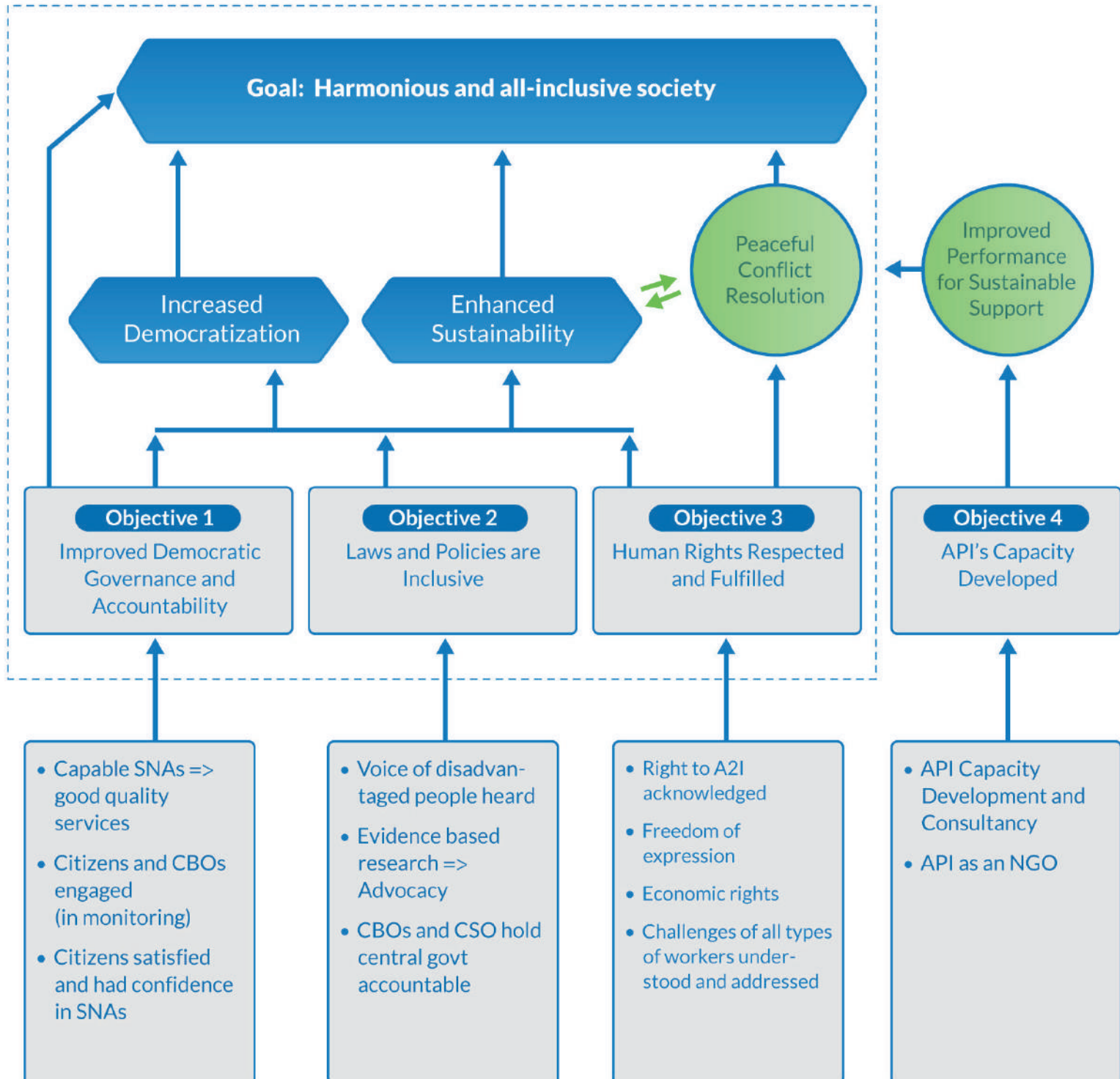
API Strategic Plan

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API's Theory of Change, 2024-28



About API

The Advocacy and Policy Institute (API) is the premier Cambodian organization for capacity development in the areas of advocacy, policy influence, citizen engagement, and good governance.

API's Vision: Cambodia has a national culture of harmony, where political and economic stability, sustainable development, democratic governance, and protection of human rights ensure a prosperous future for all.

API's Mission: To serve the long term democratic and social development needs of Cambodia through the empowerment of people to interact with their government to protect their rights.

API's Values

While strictly adhering to its core values of transparency, accountability, independency, non-partisanship and professionalism, combined with a strong commitment to peaceful resolution of conflicts and the human rights approach, API has gained the respect and confidence of both the Cambodian people and its international supporters.

This Strategic Plan is aligned with the RGC's Pentagonal Strategy and the UN Sustainable Development Cooperation Framework, Cambodia 2024 – 2028, that has as intended outcome, among others: "By 2028, people in Cambodia, especially those at risk of being left behind, live in an increasingly gender-equal and inclusive society with an active civic space and enjoying more effective and accountable institutions".

In particular, API supports the Cambodian Sustainable Development Goal (CSDG) 16: "Peace, Justice and Strong Institutions", within which API contributes to:

- CSDG 16.6: "To develop effective, accountable and transparent institutions at all levels"
- CSDG 16.6.2: "Proportion of the population satisfied with their last experience of public services"
- CSDG 16.10: "To ensure public access to information and fundamental freedoms"

The API Strategic Plan also has the potential to contribute to SDG 1 on Poverty, SDG 4 on Education, SDG 5 on Gender Equality, SDG 8 on Decent Work and Economic Growth, SDG 10 on Reduced Inequalities, and SDG 13 on Climate Action.

API Cross-cutting Issues

Women and girls; youth; most disadvantaged people; digital development; natural resources governance, and climate change.

Approach to implementation

The approach to implementing this Strategic Plan will be characterized by: (i) embracing diversity and social inclusion according to the "No one left behind" principle; (ii) strict adherence to the Do No Harm principle (including, among others, an analysis of possible negative impacts of API's activities prior to their commencement); (iii) continuous engagement of the beneficiaries in decision making, and (iv) optimum collaboration with other institutions pursuing the same goals.

Objectives and Activities

Objective 1 - Improved Democratic Governance and Accountability

This objective addresses the need to improve SNA governance in general and OWSO/District Ombudsman in particular, insufficient citizens' awareness about Good Governance, limited citizens' participation/civic engagement, demand for accountability and increased decentralization.

Strategic activities

1. In partnership with the government, universities and the private sector, API will implement capacity development programs.
2. API will empower CBOs through training, fora, digital platforms and coaching.
3. API will help organize constructive dialogues about the quality of services
4. In partnership with government agencies and schools API will promote public awareness to citizens on SNA's functions and services, as well as accountability and transparency.
5. This capacity development of citizens will be supported by API's evidence-based research, followed by policy dialogues with citizens' participation in planning, budgeting and procurement processes.
6. API will enhance the citizens' monitoring capacity (knowledge and skills) on how they can check the services and engage with SNAs.
7. SNA's budgets and expenditures will be also monitored with the citizens' aid.
8. API intends to support I-SAF cycle activities focused on the environment, water, sanitation, climate change, and the agriculture sector.

Objective 2 - The development, implementation and monitoring of public policies and laws is inclusive and democratic.

This objective addresses the following issue: "Increased support for the formulation of new policies and laws with inclusiveness, through more public consultations regarding National Resources Governance (NRG), climate change, social Issues, to respond to increasing demands for evidence-based policies and legal recommendations.

Strategic activities

1. API will undertake awareness campaigns on Natural Resource Governance and climate change through face-to-face school and university-based learning programs, e-learning platforms and social media campaigns.
2. API will Identify and build capacities of key representative groups of disadvantaged people, organizing field visits and policy dialogues to raise their concerns to SNA and central government.
3. API will support citizens and in particular women, youth and most disadvantaged people to raise their concerns about human rights and environmental compliance of enterprises.
4. API will conduct research studies regarding issues of citizens' concern to use the conclusions as evidence while advocating with the government to formulate new or amend existing policies and laws.
5. API will organize regular policy briefing and dialogues with key stakeholders.
6. API will continue to develop the advocacy capacity of CBO and CSO Networks through hybrid training, e-learning platforms and mentoring.
7. Through collaboration with network members, API will jointly advocate for more accountable and effective enforcement of legislation and implementation of policies (related to A2I, Digital Rights, D&D, Public Financial Management Reform and Social Protection).

Objective 3 - Human Rights Respected, Protected and Fulfilled

This objective addresses the issues of the protection and fulfillment of fundamental rights of all Cambodians, by proactively engaging the most disadvantaged groups.

Strategic activities

1. API leads the Access to Information Working Group (A2IWG) and participates in other coalitions and networks to advocate for the adoption of the Access to Information Law and support the government in its implementation.
2. Even if the law is not adopted during this period, API will continue to encourage individuals and the RGC to follow/enforce existing regulations for access to information.
3. API will continue to advocate that SNAs disclose information to citizens by using government platforms.
4. In order to monitor the implementation of the Access to Information law, API will organize multi-stakeholder workshops with SNAs, CBOs and CSOs.
5. Every year on A2I Day (28th of September) API will organize events with government and DPs to strengthen the existing regulations focused on disclosing information to citizens.
6. API will conduct education on citizens' human and socio-political rights (including freedom of expression) digital rights and digital security.
7. API will develop the capacity of activists (50% women) to speak in public through various platforms.
8. API will undertake joint advocacy efforts with the CSO Working Groups and resource mobilizations on Internet Censorship Monitoring, Internet Gateway, Cyber-Security Law, Cyber-Crime Law, Personal Data Protection Law and other related policies to dialogue with policymakers and development partners.
9. API will create initiatives for youth, women, and most disadvantaged people by providing them with opportunities to learn their business rights including social protection.
10. API will conduct workshops for youth, women, most disadvantaged people and workers on the importance of social protection and how to get this protection.
11. API will assist with advocacy and policy influencing the central ministries and medium and large enterprises in order to make them comply with human rights, environmental rights, and businesses-related human rights.
12. At both sub-national and national level, API will advocate for the people's right to education, soft skills and vocational skills and decent work, social protection, and resolution of workers' challenges.

Objective 4 - API's Capacity Further Developed

This objective addresses the issue of capacities of API to improve its work on advocacy and policy dialogues to achieve all the three objectives listed above.

Strategic Activities

1. API will hold regular general staff meetings, Executive Committee meetings, Board of Directors and Donors' meetings.
2. API's will also strengthen its capacity for internal control, its human resource management system and update its funding and communication strategy.
3. API will establish a social enterprise called "API Development Consulting" to provide civil society, development partners, government and private sector with professional consultancy services.
4. API Development Consulting will submit proposals for training and consultancy services based on customer needs and respond to calls by development partners, in order to fund its activities.
5. API will develop new training manuals, curricula and course syllabuses and will update the existing training courses and all training manuals/curricula that API NGO has developed in the past.
6. Monitoring and evaluation: API will continue utilizing and updating its online M&E System to monitor implementation of its projects and will conduct a baseline survey and end-line survey as well.
7. Data Management: API has been keeping an online M&E database for the monitoring of and lessons learnt from the implementation of this Strategic Plan, project management and reporting to donors, to the government and others.
8. Reporting: API will prepare annual reports on the implementation of this Strategic Plan (2024-2028), including progress towards the above targets, with results and lessons learned.



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LIST OF ABBREVIATIONS



A2I	Access to Information
A2IWG	Access to Information Working Group
ASEAN	Association of Southeast Asian Nations
API	Advocacy and Policy Institute
BoD	Board of Directors
BWG	Budget Working Group
CBO(s)	Community Based Organization(s)
CCC	Coordination Committee of Cambodia
CSO(s)	Civil Society Organisation(s)
CPDD	Coalition for Partnership in Decentralisation and Deconcentration
D&D	Decentralisation and Deconcentration
DRWG	Digital Right Working Group
KIIs	Key Informant Interviews
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex
NP- SNDD	National Program for Sub-National Democratic Development
NGO	Non-Government Organization
NCDD(S)	National Committee for Sub-National Democratic Development (Secretariat)
NRM	Natural Resource Management
OWSO	One Window Service Offices
PESTLE	Political, Economic, Social, Technical, Legal and Environmental
RGC	Royal Government of Cambodia
SA	Social Accountability
SAF	Social Accountability Framework
SDG(s)	Sustainable Development Goal(s)
SNA	Sub-National Authorities
SWOT	Strengths, Weakness, Opportunities, and Threats
SP4ALL	Social Protection for All
UN	United Nations
WB	World Bank



API EXPRESSES ITS GRATITUDE FOR THE SUPPORT RECEIVED IN 2019 – 2023 FROM



Funding Partners

- ☞ Brot für die Welt (BfdW)
- ☞ DanChurchAid (DCA)
- ☞ East-West Management Institute, Inc. (EWMII)
- ☞ Family Health International (FHI360)
- ☞ Nickol Global Solutions
- ☞ Oxfam in Cambodia
- ☞ Pact Cambodia
- ☞ Dutch Ministry of Foreign Affairs through the Voice grant facility
- ☞ European Union (EU)
- ☞ Swedish International Development Cooperation Agency (SIDA)
- ☞ United Nations Development Programme (UNDP)
- ☞ United Nations' Democracy Fund (UNDEF)
- ☞ United Nations' International Children's Education Fund (UNICEF)
- ☞ United States Agency for International Development (USAID)
- ☞ United States Department of State,
- ☞ Wilde Ganzen Foundation (WG)

Implementing Partners

- ☞ Action for Health Development (AHEAD)
- ☞ Aide et Action
- ☞ Anti-Corruption Working Group
- ☞ Access to Information Working Group (A2IWG)
- ☞ Alliance for Conflict Transformation (ACT)
- ☞ Budget Working Group (BWG)
- ☞ Committee for Cooperation in Cambodia (CCC)
- ☞ Community Accountability Facilitators (CAF)
- ☞ Community Based Organisation (CBO) partners
- ☞ Community Development Centre Organisation (CDC)
- ☞ Conserve Indigenous Peoples Languages Organization (CIPL)

- ☞ Coalition for Partnership in Democratic Development (CPDD)
- ☞ Epic Arts
- ☞ Family Health Development (FHD)
- ☞ Health and Development Alliance (HEAD)
- ☞ IDEA - Independent Democratic of Informal Economic Association
- ☞ Innovative Support to Emergencies Diseases and Disasters (InSTEDD)
- ☞ Kampuchea Women Welfare Action Organisation (KWWA)
- ☞ Khmer Association for Development of Country -Side Cambodia (KAFDOC)
- ☞ Musical Association of People with Disabilities (MAPD)
- ☞ My Villages (MVi)
- ☞ Nak Akphivath Sahakum/Community Development Agency (NAS)
- ☞ NGO Forum on Cambodia
- ☞ Old Age People Associations
- ☞ Phnom Penh Centre for Independent Living (PPCIL)
- ☞ Prom Vihear Thor (PVT)
- ☞ Save Vulnerable Cambodians (SVC)
- ☞ Social Protection for All Working Groups (SP4All)
- ☞ Technical Working Groups and Steering Committee of Social Accountability (ISAF PSC)
- ☞ Local Councillors' Association in Pursat, Bantheay Meanchey, Kampong Spue, Kandal, Kampong Thom
- ☞ The Ministry of Education Youth and Sport (MoEYS)
- ☞ The Ministry of Health (MoH)
- ☞ The Ministry of Information
- ☞ The Ministry of Interior (MoI)
- ☞ The National Committee for Sub-National Democratic Development (NCDD)
- ☞ The National League of Local Councils (NLCS)
- ☞ Youth Council of Cambodia (YCC)



1 PREFACE



Since 2003, the Advocacy and Policy Institute (API) has been committed to ensuring that the rights of Cambodia's citizens, particularly of the most disadvantaged are guaranteed by law, promoted and protected. It has been API's mandate to “**build capacity for change**” to enable citizens to raise their concerns and seek solutions.

With satisfaction, we are looking back at the previous planning period, 2019–23, which shows excellent achievements, including several projects that exceeded their targets by far.

Without the dedication of our staff, such good results would not have been possible, and we thank them for their inputs.

We would also like to express our gratitude to all Directors in our Board, who have contributed their valuable time to making these good achievements possible.

For 2028, API has set for itself the following goal: In 2028, Cambodia is a more harmonious and inclusive society with sustainable development, good governance and respect for democratic principles and human rights. This document presents the road map for the realisation of this goal.

We would like to thank in particular our directors **Ms. Kasumi Nakagawa** and **Mr. Michael Engquist** for providing essential guidance for the preparation of this Strategic Plan.

We are looking forward to the continued cooperation with API's current partners and to welcoming new partners to share our efforts to make Cambodia's society more inclusive and democratic and consequently its development more sustainable.

Phnom Penh, 15 February 2024

Lam Socheat

Executive Director

Soeurng Chandara

Chairperson, Board of Directors

2 ABOUT API



The Advocacy and Policy Institute (API) is the premier Cambodian organization for capacity development in the areas of advocacy, policy influence, citizen engagement, and good governance.



API's Vision

Cambodia has a national culture of harmony, where political and economic stability, sustainable development, democratic governance, and protection of human rights ensure a prosperous future for all.



Mission

To serve the long term democratic and social development needs of Cambodia through the empowerment of people to interact with their government to protect their rights.



API's Goal for this Strategic Plan

In 2028, Cambodia is a more harmonious and inclusive society with sustainable development, good governance and respect for democratic principles and human rights.



API's Values

While strictly adhering to its core values of transparency, accountability, independency, non-partisanship and professionalism, combined with a strong commitment to peaceful resolution of conflicts and the human rights approach, API has gained the respect and confidence of both the Cambodian people and its international supporters.

API's main fields of activities include facilitation and capacity building to empower citizens, working at the grassroots level to gain a better understanding of policy concerns and linking communities to civil society networks and subsequently to various government institutions. Since its founding in 2003, API has engaged in direct policy advocacy, especially related to Access to Information (A2I), exemplified by two successful campaigns for a law on access to public information and information disclosure and a new traffic law for road safety adopted in 2015.

In November 2018, API was presented with the "CARE Partnership Award 2018" by CARE Germany-Luxembourg as an outstanding global partner for its contribution to supporting rural communities and civil society actors in Cambodia in implementing the Social Accountability Framework and for its long-term mission to build advocacy capacities.

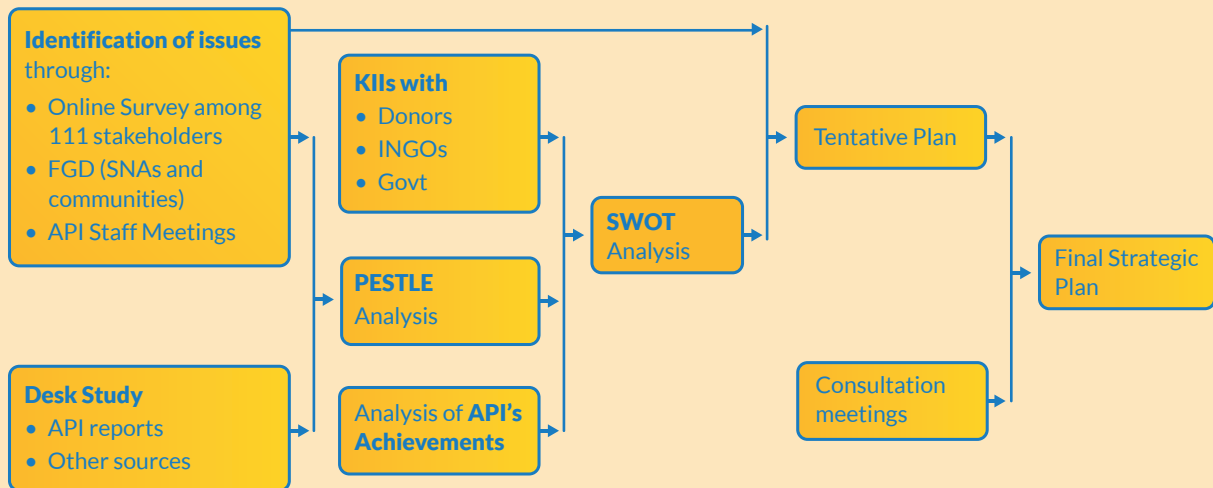
API also got "1st Place Best Performance Partner Award" out of 42 partners from USAID/Pact in 2023 on Most Significant Change Story of API organizational capacity in 2023. API has received NGO Good Professional Practice Award (NGO GPP) for the period 2023-25, for the full compliance with organizational, program and financial management with full scores 131/135 in 2023, valid till 2025.



3 STRATEGIC PLAN DESIGN PROCESS



This strategic plan was developed using an inclusive and participatory approach to ensure that the perspectives and ideas of API's team and key stakeholders were heard, reflected, and included in the strategy and plan. The team made use of the following process and sources of information including the Political, Economic, Social, Technical, Legal and Environmental (PESTLE), Strengths, Weakness, Opportunities, and Threats (SWOT) and key Informants Interviews (KIIs).



4 ACHIEVEMENTS OF STRATEGIC PLAN 2019-2023.



API's previous strategic plan (2019-2023) aimed for three main outcomes: Policy Influencing, Citizen Engagement and Access to Information and Disclosure. A fourth objective was to enhance API's organizational capacity and sustainability.

Lesson learnt API's soft advocacy approach has been effective, maintaining a good relationship with duty bearers by engaging and supporting them in various activities.

For Strategic Objective 1 - Policy influencing

Advocacy to laws and policies: API has advocated for (the adoption or improved contents of) eight laws/ policies, among which the Law for Access to Information (A2I) has been API's flagship. This law is expected to be accepted by the RGC and adopted by the National Assembly during the current planning period.ⁱ Also, API has successfully advocated for the promulgation of the Public Procurement Law and Increased specific budget lines in the Annual National Budget (such as the budget for SNAs and for social service development).ⁱⁱ (Another major achievement was the adaptation of an informal economy policy by the government. API has also been advocating for numerous issues in the field of Digital Rights, the National Budget Law, Social Accountability Framework and Public Financial Reform.

Citizen and CBOs empowerment for policy influencing: At sub-national level, API has assisted 2,950 citizens (535 female, 18.3 %).ⁱⁱⁱ to directly raise their voices and provide feedback to the One Window Service Offices (OWSOs). Forty-five per cent of the citizens liked the services provided, 41 % found them acceptable and 14 % believed they are too expensive. API also helped citizens raise 274 issues of their concern to SNAs, of which 131 issues (48 %) were resolved.

API has also developed the capacity of 170 Community Based Organisations (CBOs) in the field of advocacy, legal knowledge, local governance, and local planning and budgeting.

Lessons learnt^{iv} it is crucial to develop the capacity of local councillors and other duty bearers in order for them to be more capable and responsive. It is also essential to encourage rights holders (citizens) to express their needs and claim their rights. Working on both the supply side and demand side facilitates trust building and improves working relations and is thus a critical part of local development processes.

Utilization of digital technology for policy influencing: During the previous strategic period, API embraced the use of digital technology. It developed seven different Tech Tools (including the Citizen Score Cards that were used by 19,800 citizens (including 12,489 women, 63%) and 7,000 government officials to improve education, health and administrative services in 200 communes) and provided online learning during the Covid 19 pandemic in Khmer language.

Lesson learnt: It is worthwhile to strive for consistent use of digital platforms since they offer enormous potential for boosting accountability and citizen engagement.

For Strategic Objective 2 - Citizen Engagement

Empowerment of citizens: API worked with 111 CBOs, 55,802 youth (including 25,289 women, 45.3 %), six CSOs, 23 NGOs and 545 Community Accountability Facilitators (CAF)^v to demand accountability responsive and inclusive decisions, and actions to improve public services and policy implementation at the sub-national level. As a result of the increased monitoring of SNA services by those empowered, the number of citizens who were satisfied with government performance increased for ethnic minorities, people with disabilities and youth between 2018 and 2021.^{vi} Notably, 80% of the respondents^{vii} had observed an improvement of the quality of SNA performance.

NSAs taking into account the needs and priorities of their community: In 2019 – 2023, API worked in 19 out of the country's 24 provinces, where it covered 50 districts and municipalities as well as the country's capital, Phnom Penh. This resulted in citizens' voice being taken into consideration in 605 communes and 91 DMKs (85 % of the SNAs) which concerned 116 health centers and 795 primary schools.

Lesson learnt: Engaging citizens in councils' decision necessitates specific advocacy with the councilors as there is still an underlying culture of government secrecy. Even though Councils' meetings are open to the public, councilors frequently invite only a few persons to attend. Aside from the council's meeting area, there is often minimal room for citizens.

For Strategic Objective 3 – Access to Information

Improved knowledge on the right to Information: API empowered nearly two million citizens to exercise their rights to access public information. The response from the supply side was also positive with 678 public institutions disclosing information on public services and budget matters. All 40 districts and municipality administrations that were targeted by API's projects disclosed budget information for greater transparency.

Lesson learnt: Working with youth can help to mobilize support for spreading knowledge. Youth and CSOs participated in consultation forums, which promoted local information sharing.

For Strategic Objective 4 – API's organizational capacity

Fundraising capacity was enhanced: API managed a 60% increase of its annual budget and a more than doubling of its expenditures over the planning period. The team increased from 17 staff (5 females, 29.4%) in 2019 to 38 staff (17 females, 44.7%) in 2023.

In 2023, API's Monitoring, Evaluation and Learning (MEAL) Online database became operational. As a standard procedure, API evaluated the achievements and challenges of each of the 20 projects it completed in the period 2019 - 23 (see Appendix 1) to contribute to the formulation of new activities and API's team capabilities.

Improved coordination role in the non-governmental sector: API has been the chair of the A2I Working Group (A2IWG) since 2007 and an active member of the Digital Rights, Social Protection for All and Budget Working Groups, for which it has made considerable contributions. API has also been a member of the Board of Directors of the Coalition for Partnership in Democratic Development that it helped develop as a separate NGO in 2017 (from an NGO Working Group for Decentralisation and Deconcentration). These activities show that API plays an important coordinating role in the NGO sector. The WGs also provide API with an extensive network of collaborating partners, whose synergy also contributed to the interventions' success.

Professional Practice certificate awarded: The quality of API's governance, resource management and management structure & style warranted the award of the Governance and Professional Practice certificate by the Coordination Committee of Cambodia (CCC) in 2019 and 2023

Development partners regard API as an organisation that avails of a wide network, is well managed and able to maintain an excellent relationship with all kinds of stakeholders, including central level ministries, SNA officials, community people and other CSOs.





5 CONTEXT ANALYSIS



5.1 Demographics of Cambodia

The total population of Cambodia was approximately 15.28 million in 2019^{viii} and grew to be 16.9 million in 2023^{ix} which implied an annual growth rate of 1.1 %. According to the General population census of Cambodia (GPCC) (2022), around 89% of the population is of working age (15-59 years) including 4,229,927 women (49%), and 0.65% are under 15 years of age, including 22,457 women (0.26%).^x In 2020, 93% of these workers were employed in the informal sector.^{xi}

5.2 Political Context

5.2.1. Recent political developments

The Cambodian People's Party (CPP), under the leadership of the former Prime Minister, Hun Sen, has led the country's political development since 1979. Despite tremendous success in maintaining peace and stability for the last decades, the level of political freedom has decreased since the opposition party (Cambodian National Rescue Party, CNRP) was dissolved in 2017.^{xii}

Results from recent democratic elections show that in the June 2022 commune elections the CPP won 80% of the votes while the Candlelight Party won 18%.^{xiii} For the general election in July 2023, the CPP won 120 out of the 125 seats of the National Assembly while the Candlelight Party was disqualified.^{xiv} This was followed by the appointment of a new Prime Minister, Hun Manet, who also became the vice-chairperson of the CPP. The new Prime Minister started his tenure in July 2023 by issuing a number of new policies, including the Pentagonal Strategy which is focused on five points that together are to ensure sustainability of Cambodia's development.^{xv}

Between 2000 and 2022, the World Bank (WB)'s Worldwide Governance Indicators^{xvi} scored Cambodia with increased Political Stability, Government Effectiveness and Rule of Law while decreasing on Voice and Accountability, Regulatory Quality and Corruption.^{xvii}

In the international arena, in 2022, Cambodia chaired the Association of Southeast Asian Nations (ASEAN), and successfully hosted the ASEAN Summit in November 2022. Cambodia also played a role in the development of the Regional Comprehensive Economic Partnership agreement in January 2022.

5.2.2. The Decentralization and deconcentration process

Sub-National Authority (SNA) governance has been enhanced through the RGC's Decentralization and Deconcentration (D&D) process with increased attention for the improvement of the efficiency and quality of service delivery through SNAs.^{xviii} The RGC also recognizes that D&D is essential for the realisation of its socio-economic goals.^{xix}

There has already been good progress in terms of improving SNA governance during the RGC's first National Program for Sub-National Democratic Development (NP-SNDD, 2010 - 2020) with 55 main functions transferred to the District/Municipality level (as defined by the government sub-decrees No. 182, 183 and 184) together with some 20,000 staff to execute those functions. The SNAs have also been given responsibility for the management of their own staff and the line ministry staff working in their jurisdiction.^{xx} The transfer of financial resources to SNA has also considerably increased over the last 10 years.^{xxi}

Despite huge positive progress made to date, this process also faced some legal and operational challenges, including the new accountability and reporting lines.^{xxii} Capacity development is in Particular needed to increase SNA staff's understanding of their functions and responsibilities, among others (i) how to perform as policy-making bodies aimed at supporting SNA plans and budgets, (ii) to be effective representatives of citizens in their jurisdiction, and (iii) how to manage public services supported by fees (e.g. solid waste management).^{xxiii}

In 2021, the RGC approved the new National Program for (sub-national) Decentralisation and Deconcentration (NP-SNDD-2) which has given a further boost to improvement of services provision to Cambodia's citizens.^{xxiv} From the view of NCDDDS, there is scope for NGO involvement in, among other activities, developing the capacity of SNA officials, raising citizen understanding of SNA functions, and help citizens hold SNAs accountable for their performance.^{xxv}

5.2.3. Limited Citizen's awareness about Good Governance

Some of the lessons learnt from multiple projects implemented by API during the previous planning period is that (i) SNA officials often do not have full understanding of their functions and citizen's rights to question them, and (ii) citizens often have little knowledge about SNA functions and therefore do not know what they can expect from the public servants.

Regarding the limited understanding of SNA officials in regard to citizens' rights to question them, according to the International Budget Partnership (2021).^{xxvi} Cambodia scored 33 out of 100 points in terms of budget transparency. The same document country scored 0 out of 100 for public participation regarding government budget decisions. At the sub-national level, NGOs have requested more transparency on the allocation of, for instance, the commune budget to ensure effective utilization.^{xxvii}

5.2.4. Accountability by duty bearers has been improving

For good governance it is important that public servants are transparent about their actions and decisions and that they are held accountable by citizens for their activities.

For that, access to information is an important pathway for citizens to hold the government accountable and promote transparency.^{xxviii} During ISAF Phase-1, API contributed to bring about increased supply of information which led to greater transparency of decisions and expenditure of communes, schools, and health centres.^{xxix} However, there was still a lack of awareness about citizens' right to attend meetings without invitation,^{xxx} where they can hold the councillors accountable.

5.2.5. Citizens' participation in governance/civic engagement

In Cambodia, democratic space has been shrinking. Individuals and political parties are becoming less involved in substantive decision-making, putting democratic governance at risk.^{xxxi} Some human rights groups working on advocacy have been marginalized and some activists have been arrested or imprisoned.^{xxxii}

5.2.6. Citizens' participation in the formulation of laws and policies

The process of law and policy formulation is dominated by CPP-appointed officials within ministries with little public consultation.^{xxxiii} Civil Society Organizations (CSOs) including API are sometimes invited to comment on draft Legislation. However, their comments are not fully considered. Consequently, there are few opportunities for people to voice their concerns about the impacts of specific

policies and laws. Opinions of the most disadvantaged groups are often not sought as they lack access to those formulation processes, or lack venues for them to raise their concerns to be heard by the policy makers or law makers.

Most disadvantaged people

People from extreme poverty, people with multiple debts, indigenous people, people with disabilities, out of school children, Lesbian, Gay, Bi-sexual, Trans-gender, Intersex and Queer (LGBTQI), migrants, and stateless people.

5.2.7. Evidence-based policy recommendations

In Cambodia, evidence-based policy recommendations have been insufficient due to (i) limited financial resources to formulate such policies, and (ii) a scarcity of experienced researchers to bring evidence-based analysis for influencing policy formulation. This hampers the achievement of desired outcomes, obstruct policy-making slows the overall development of the country.

Positively, in recent years the RGC has given more attention to the use of data and evidence-based input in the public policy process.^{xxxiv} Knowledge is produced by (i) Government research groups/organisations/units, (ii) technical experts from development partners, (iii) research institutes and think tanks, (iv) university research centres, (v) United Nations agencies, (vi) NGOs, (vii) consultancy firms and individual consultants.^{xxxv}

5.2.8. Human Rights ^{xxxvi}

The United Nations Special Rapporteur analysed Cambodia's situation based on 20 benchmarks and only 5 of them were on target.^{xxxvii} The most salient points of the analysis show, among others: (1) human rights defenders, and political dissidents and labour union leaders are detained (on political grounds); (2) multiparty pluralism is being undermined; (3) there have been at least four mass trials with a lack of credible evidence, and no respect of fair trial rights, (4) The judiciary is not independent; (5) there have been enforced disappearances.^{xxxviii} Another concern is that the Freedom of Expression, which is a fundamental right of citizens, has been reduced considerably.^{xxxix}

Cambodia still ranked 150th of the 180 countries on-Transparency International's Corruption Perception Index in 202.^{xl} There is considerable scope for improvements, including adopting the A2I law, upholding the right to hold those in power accountable, strengthening institutional checks on power.^{xli}

5.3 Economic Context

5.3.1. Strong economic growth

Cambodia's economy grew by an average of 7% per annum during 2010–2019, making it one of the fastest growing economies in the world.^{xlii} Driven by garment exports and tourism, Cambodia ranks above Myanmar, Timor-Leste, Lao, Singapore and Indonesia in terms of economic growth rate.^{xliii} With this economic growth, Cambodia underwent a significant transition, reaching lower middle-income status in 2015 and expressing the aspiration of attaining upper middle-income status by 2030^{xliv}, with gross national income (GNI) per capita at 4,431 USD in 2022.^{xlv}

The impact from COVID-19 the Cambodian development was minimal, with -3.1% in 2020 GDP growth but in 2021 it recovered to +3%.^{xlvi} This quick recovery greatly owes to the exporting industries mainly garment and footwear. These two industries accounted for 63.7% of the total goods exports (excluding gold) in 2021.^{xlvii} The World Bank (WB) projects that GDP growth is forecast at 5.2%.^{xlviii}

5.3.2. Impact from global economy and human rights issues

Despite these positive projections regarding the national economic growth, disadvantaged people were left more vulnerable as a result of the Covid-19 pandemic and the world inflation. For example, many garment workers were receiving a lower monthly income in 2022 than before the Covid-19 pandemic, even though the minimum wage had increased over the same period. Due to the pandemic they also had to increase their informal loans, and in some cases directly from factory supervisors^{xlix}, which may put at risk their “right to free choice of employment, just and favourable conditions of work and equal pay for equal work”^l.

For other parts of the Cambodian population, households’ debts (often taken to overcome acute financial crisis in the family) have been the primary reason for migration for low-income households but have also increased the migrants’ vulnerability to trafficking and related exploitation and caused negative economic, social and psychological problems upon their return to their communities.^{li}

5.4 Social Context

As discussed in Section 3 and depicted in the figure on page 3, the issues that API intends to address were determined by an extensive consultative process. For the social fields, the stakeholders identified the following issues.^{lii}

5.4.1. Expansion of social protection to all

Social protection is provided through two mechanisms: 1) Social insurance (i.e. The National Social Security Fund, NSSF) which makes available allowance to workers in the formal sector in case of old age, invalidity, fatality, work injury, diseases and maternity, and 2) Social security which includes the IDPoor/ Equity card (issued by the provincial departments of planning) and the Health Equity Fund (issued by the MoH). However, the NSSF covers only formal workers (with some initiatives to expand to informal workers in recent years). There is a need to expand its coverage to all workers including street vendors.^{liii}

Sixty percent of all health expenditure are paid by out-of-pocket expenses, which makes health services difficult to access for poor households.^{liv} There are currently considerable inequities in health outcomes, especially for marginalised groups. The Health Ministry’s Health Equity Fund has, since its inception in 2000, increased access to health care. Yet there remains considerable scope to make it accessible to more disadvantaged people. According to the Social Protection Strategy for Persons Defined by the Provisions of the Labour Law for the period 2014-2018, the HEF faces a number of challenges relating to compliance by employers and employees not possessing the right documentation. Employees have expressed concerns about the quality of health services provided through HEF mechanisms.^{lv}

5.5 Legal Context

5.5.1. Judicial reform is in progress but slow

The legal system in Cambodia is still developing, and there are several challenges that need to be

addressed; for example, judgements issued by the court are not officially published to public and it is not easy for the public to access them. Cambodia was ranked 141 of 142 in the Rule of Law Index 2023^{lvi}, indicating that the judiciary is not impartial nor independent.

5.5.2. Access to Information Law

The flagship project of API since 2007 has been the adoption of the Law on Access to Information (A2I). This law is expected to be promulgated during the current RGC period (2023-2028), and could facilitate democratic governance and judicial reform by enabling citizens to access court decisions.

5.6 Technological Context

The RGC's commitment to digitalization has been a significant factor in propelling the development of technology in Cambodia. The RGC formulated the Digital Economy and Society Framework^{lvii} and the increasing affordability of smartphones and internet access, further contributing to the expansion of technology in Cambodia.

5.6.1. Digital technology as new service delivery method

The NCDDS emphasises the relevance of digital technology for effective service provision and monitoring of and providing feedback on quality of services. It promotes "full *integration of digital technology into sub-national governance*"^{lviii} and will increasingly promote the digital tools it has developed during the past two years, which may become an alternative for the citizen's scorecard.

5.6.2. Cyber security and management

In February 2021, the RGC adopted the "National Internet Gateway" to "ensure effective and efficient revenue mobilisation, social order and the proper management of culture and civility".^{lix} Yet, these rather vague terms give the RGC the option to block users from accessing information that is deemed critical of its performance.

For strengthening the cyber security, a draft Cyber Security law could give the RGC expanded powers to seize computer systems from companies.^{lx} Consequently, the law is a potent tool against freedom of online expression and citizens' right to privacy.^{lxi} Continuous monitoring of the drafting process is essential to ensure that this new law will not oppress individual rights.

5.7 Environmental Context

5.7.1. National Resources Governance

Challenges are observed in the governance of national resources management, particularly in relation to deforestation, climate change, and the management of marine and water resources. In reality, from 2001 to 2022, Cambodia lost 923,000 ha of tree cover in protected areas (17% of the country's tree cover area in 2000), of which 215,000 ha (23%) were lost during 2020-2022.^{lxii} The main reason for the forest loss was rubber production (in economic land concessions). Around 699,000 ha, or 3.9% of Cambodia's total land area is reserved for rubber plantations, which often lie within Economic Land Concessions (ELC)^{lxiii} Deforestation severely affected the livelihoods of rural Cambodians, particularly ethnic minority groups, and caused soil erosion, flooding, loss of biodiversity and of capacity to store carbon and thus exacerbated climate change.

5.7.2. Climate Change

According to the Global Climate Risk Index 2020, Cambodia ranks as the 12th most vulnerable country to climate change globally.^{lxiv} Cambodia is both highly exposed and vulnerable to climate change, as its economy is heavily dependent on climate-sensitive sectors, such as agriculture, water resources, forestry, fisheries and tourism. The WB and ADB (2021) concluded: “The impacts [of climate change] may significantly exacerbate existing issues of wealth and income inequality and will hinder poverty alleviation efforts.”^{lxvi}

The number of people who will face extreme river floods could grow to around 4 million by the 2040s.^{lxvii} Severe floods and droughts are expected to cause a loss of 10% of Cambodia’s GDP by 2050.^{lxviii} To address climate change, the RGC adopted the Climate Change Strategic Plan (CCSP 2014–2023) and the second CCCSP (2024 -2033) is under preparation.

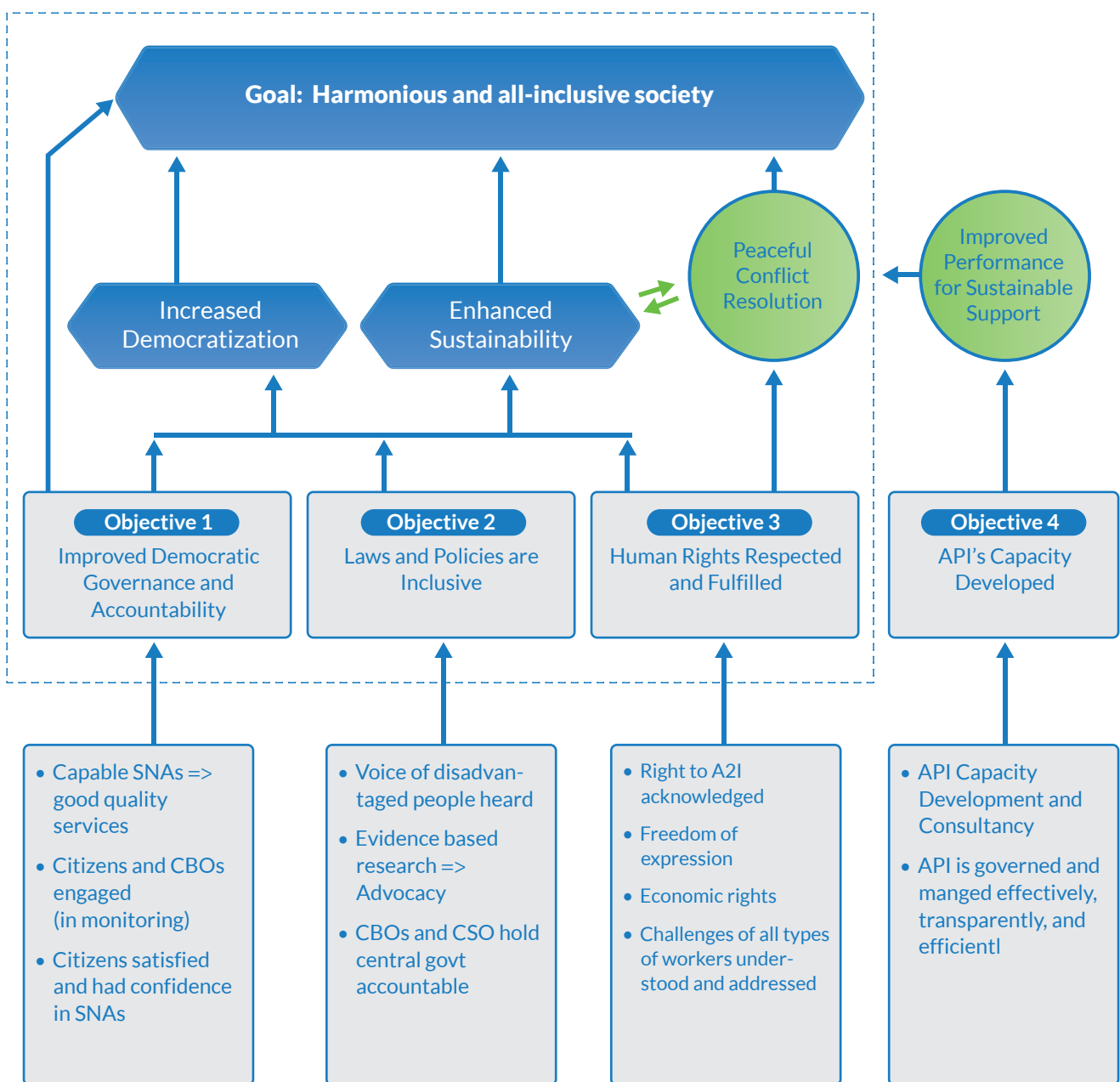




6.1 API’s Theory of Change, 2024 – 28

The figure in this page shows the relationship between the results, objectives and API’s goal for 2028. **The full wording of each of the elements in this figure is presented in section 6.2 and 6.3.** The figure also shows, **in green**, the meaning of the term “harmonized” in the goal and the support that a more developed API can offer in a sustainable manner - to the realization of the objectives and the goal.

The thickness of the arrows reflects API’s control over the realization of the intended effect.



This Strategic Plan is aligned with the RGC’s Pentagonal Strategy and the UN Sustainable Development Cooperation Framework, Cambodia 2024 – 2028 that has as an intended outcome, among others: *“By 2028, people in Cambodia, especially those at risk of being left behind, live in an increasingly gender equal and inclusive society with active civic space and enjoy more effective and accountable institutions”*.⁶⁹

In particular, API supports the Cambodian Sustainable Development Goals (CSDG) 16 “Peace, Justice and Strong Institutions”, within which API contributes to:

- CSDG 16.6 to “develop effective, accountable and transparent institutions at all levels”,
- CSDG 16.6.2, “Proportion of the population satisfied with their last experience of public services” and
- CSDG 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 Equality, SDG 8 Decent Work and Economic Growth, SDG 10 Reduced Inequalities, and SDG 13 Climate Action.

6.2 API’s Aspirations

API’s Vision Cambodia has a national culture of harmony, with political and economic stability, sustainable development, democratic governance, and protection of human rights for a prosperous future for all.

Mission To serve the long term democratic and social development needs of Cambodia through the empowerment of people to interact with their government to protect their rights.

API’s Goal For this Strategic Plan: In 2028, Cambodia is a more harmonious and inclusive society with sustainable development, good governance and respect for democratic principles and human rights.

Cross-cutting issues

Women and girls, youth, most disadvantaged people, digital development, natural resources governance and climate change.

Approach to implementation

The approach to implementing this Strategic Plan will be characterized by (i) embracing diversity and social inclusion with the “No one left behind” principle, (ii) strict adherence to the Do No Harm principle (including, among others, an analysis of possible negative impacts of API’s activities prior to their commencement), (iii) continuous engagement of the beneficiaries in decision making and (iv) optimum collaboration with other institutions with the same goal.

6.3 Objectives, Results, targets and activities

Objective 1 Improved Democratic Governance and Accountability

This objective addresses the need to improve SNA governance in general and OWSO / District

Ombudsman in particular, insufficient citizen's awareness about Good Governance, limited citizen's participation/ civic engagement, demand for accountability and increased decentralization.

Result 1.1 SNAs are capable of exercising their (decentralized) functions in accordance with the laws and relevant regulations to promote democracy, inclusiveness, equality, and justice.

Target 1.1 % of officials in target areas indicate that they are able to better exercise their functions.

Strategic activities

In partnership with the NCDD's National School of Local Administration (NASLA), National League of Local Councils, National League of Local Council and Universities, capacity development measures for NSAs will be developed and implemented. This will pertain, among others, to Mol's Prakas 182, 183 and 184 that specify the functions decentralized to SNAs (including to the OWSOs) and the right of access to information.

Result 1.2 CBOs are monitoring the SNA's functions and services to effectively respond to the prioritized needs of the people, especially most disadvantaged peoples.

Target 1.2.1 At least 50 CBOs are monitoring and engaging with SNAs' functions after receiving capacity development from API.

Strategic activities

API will empower CBOs (Journalists, Disadvantage Groups, Youth Groups, NRM CBOs), through training, forums, digital platforms and coaching.

Target 1.2.2 Constructive and regular dialogues between SNA and/CBOs and Their members are held in 50 districts.

Strategic Activities

API will help organize constructive dialogues about the quality of services in 30 districts in target provinces. This activity will include the use of updated existing tools and – possibly – the development of new tools also considering Mol's plans for e-government. These dialogues also serve the purpose of trust-building between SNAs and citizens and CBOs. They will discuss citizens' concerns and identify possible solutions.

Result 1.2 Citizens (including most disadvantaged people) are more engaged in their SNA's.

Target 1.3.1 % of Citizens (50 % women) have improved understanding of SNA's decentralized functions and services.

Strategic activities

In partnership with relevant national and sub-nation institutions (incl NCDD and SNAs), API will develop a capacity building program for citizens through, among others, social media, online e-learning platform, high schools and universities. Citizens will gain improved understanding of SNA's functions and services as well as accountability and transparency, including functions of the OWSOs and Ombudsmen through digital platforms.

This capacity development of citizens will be supported by API's evidence-based research, followed by policy dialogues with citizens' participation in planning, budgeting and procurement process.

Target 1.3.2 % of citizens (50% women) whose understanding was enhanced by API-led activities who are monitoring the services (provided to them and their family, relatives, and friends) and other SNA functions.

Strategic activities

The monitoring capacity (knowledge and skills) of the citizens who participated in API-led activities (under Target 1.2.1) will be developed through training on how they can monitor the services and engage with SNAs in a constructive dialogues about the quality of services. API will make use of I-SAC, I- SAF, and non-ISAF approaches to engage citizens in monitoring.

SNA's budgets and expenditures will be also monitored with the aid of the Citizens Budget Analysis App and SNA's One Window Services is monitored through the Pidor Chatbot, both of which will be updated by API and its partners.

Target 1.3.3 Youth, women and disadvantaged people are participating in target communes/sangkats' decision-planning and decision-making.

Strategic Activities

Through the use of training, forums and digital platforms, API will educate youth, women and disadvantaged people about their rights and responsibilities in a democratic society, including their rights to hold SNAs accountable.

Target 1.4 % of Citizens (50% women) in target areas observing improved SNA performance as appears from citizen's score cards and face-to-face dialogues.

Strategic activities

API intends to support I-SAF cycle activities focused on the environment, water, sanitation, climate change, and the agriculture sector by engaging citizens in cooperation with the government and NGOs. API will boost citizens' confidence to apply for social and administrative services by providing them with information and administrative, logistic and technical support. API will also collect and analyse information on citizens' experiences (based on the digital scorecard) and produce policy briefs for advocacy.

Objective 2 The development, implementation and monitoring of public policies and laws is inclusive and democratic.

This objective addresses the following issue: Increased support for the formulation of new policies and laws with inclusiveness through more public consultation regarding National Resources Governance (NRG), Climate Change, Social Issues, and to respond to increasing demands for evidence-based policy and legal recommendations.

Result 2.1 Voice of most disadvantaged people from the communities and youth from high schools and universities are recognized and addressed at national and sub-national level.

Target 2.1 Citizens (50% women) gained knowledge of Natural Resources Governance and Climate Change

Strategic activities

API will undertake awareness campaigns on Natural Resource Governance (incl. User Rights) and Climate Change through face-to-face school and university-based learning programs, e-learning platform and social media campaigns. These campaigns will especially (but not exclusively) take place in communities that are most affected by NRM issues and climate change.

Target 2.1.2 In 50 communities affected by NRM issues and Climate Change, disadvantaged people are protecting their natural resources and raise their concerns for policy influencing.

Strategic activities

API will identify key representative groups of disadvantaged people, conduct TNA and develop training curriculum and deliver training sessions, mentoring and technical support. These groups will also be supported with field visits and policy dialogues to raise their concerns to SNA and central government.

Target 2.1.3 Medium and large-scale enterprises comply with Human Rights and Environmental Inspections and respect the environment better.

Strategic activities

API will support citizens and in particular women, youth and most disadvantaged people to raise their concern about human right and environmental compliance of enterprises. API will also collaborate closely with the Extractive Industries Transparency Initiative.

Result 2.2 More research and evidence available for policies dialogues and its enforcement and monitoring.

Target 2.2 10 research/studies completed and findings disseminated.

Strategic activities

API will conduct research studies regarding issues of citizens' concern to use the conclusions as evidence while advocating with the RGC to formulate new or to amend existing policies and laws. Those studies may cover the fulfillment of the Right to A2I, Freedom of Expression, Digital rights, D&D, Public Financial Reform, Social Protection and Economic Development.

API will organize regular policy briefing and dialogues with key stakeholders, including development partners, CSO networks, the media, the private sector, and central government institutions and SNAs, the National Assembly, as well as ASEAN and Global Dialogue Platforms & Mechanisms, such as the ASEAN People Forum, while reviewing RGC follow up actions on Universal Periodic Review reports (on Cambodia's human rights records) and during the joint celebrations of the A2I Day, Human Rights Day and Social Protection Week and other international events.

Result 2.3 CBOs and CSOs can technically and financially help citizens to hold central government accountable for the implementation of its laws and policies.

Target 2.3 50 CBOs and 200 CSO members of the A2IWG, CPDD, BWG, DRWG, SP4ALL, CCC, NGO Forum, provincial CSO networks are holding SNA and central government accountable.

Strategic activities

API will continue to develop the advocacy capacity of new CBOs, women, youth, Citizen Journalists and new CSO networks, the members of the Cambodian Centre for Independent Media (CCIM) and CamboJa through hybrid training, e-learning platforms, and mentoring.

Through collaboration with network members, API will jointly advocate for more accountable and effective enforcement of legislation and implementation of policies (related to A2I, Digital Rights, D&D and Public Financial Management Reform and Social Protection).

Objective 3 Human Rights Respected, Protected and Fulfilled

This objective addresses the issues of the protection and fulfillment of fundamental rights of all Cambodians, by proactively engaging the most disadvantaged groups.

Result 3.1 Right to access to information acknowledged

Target 3.1.1 A2I law approved (with inputs from CSOs) and implemented at all levels (by the year 2028)

Strategic activities

API will continue to lead the Access to Information Working Group (A2IWG), which will be further aligned with the Digital Right Working Group and other coalitions and networks to advocate for the adoption of the A2I law. Once this has happened, API will support the development of the capacity of central ministries, SNAs, beneficiaries, networks, and CBOs on the A2I legal framework to implement it and monitor how they do so.

Even if the law is not adopted during this period, API will continue to encourage individuals and the RGC to follow/enforce existing regulations for access to information.

Target 3.1.2 30 districts are actively disclosing information to their citizens.

Strategic activities

API will continue to advocate that SNAs disclose information to citizens by using government platforms (information board, public forum, monthly meeting), Radio, Television, social media (Facebook, TikTok, Instagram). Once the A2I law becomes enacted, API will intensify these advocacy efforts in consultation with the Ministry of Information.

In order to monitor the implementation of the law, API will organize multi-stakeholder workshops with SNAs, CBOs and CSOs. It will produce regular reports on how especially citizens, journalists and business can exercise the rights to information based on the law.

Target 3.1.3 20 ministries that are member of the NCDD are actively disclosing information to citizens in line with existing regulations.

Strategic activities

Every year on A2I Day (28 September), API will organize a national workshop with participation of the beneficiaries and 20 ministries to strengthen existing regulations and ensure that these are well implemented, and information is disclosed to citizens.

Result 3.2 Freedom of expression respected and exercised.

Target 3.2.1 % of citizens (of which 50% are women) feel safe expressing their concerns, as a result of their participation in API-led activities.

Strategic activities

API will conduct education on citizens' human and socio-political rights (including freedom of expression), digital rights, and digital security to groups of activists and advocates. It will also organize a workshop with a role model activist sharing best practices and lessons learned on freedom of expression with the activists.

Thereafter, API will coach citizens in general and most disadvantaged people in particular who want to express their concerns to SNAs and to the national government institutions in communicating ideas, especially through digital platforms.

Target 3.2.2 % of the citizens who participated in API-led activities reported feeling empowered and expressed their opinion in public after their participation in API's activities.

Strategic activities

API will develop the capacity of activists (50% women) to speak in public through various platforms.

Together with the DRWG, API will undertake joint advocacy efforts and resource mobilizations on Internet Censorship Monitoring, Internet Gateway, Cyber Security Law, Cyber Crime Law, Personal Data Protection Law, and other related policies to initiate dialogue with policymakers and development partners.

API will produce a podcast on freedom of expression and the following activities (which it will undertake): (i) prepare Universal Periodic Review report and submit to the UN Special Rapporteur (ii) report on the freedom of expression and access to information.

Result 3.3 Business rights are promoted.

Target 3.3.1 Youth (50% women), women, and most disadvantaged people (50% women) feel that their rights to work is respected.

Strategic activities

API will create initiatives for youth, women, and most disadvantaged people by providing them with opportunities to learn their business rights including social protection and obtain the skills of advocating for realizing their business rights according to ILO conventions that Cambodia is a party to. API will organize youth debates on business rights and assist them to fully participate in policy making. Leadership courses will be provided to youth, women, and most disadvantaged people (on business skill).

Target 3.3.2 Youth (50% women), and most disadvantaged people (50% women) have access to social protection.

Strategic activities

API will conduct workshops for youth, women, most disadvantaged people, and workers on the importance of and how to get social protection. At the same API will advocate with central ministries to make existing social protection measures more inclusive, for instance by filling the gaps in IDPoor classification.

Result 3.4 Challenges of workers in the informal sector and Micro, Small and Medium, Enterprises being understood and addressed by SNAs and central government institutions.

Target 3.4 Workers (50% women) feel their challenges are understood and addressed by SNA and central government.

Strategic activities

API will assist for advocacy and policy influencing with the central ministries and working with medium and large enterprises to comply with human rights, environmental rights, and businesses' human rights based on UN, EU, and USA regulations.

At both sub-national and national level, API will advocate for people's right to education, soft skills and vocational skills and decent work, social protection, and resolution of workers' challenges in the informal sector and Micro, Small, Medium Enterprises (MSMEs). Awareness about digital risks and occupational health and safety issues will be included and these activities will focus on reducing the challenge for women to participate in both national and international trade.

Objective 4 API's Capacity Further Developed

This objective addresses the issue of capacities of API to improve its work on advocacy and policy dialogues to achieve all three objectives above.

Result 4.1 API is governed and managed effectively, transparently, and efficiently.

Target 4.1 API is fully compliant with international standards and development partners' funding requirements.

Strategic activities

API will hold 4 general staff meetings per year, 6 Executive Committee meetings per year and 2 Board of Directors meetings per year. API's Executive Committee and BoD will review and, where necessary, update the organizational policies⁷⁰ and ensure that all are readily available for donor assessments. Also, actions required by the RGC will be complied with⁷¹.

API's will also strengthen its capacity for internal control, its human resource management system, and update its funding and communication strategy, as well as its monitoring, evaluation and learning system. A staff capacity plan will be developed in 2024 and implemented in the subsequent years.

Result 4.2 API Development Consulting established as a separate legal entity/social enterprise.

Target 4.2 A social enterprise called “API Development Consulting” is officially registered as a separate legal entity by 2025

Strategic activities

API will establish a social enterprise called “API Development Consulting” to provide civil society, development partners, government, private sector with the best services to fulfill their needs by social enterprise-based high-quality training and consultancy services. These services will help promote social change and positive impact to the poor and most disadvantaged people in a more sustainable manner.

Result 4.3 “API Development Consulting” actively provides services in the field of Advocacy and Good Governance, and Organizational Development to local and international NGOs, SMEs, donors and government entities.

Target 4.3 Consultancy services provided in 2024 – 28

Strategic activities

“API Development Consulting” will submit proposals for training and consultancy services based on customer needs and calls by/to development partners for funding its activities. API will develop new training manuals, curriculums, and course syllabuses and update the existing training courses on all training manuals/curricula that API NGO has developed in the past. Experts required for these assignments will be recruited from a pool of trainers/consultants that the Social enterprise will establish, as it will be specified in the ToR.





7 MONITORING, DATA MANAGEMENT AND REPORTING



7.1 Monitoring Indicators and evaluation

This Strategic Plan will be implemented through projects funded by multiple donors with a log-frame (indicators) for each project for monitoring and evaluation.

Generally, a baseline survey will be undertaken before the start of each project and an end-line survey will be conducted as well. The targets for each of the indicators will be determined after the baseline survey, but not later than the year 2025. End-line survey data results will be analyzed and disseminated among API's staff and to donors for discussion in order to identify success and challenges and how those results can be linked to the next steps.

Appendix 2 specifies details of the results of this plan with indicators, related targets, and methods of data collection and analysis. It also provides guidance to the operationalization of the terms used.

7.2 Data Management

API has been keeping a database for the monitoring of and lessons learnt from the implementation of this strategic plan. It has been the responsibility of API's M&E unit/ expert to update this database on a quarterly basis. This Online M&E system will be used to support CSOs who are in need as part of API's capacity building and organizational development for CSOs.

Details of this database are presented in API's operational plan.

7.3 Reporting

Projects' progress reports will be completed with supervision by the Executive Director and then submitted to donors as per their requirements.

API will prepare annual reports on the implementation of this Strategic Plan (2024-2028), including the progress towards the above targets of the results and the learning results. In case the projects have not been completed, the progress report may be based on anecdotal information or Focus Group Discussions with the participants.



8 RISK ANALYSIS AND MITIGATION STRATEGY



Risk	Impact	Probability	Mitigation
Political matters			
Further shrinking of citizen's and NGOs' space to express their concerns	Increasing difficulty for API to engage citizens.	Low - Medium	API will: <ul style="list-style-type: none"> i continue to foster close collaboration with ministries (i.e. Ministry of Interior) and relevant institutions (i.e. NCDD-S) for promoting democratic governance for sustainable development. ii strengthen trust-building measures with RGC stakeholders iii remain 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.
Lack of transparency, combined with high levels of investment in Cambodia from select Asian countries will contribute to increasing difficulty for citizens to raise their voice about issues of their concern.	Increasing difficulty for API to engage citizens.	Low - Medium	<ul style="list-style-type: none"> ii strengthen trust-building measures with RGC stakeholders iii remain 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.
Financial matters			
Reduction of international funding due to insufficient improvement of Cambodia's democratic governance.	Reduced funding for API's strategic activities	Low - medium	<ul style="list-style-type: none"> i Collaboration with other CSOs and private sector to mobilize funds for development activities; ii Strengthening API's capacity as an NGO is enhance API's eligibility for direct funding. iii Establishment of API Capacity Development & Consultancy Pvt Ltd
Decreased funding due to (i) international conflicts (e.g. in the Middle East and Ukraine) and (ii) electoral outcomes shifting national budget priorities in Europe and USA.	Increasing difficulty for API to engage citizens.	Medium	<ul style="list-style-type: none"> iii Establishment of API Capacity Development & Consultancy Pvt Ltd



APPENDIX 1 - NUMBER OF BENEFICIARIES, BY GENDER AND PROJECT 2019- 23

Project	Total Beneficiaries				Children (Under 14)	Youth (15-30)	Adult (31-60)	Elderly (Over 60)	LGBTIQ	Disabilities	ID/Poor Family	Indigenous & Ethnic Minority People	CBOs	NGO/UN	Government Officials & Parliaments	Private Sector	Media	Others
	Total	Male	Female	Other														
Total non-accumulated one person counted one only as/he attended many activities in more than one time).	203617	95298	108199	100	1751	51150	102503	5601	9	1059	10818	15054	47816	763	4010	58	31	114
Project 1: Citizens' Voices and Actions for Sustainable Development in Cambodia - BfdW - 2020 - 2022	35744	19964	15780	0	334	651	33194	29	0	77	244	0	29030	13	833	0	6	0
Project 2: Youth Debates on the Development of the Cambodian Access to Information law (2019-23)	187	133	54	0	0	21	0	0	0	0	0	0	0	0	0	0	0	0
Project 3: Enhancing Local Democratic Governance in Cambodia - Citizen Score Cards (2018-2020)	8627	2956	5671	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Project 4: Strengthen Youth Participation in Local Planning and Budgeting (2020-21)	1293	504	789	0	0	173	0	0	0	0	0	0	0	0	0	0	0	0
Project 5: One Window for Citizens (2019-21)	46877	22548	24329	0	0	22895	17226	1371	0	10	186	0	4	182	182	0	0	0
Project 6: Change the Game Academy Program in Cambodia (2019 - 2023)	139	82	57	0	0	6	112	0	0	1	0	0	1	43	0	0	0	0
Project 7: People with Disabilities' Voices and Actions in I-SAF (2020-21)	1323	822	501	0	0	6	112	0	0	1	0	0	1	43	0	0	0	0

Project	Total Beneficiaries				Children (Under 14)	Youth (15-30)	Adult (31-60)	Elderly (Over 60)	LGBTIQ	Disabilities	ID/Poor Family	Indigenous & Ethnic Minority People	CBOs	NGO/UN	Government Officials & Parliaments	Private Sector	Media	Others
	Total	Male	Female	Other														
Project 8: Humanitarian Support to COVID-19 Outbreak & Lockdown Measures in Cambodia (2020)	3639	1791	1848	0	0	0	3639	0	0	0	3639	0	0	0	0	0	0	0
Project 9: Citizen Engagement for Social Accountability in Social Protection Phase I (2019-22)	1733	772	961	0	0	14	71	34	0	0	44	0	0	0	9	0	0	0
Project 10: Supporting meaningful civic engagement for accountability by leveraging digital technologies (2019-23)	52771	18531	34240	0	0	20352	30551	1868	0	361	5838	13636	0	90	1338	0	0	0
Project 11: Enhancing Institutional and Operational Capacities of The Provincial Association of Local Councils (2019-21)	21839	14390	7429	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Project 12: Voices and Actions of Young Women Leaders, and	355	188	147	0	0	320	366	0	0	0	0	0	0	8	163	0	0	0
Project 13: Innovative Social Accountability in Cambodia ISAC (2019-24)	6919	2519	4400	0	615	1791	3124	1397	9	60	384	15	0	0	759	0	0	0
Project 14: Access to Information for All (2021-23)	3323	1329	1994	0	0	1493	655	44	0	44	66	1399	2050	54	200	1	0	0
Project 15: Internet Monitoring Action Project (2022-24)	471	252	139	80	0	52	347	15	0	0	0	0	0	58	0	0	0	80
Project 16: Towards Public Procurement Transparency	132	92	40	0	0	0	0	0	0	0	0	0	0	0	0	0	16	0
Project 17: Louder Voices for Social Protection through I-SAF (2022-23)	1074	485	589	0	5	120	703	246	0	432	0	0	705	0	202	0	0	0
Project 18: Women and Youth Empowerment in Leadership (2023-24)	440	250	190	0	0	133	307	0	0	0	0	0	60	229	7	0	5	0
Project 19: Citizens' Voices and Actions for Sustainable Development in Cambodia Phase II (2023-25)	709	479	230	0	0	56	607	46	0	0	0	1	168	266	148	2	4	20
Project 20: Citizens' Voices and Actions for Sustainable Development in Cambodia - DCA 2022 - 2023	16022	7211	8811	0	797	3073	11601	551	0	74	417	3	15798	0	169	55	0	14

APPENDIX 2 M&E FRAMEWORK

The following table specifies details of results with the indicators, related targets, methods of data collection and analysis.

The third column defines the most essential terms used, and thus provides more insight in the indicators, which needs to be considered to collect data for monitoring and evaluation purpose.

(1) Result	(2) Indicator	(3) Definition of key Terms	(4) Indicator's target value	(5) Method of data collection / source of information	(6) Method of data analysis	(7) Responsible person
Objective 1: Improved Democratic Governance and Accountability						
1.1 SNAs capable of exercising their (decentralized) functions in accordance with the laws and relevant regulations	1.1 Percentage of officials in target area indicate that they are better able to exercise their functions.	Sub-National Authorities (SNAs) = Capital, Province, District, Municipality and Khan (DMK), Commune/Sangkat Officials = staff at the payroll of the Commune, District, Province or central Ministry. Better able = according to the officials' perception Their functions = as defined in Sub-decree 182, 183 and 184	To be determined after baseline survey	Survey (with N > 20 per commune, district and province asking questions about: i. how well they are able to exercise their functions (5-point Likert scales) before and after the API led activity ii. To what extent the API led activity has contributed to an enhancement of capacity Pre- and posttests of each training provided by API led project	Number of officials who indicate that the API-led activities has increased their capacity per commune district and province (Student's t-test for significance of differences between the SNAs)	API's M&E expert

(1) Result	(2) Indicator	(3) Definition of key Terms	(4) Indicator's target value	(5) Method of data collection / source of information	(6) Method of data analysis	(7) Responsible person
1.2 CBOs are monitoring the SNA's decentralized functions and services to respond to the prioritized needs & rights of the people, esp. most disadvantaged peoples	1.2.1 Number of CBOs that monitor SNAs exercising their decentralized functions and services after receiving capacity development from API	SNA: see above. Decentralized functions: see above. Monitoring: see above	120 CBOs	Baseline and Endline Survey among CBOs who benefit from API's capacity development	<ul style="list-style-type: none"> • None= did not check • Once • 2- 5 times • >6 times 	API's M&E expert, supported by concerned API Team leader
1.3 Citizens (including most disadvantaged people) are more engaged in their SNA	1.3.1 Number of citizens (Number of women), who have improved understanding of SNA's decentralized functions and services. This % needs to be broken down by % of women and girls and % of most disadvantaged people.	To be determined after baseline survey	120 CBOs	Pre- and post-test of each API- led capacity development activity will reveal the increase of understanding	<p>Increase in understanding will be classified as:</p> <ul style="list-style-type: none"> • Minimal : < 10 % increase in correct answers • Little: 11 – 40 % increase in correct answers • Medium: 41 – 70% increase in correct answers • High: > 71 % increase in correct answers 	API's M&E expert
1.3.2 Percentage of citizens whose understanding is enhanced by API-led activities are monitoring the services provided to them and their	1.3.2 Percentage of citizens whose understanding is enhanced by API-led activities are monitoring the services provided to them and their	Services: see above Understanding enhanced: score little - high on the indicator 1.2.1 (see column 5) Monitoring= checked (at least once) the	% of the citizens whose understanding is enhanced to be determined after base-line survey	Baseline and endline Survey among citizens whose understanding was enhanced by API or partner in API – led project.	<p>Frequency table:</p> <ul style="list-style-type: none"> • None= did not check • Once • 2- 5 times • >6 times 	API's M&E expert, supported by concerned API Team leader

(1) Result	(2) Indicator	(3) Definition of key Terms	(4) Indicator's target value	(5) Method of data collection / source of information	(6) Method of data analysis	(7) Responsible person
	<p>family, relatives, and friends) and other SNA functions.</p> <p>This % will be broken down by % of women and girls and % of most disadvantaged people.</p>	<p>service's quality (i.e. speed of delivery, correctness, cost, behavior of officials and other aspects specified during the capacity building) and reported about findings to SNA or person who reports to SNA (e.g. CAF)</p>				<p>API's M&E expert, supported by concerned API Team leader</p>
	<p>1.3.3 Number of districts where constructive dialogue between SNA and citizens and/or CBOs is ongoing.</p>	<p>Constructive = also openly discussing possible solutions of the challenges reported (even when no funds are available for implementing those solutions)</p> <p>"is ongoing" = started after capacity development by API</p>	<p>50 districts</p>	<p>Baseline and endline Survey among CBOs who benefited from API's capacity development.</p> <p>Answer checked by interviews with SNAs (especially regarding the term "constructive")</p>	<p>Expressed as number of districts (and percentage of all target districts where API – led activities have taken place.</p>	<p>API's M&E expert, supported by concerned API Team leader</p>
	<p>1.3.4 Number of youth, women and disadvantaged people participating in decision making/planning in their commune /Sangkat</p>	<p>Youth = any male and female between 14 and 30 years of age (MoEYS definition)</p>	<p>to be determined after base-line survey</p>	<p>Baseline and Endline Survey among youth, women and disadvantaged people who benefited from API's capacity development</p>		<p>API's M&E expert, supported by concerned API Team leader</p>

(1) Result	(2) Indicator	(3) Definition of key Terms	(4) Indicator's target value	(5) Method of data collection / source of information	(6) Method of data analysis	(7) Responsible person
1.5 Increased citizen's satisfaction and confidence in SNAs' service delivery and structures.	1.5 Number of citizens in target areas observing improved SNA performance as appears from citizen's score cards and face to face dialogues. This % will be broken down by % of women and girls and % of marginalized people.	Citizen score cards = as prepared under previous API projects	to be determined after base-line survey	Reports on Score Cards and dialogues	Data analyzed per Commune and District (and where applicable, Province)	API's M&E expert, supported by concerned API Team leader
Objective 2: The development, implementation and monitoring of public policies and laws is inclusive and democratic						
2.1 Voice of most disadvantaged people from the communities and youth from high schools and universities are recognized and addressed at national and sub-national level	2.1 Number of citizens who gained knowledge of sustainable NRM and climate change This % will be broken down by % of women and girls and % of marginalized people.	Natural resources = (in general: animals, vegetation, fossil fuels, air, water, land, minerals. This plan will focus on Forests, Fisheries, Water and Land	to be determined after baseline survey)	Pre- and posttests of each training provided by API led project	Increase in understanding will be classified as: <ul style="list-style-type: none"> Minimal : < 10 % increase in correct answers Little: 11 – 40 % increase in correct answers Medium: 41 – 70% increase in correct answers High: > 71 % increase in correct answers 	API's M&E expert, supported by concerned API Team leader

(1) Result	(2) Indicator	(3) Definition of key Terms	(4) Indicator's target value	(5) Method of data collection / source of information	(6) Method of data analysis	(7) Responsible person
	2.1.2 Number of communities affected by NRM issues and Climate Change, where disadvantaged people are inspecting/guarding their community's natural resources and raise their concerns at national and subnational level	Disadvantaged: see above Natural resources: see above. Affected by = multiple members of the community indicate during a Focus Group Discussion that actions of other people or organizations are having a negative impact on their resources	50 communities	Base and Endline survey among youth, women and disadvantaged people who benefited from API's capacity development		API's M&E expert, supported by concerned API Team leader
2.2 More research and evidence available for policies dialogues and its enforcement & monitoring	2.2 Number of research /studies completed, and find-ings disseminated.	Disseminated = reported on in writing or spoken word to sub-national and national government level and public media	10 studies			API's M&E expert, supported by concerned API Team leader
2.3 CBOs and CSO technically and financially can help citizens to hold central government accountable for the implementation of its laws and policies,	2.3 Number of CBOs and CSO members of the A2IWG, CPDD, BWG, DRWG, SP4ALL, CCC, NGO Forum, provincial CSOs networks are holding SNA and central government accountable.	Laws and policies = regarding A2I, and Digital rights, D&D, Public Financial Management Reform, Social Protection	120 CBOs and 200 CSOs	Survey among		API's M&E expert, supported by concerned API Team leader

(1) Result	(2) Indicator	(3) Definition of key Terms	(4) Indicator's target value	(5) Method of data collection / source of information	(6) Method of data analysis	(7) Responsible person
Objective 3: Human Rights Respected, Protected and Fulfilled						
3.1 Right to access to information acknowledged	3.1.1 A2I law approved (with inputs from CSOs) and implemented at all levels (by the year 2028)	Approved = promulgated as appears from the National Gazette	Approved by 2028	National Gazette		API's M&E expert, supported by concerned API Team leader
	3.1.2 Number of districts actively disclosing information to their citizens	Actively disclosing information = upon request from citizens and/or CBOs	30 districts	Interview with Commune Chiefs and District governors, cross-checked with information from monitoring CBOs (see Result 2.3)	Simple counting of districts that comply with the criterion	API's M&E expert, supported by concerned API Team leader
	3.1.3 Number of ministries that are member of National Committee of NCDD are actively disclosing information to citizens, in line with existing regulations			20 ministries	Interview with NCDD and line ministries	
3.2 Freedom of expression respected and exercised	3.2.1 Percentage of citizens who participated in API - led activities feel safe expressing their opinions. This % will be broken down by % of women and girls and % of most disadvantaged people.	Feel safe = according to their own perception expressed during an interview	to be determined after base-line survey	Survey among citizens who participated in API-led activities (N > 20 per district)	Counting of citizens who participated in API - led activities	

(1) Result	(2) Indicator	(3) Definition of key Terms	(4) Indicator's target value	(5) Method of data collection / source of information	(6) Method of data analysis	(7) Responsible person
	<p>3.2.2 Number of the citizens who participated in API - led activities feel empowered and have demonstrated their opinion in public since they have participated in API's activities.</p> <p>This % needs to be broken down by % of women and girls and % of most disadvantaged people</p>	<p>feel empowered and have demonstrated = according to their own perception expressed during an interview</p>	<p>to be determined after baseline survey</p>	<p>Survey among citizens who participated in API-led activities (N > 20 per district)</p>	<p>Counting of citizens who participated in API - led activities.</p>	
<p>3.3 Business rights are promoted</p>	<p>3.3.1 Number of youth number of women, and most disadvantaged people feel that their rights to work is respected</p>	<p>Most disadvantaged people: poor people, indigenous people, people with disabilities, out of school children the Lesbian, Gay, Bi-sexual, Transgender, Intersex and Queer (or those questioning their gender identity or sexual orientation)</p> <p>Right to work = whether the respondents feel that (i) employment laws and non-discrimination policies are in place; (ii) whether fair wages (men and women equal, merit based) are provided.</p>	<p>Number of youth (of whom 50 % are women), 300 women and 200 most disadvantaged people (50 % women) to be determined after base-line survey</p>	<p>Survey among citizens who participated in API-led activities (N > 20 per district)</p>	<p>Counting of citizens who participated in API - led activities</p>	

(1) Result	(2) Indicator	(3) Definition of key Terms	(4) Indicator's target value	(5) Method of data collection / source of information	(6) Method of data analysis	(7) Responsible person
	3.3.2 Increase in number of youth, women, and marginalized people who have access to social protection.	Access to social protection = <ul style="list-style-type: none"> • Having an ID Poor / Equity card • Having a social insurance (National Social Security Fund) 	Increased by Number of youth, women, and most disadvantaged people to be determined after baseline survey	Survey among citizens who participated in API-led activities (N > 20 per district)		
3.4 Challenges of informal workers of informal sector and Micro, Small and Medium, Large Enterprises being understood and addressed by SNAs and central government institutions	3.4 number of workers who feel their challenges are understood and addressed by SNA and central government. This % will be broken down by % of women and girls and % of most disadvantaged people.		Number of workers to be determined after base-line survey	Survey among citizens who participated in API-led activities (N > 20 per district)		
Objective 4: API's Capacity Further Developed						
4.1 API as an NGO is governed and managed effectively, transparently, and efficiently	4.1 API fully compliant with international standards and access to EU and USAID funding requirements		Yes	API's financial record showing source of funding	If request for funding/proposals are successful, we may conclude that API is compliant with their standards	API's M&E expert + Fund Raising expert
4.2 API Capacity Development & Consultancy established as a legal entity/social enterprise	4.2 API Capacity Development & Consultancy" officially registered with, by 2025		Registered by 2027	API's record		API's M&E expert + ED

(1) Result	(2) Indicator	(3) Definition of key Terms	(4) Indicator's target value	(5) Method of data collection / source of information	(6) Method of data analysis	(7) Responsible person
4.3 API Capacity Development & Consultancy actively provides services in the field of Advocacy and Good Governance, and Organizational Development to local and international NGOs, SMEs and government entities	4.3 Number of consultancy services provided in 2024, 2025, nine in 2026, 2027 and 2028	Three in 2024, six in 2025, nine in 2026 and twelve in 2027 and twelve in 2028	API's record	Simple counting of number of assignments (successfully completed = payment received)		API's M&E expert + ED



APPENDIX 3 API'S 5-YEAR STRATEGY BUDGET FRAMEWORK
Advocacy and Policy Institute (API) | API's 5-Year Strategy Budget Framework
01 Jan 2024 through 31 Dec 2028 (US\$)

-1	-2	Budget Plan 2024	Budget Plan 2025	Budget Plan 2026	Budget Plan 2027	Budget Plan 2028	Total Budget Plan for 5 Years
Result	Indicator						
Objective 1: Improved Democratic Governance and Accountability							
1.1 SNAs capable of exercising their (decentralized) functions in accordance with the laws and relevant regulations	1.1 Percentage of officials in target area indicate that they are better able to exercise their functions.	2000 USD per district, annually 15 districts.	219,000	219,000	219,000	219,000	1,095,000
1.2 CBOs are monitoring the SNA's decentralized functions and services to respond to the prioritized needs & rights of the people, esp. most disadvantaged peoples	1.2.1 Number of CBOs that monitor SNAs exercising their decentralized functions and services after receiving capacity development from API	2000 USD per district, annually 15 districts.	30,000	30,000	30,000	30,000	150,000
1.3 Citizens (including most disadvantaged people) are more engaged in their SNA	1.3.1 Number of citizens (Number of women), who have improved understanding of SNA's decentralized functions and services.	50 CBOs (2000USD/per CBOs x15 CBOs)	100,000	100,000	100,000	100,000	500,000
		10 CBOs members x per year per 15 CBO x 100 USD per person	15,000	15,000	15,000	15,000	75,000

recognized and addressed at national and sub-national level	2.1.2 Number of communities affected by NRM issues and Climate Change, where dis-advantaged people are inspecting/guarding their community's natural resources and raise their concerns at national and subnational level	(5 NRM CBOs & CSO Working Groups/Net-works x 10,000 USD per year)	50,000	50,000	50,000	50,000	50,000	50,000	250,000
2.2 More research and evidence available for policies dialogues and its enforcement & monitoring	2.2 Number of research /studies completed, and findings disseminated.	(research 20,000 USD per research), 2 research per year	40,000	40,000	40,000	40,000	40,000	40,000	200,000
2.3 CBOs and CSO technically and financially can help citizens to hold central government accountable for the implementation of its laws and policies,	2.3 Number of CBOs and CSO members of the A2IWG, CPDD, BWG, DRWG, SP4ALL, CCC, NGO Forum, provincial CSOs networks are holding SNA and central government accountable.	CSO Working Group x 20,000 USD per Working Group x 4 working groups	80,000	80,000	80,000	80,000	80,000	80,000	400,000
Objective 3: Human Rights Respected, Protected and Fulfilled			210,000	380,000	380,000	380,000	380,000	380,000	1,730,000
3.1 Right to access to information acknowledged	3.1.1 A2I law approved (with inputs from CSOs) and implemented at all levels (by the year 2028)	implement A2I law 30,000 USD in 1st year, 100,000USD per annual from 2nd year to 5th year.	30,000	100,000	100,000	100,000	100,000	100,000	430,000

3.2 Freedom of expression respected and exercised	3.1.2 Number of districts actively disclosing information to their citizens	30 districts, 1000 USD per district per year	30,000	30,000	30,000	30,000	30,000	30,000	30,000	150,000
	3.1.3 Number of ministries that are member of National Committee of NCDD are actively disclosing information to citizens, in line with existing regulations	20 ministries, start with some ministries. 20,000USD in 1st year and 50,000USD per annual from 2nd year to 5th year.	20,000	50,000	50,000	50,000	50,000	50,000	50,000	220,000
3.2 Freedom of expression respected and exercised	3.2.1 Percentage of citizens who participated in API – led activities feel safe expressing their opinions.	50,000 USD in 1st and 100,000USD per annual from 2nd year to 5th year in 30 districts implementation A2I law	50,000	100,000	100,000	100,000	100,000	100,000	100,000	450,000
	3.2.2 Number of the citizens who participated in API – led activities feel empowered and have demonstrated their opinion in public since they have participated in API’s activities.	50,000 USD per year	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	3.3.2 Increase in number of youth, women, and marginalized people who have access to social protection.	30,000 USD per first year, 50,000 USD in the next years.	30,000	50,000	50,000	50,000	50,000	50,000	50,000	230,000

Objective 4: API's Capacity Further Developed		392,490	232,827	242,948	256,400	271,030	1,395,695	
4.1 API as an NGO is governed and managed effectively, transparently, and efficiently	4.1 API fully compliant with international standards and directly access to EU and USAID funding requirements	1. Institutional fundraising: 3000 USD per proposal x 15 proposals per year for institutional funding & org management related cost.	45,000	45,000	45,000	45,000	225,000	
		2. Public Communication, Media, Marketing and Donors Relations x 10,000 USD per year	20,000	20,000	20,000	20,000	100,000	
		3. Monitoring, Evaluation, Learning and Accountability (MEAL), org and project evaluations, M&E Activities.	30,000	30,000	30,000	30,000	30,000	150,000
		4. Local Fundraising Activities for API's unrestricted fund and projects such as Social Protection package, JAAP/ CBO's actions	15,000	15,000	15,000	15,000	15,000	75,000
4.2 API Capacity Development & Consultancy established as a legal entity/ social enterprise	4.2.1 API Staff Capacity Development	28,400	28,400	23,000	23,000	23,000	125,800	
	4.2.2. Capacity Development & Consultancy to clients: CSOs, gov't and private sectors	150,000	30,000	30,000	30,000	30,000	320,000	

4.3 API Capacity Development & Consultancy actively provides services in the field of Advocacy and Good Governance, and Organizational Development to local and international NGOs, SMEs and government entities	4.3 Number of consultancy services provided.	Cost of Good Sold and Operation Cost	54,090	64,427	79,948	93,400	108,030	399,895
Grand Total			1,024,157	1,084,494	1,094,615	1,108,067	1,122,697	5,484,028



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END NOTES



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- 71 These include, among others: (1)-ACAR, (2)-Tax, (3)-NSSF, Labor Automated Central Management System (LACMS)





វិទ្យាស្ថាននីតិ និងគោលនយោបាយ
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The Advocacy and Policy Institute (API) is a Cambodian non-governmental organisation active in advocacy, policy influencing, good governance and civic engagement. Capacity building and dialogue facilitation are at the heart of our efforts towards democratic and sustainable development.

We have received widespread acclaim from both local and international organisations for our reliability, relevance and professionalism. Over a time span of almost two decades, API has helped institutionalise advocacy skills and has been striving to make local democratic and accountable governance a reality. To these ends, we have been conducting more than 300 training courses for over 10,000 participants affiliated with civil society and community-based organisations, local councils, media outlets, trade unions, Government institutions and the Cambodian Parliament.

API is unique in the Cambodian civil society in serving as a connector and facilitator for citizens' empowerment in their interaction with government at all levels. API has acquired first-hand experience on policy issues like access to information (A2I) through its grassroots work. Based on this vast experience, we are in the best position to make the voices of ordinary citizens count in policy-making at the national level. Here we have been trying to support government actors serve citizens according to the law and contribute to an enabling environment for citizens and civil society to express their concerns. Finally, we have been playing an important role in helping citizens understand their rights, access to information and make use of the opportunities for engagement offered by various laws and government policies.

Our programmes are guided by a human rights based approach. API serves all Cambodians and values the diversity of gender, sexual orientation and identity, (dis)ability, ethnicity, faith and political opinions. At the same time, we are especially committed to supporting the most disadvantaged in their efforts to make their voices heard.

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