



**The Advocacy and Policy Institute (API)**

# **Annual Report 2015**

**Phnom Penh, March 2016**

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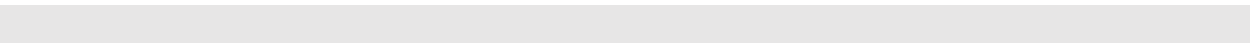
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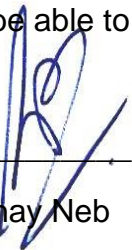


# FORWARD

Along with the great effort of the Government to attain democratic and sustainable development and improve the welfare of Cambodian citizens, API continues to make positive contributions in the form of strengthening the capacity of sub national authorities to better serve citizens and provide greater community knowledge to access information and to influence local decision making. API has successfully implemented several 'local government support initiatives' with greatly appreciated support from Bread for the World, the European Union's Delegation to Cambodia, DanChurchAid/ChristianAid, the Global Road Safety Partnership, the British Embassy, the Open Society Foundation and the Swiss Agency for Development and Cooperation.

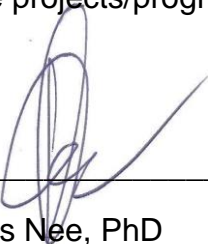
This 2015 annual report aims to highlight major accomplishments, lessons learned and the potential for sustainable impact at the grassroots. For instance, the dual (supply and demand sides) approach for the implementation of the EU financed project, 'Increasing Access to Public Information' implemented 2013-2015 has been a 'learning experience' for the successful implementation of the Plan for Social Accountability (I-SAF) 2015-2018. Importantly, the Government's Ministry of Information, UNESCO and other members of The Government's Technical Working Group on access to information greatly appreciate API's role in advancing the development of access to information legislation.

On behalf of the Board of Directors, we would like to express our commitment, in partnership with the Government and donor community, in working towards strengthening open government at national and sub national levels for the sake of improved livelihoods of citizens and vulnerable groups. Our time and effort is solely dedicated to 'building capacity for change in communities and society'. Without their active participation and cooperation it is true to say that the projects/programmes might not be able to accomplish such results.



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Sinthay Neb  
Director



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Meas Nee, PhD  
Chairperson of the Boards

## Abbreviations

IP3-II	Second Phase of the Government's Implementation Plan 2015-2017
TWG	Technical Working Group on Access to Information
API	Advocacy and Policy Institute
BfdW	Bread for the World
CBOs	Community based organisations
CSOs	Civil society organisations
D&D	Decentralisation and Deconcentration Policy
DCA/CA	DanChurchAid/Christian Aid
DM	District/Municipality
DMC	District/Municipal Council
DMF	District/Municipal Fund
EU	European Union
GRSP	Global Road Safety Partnership
IAPI	'Increasing Access to Public Information' project
IEC	Information, Education and Communication
I-SAF	Implementation Plan of Social Accountability Framework
MoWA	Ministry of Women's Affairs
NCDD	National Committee for Sub National Democratic Development
OHCHR	Office of High Commissioner for Human Rights
SNAs	Sub National Administrations
UNESCO	The United Nations' Educational, Scientific and Cultural Organisation
CARE	CARE Cambodia organization
CRY	Coalition for Road Safety organization
AIPF	Asia Injury Prevention Foundation organization
CRC	Cambodian Red Cross
WMC	Women Media Center organization
WHO	World Health Organization
CCIM	Cambodian Center for Independent Media organization
GIZ (EU SPACE)	German Technical Assistance Agency (EU program to Support Participation and Civic Engagement)
RACHA	Reproductive and Child Health Alliance organization
STAR KAMPUCHEA	START KAMPUCHEA organization
GADC	Gender and Development for Cambodia organization
SILAKA	SILAKA organization
VBNK	VBNK organization

# 1. Introducing the Advocacy and Policy Institute (API)

We are a Cambodian nonprofit and non government organisation working with all national and international institutions who share our values. We build bridges between governments, citizens and the private sector and we act to improve communication with and between parliament, the Government and civil society. API encourages evidence based advocacy actions in partnership with issue based organisations and networks. We promote advocacy, pro-poor policies, public access to public information and information disclosure.

**Our governance profile**  
Transparent  
Accountable  
Independent Board with good attendance  
Independent audit  
Internal audit  
Separate duties for Chair of the Board and Director

As a key partner of parliament and local government API aims to address the needs and concerns of Cambodia's people, particularly those who are marginalised and vulnerable. In many ways, we play a critical role in Cambodia's advance towards achieving democracy, good governance and poverty reduction.

As a leading advocacy capacity building institution we deliver advocacy training and produce publications in Khmer and English promoting understanding of advocacy and the Government's Decentralisation and Deconcentration Policy. We head the advocacy campaign for a law on public access to public information and public information disclosure.

## 1.1 Our Vision, Mission and Goal

**Our vision:** A Cambodia that through poverty reduction and the protection of human rights creates a national culture of harmony with sustainable democratic, political, and economic stability.

**Our 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 and provide for their needs.

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

**Our governance principles**  
Leadership  
Effectiveness  
Engagement  
Robust financial management  
Risk management

## 1.2. The people and resources behind our actions.

API's progress is only possible because of the dedication of our Board Members, employees and volunteers, donors, partners and the interest, enthusiasm and support of people in local and national government, parliament, civil society organisations and networks, communities and the media with whom we work. They give invaluable support allowing us to work towards our goal.

**Our partners and networks:** Collaborating with partners and networks allows us to work at local and national levels. Our partners support activities and share responsibility for actions which would be difficult to implement singly. API's partners in 2015 included: Article 19, the Cambodian Organization for Women's Support (COWS), the Fishery Actions Coalitions Team (FACT), the Khmer Buddhist Society in Cambodia (KBSC), Mlup Baitong (MB), the Village Support Group (VSG), the Coalition for Road Safety (CRY) and fifteen district, one municipality and sixty six commune councils.

API works with 10<sup>1</sup> several civil society networks to advocate for public interest on issues associated with democratic governance, access to information and open government partnership. We are members of the Access Initiative in Cambodia and the NGO Working Group for Partnerships in Decentralization and we lead the NGO Access to Information Working Group (CSO-A2IWG).

**Our financial support and expenses:** International donors provide the major part of our funding. We match our strategic ambitions to the available resources and by practicing sound financial policies and procedures we are able to move confidently towards our goal and vision. During 2014-2015 API received generous funds from seven donors<sup>2</sup> for projects benefiting the Cambodian people. We boost our finances with fees received from training government departments, local authorities, local and international civil society organisations and networks.

**How did we spend our funds?** API's funds were used to cover the implementation of project activities as well as administration, personnel salaries and expenses and office premises.

**How did we spend our funds?** Our funds were used for all our activities in the organization. Our total expenditure for 2015 was US\$781,186: a fall of 5.56% on 2014 (\$827,221).

<sup>1</sup> GRSP, CRY, WGP, CCC, CRRT, NGO forum, Budget Working Group, EIAWG, ISAF and CDPO

<sup>2</sup> Bread for the World (BfW), DanChurchAid/ChristianAid (DCA/CA), Global Road Safety Partnership (GRSP), the British Embassy, the European Union(EU), the Open Society Foundation(FOSI), the Swiss Agency for Development and Cooperation (SDC), USAID through Development Innovation in Cambodia.



Kampong Thom	2	11
Kratie	1	4
Pursat	2	6
Total	16	66

## 2. Cambodia's Decentralization: the Second Phase of the Implementation Plan

Cambodia's local councils face significant challenges as the Government adopts the Second Phase of the Implementation Plan (IP3-II) of the Government's National Programme for Sub National Democratic Development which aims to improve public service delivery by transferring some public functions to the provinces and promoting active engagement between citizens and local service providers. The councils face inadequate financial resources<sup>5</sup> which are usually seriously delayed and limited staff with the essential skills required to effectively undertake their roles and responsibilities. Factors essential for the success of IP3-II include:

- Strong cooperation between national and local government and civil society to pilot social accountability initiatives.
- The successful transfer of some functions, such as maintenance of the rural water supply, to SNAs.
- An increase in the limited DM fund to put into action transferred functions and allow progress towards implementing Conditional Grants and adopting a Sub National Investment Fund.
- Learning resource centres in Phnom Penh and the provinces supporting knowledge and understanding among elected sub national councils and their Boards of Governors.
- Support provided by improved multi-stakeholder partnerships for the effective implementation of sub national democratic development.

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<sup>5</sup> DM and CS Funds, Conditional Grants, Own Revenue Source and SNIF



### 3. API's activities and performance in 2015.

API, with support from donors and stakeholders in civil society and communities, mainly worked to increase public participation in local governance: essential for any progress with the Government's Decentralisation and Deconcentration Policy. More participation increases public knowledge and provides opportunities for people to 'have their say' in decisions affecting their lives while also ensuring that local government decisions meet public needs. At the same time our understanding is that for more participation we need to work to encourage more responsive local government and encourage more understanding about access to public information and legislation affecting society such as the new road traffic law.

#### 3.1 Building responsive and open local government.

API implemented activities to support SNAs such as:-

1. Organising forums to 1) support councils to improve their knowledge and skills so as to effectively undertake their roles and responsibilities, 2) establish and promote community access to information on local services and information disclosure, 3) encourage active citizenship (the activities of CBOs) to influence decisions on local development plans and budgets and 4) advocate for multi stakeholder dialogue on local development challenges.
2. Producing 'Openness and Access to Information', a three day access to information training manual, for local authorities. We used the manual to train 206 (34 women) local councillors and officials and we gave further assistance to authorities by providing office materials as well as resources to establish information systems.
3. Regularly supplying SNAs with copies of decentralisation policies and IEC materials about public services and official fees for public display.
4. Collaborating with the Open Institute and USAID/Development Innovations to establish Interactive Voice Response<sup>6</sup> (IVR) and Self-IVR applications on commune

*"Only information, for citizens, will ensure participation of local people in the local decision making process."*

Sinthay Neb, Director of  
Advocacy and Policy  
Institute

<sup>6</sup> Both IVR platforms could be used nationwide (at 070221146 and 095975846 for IVR) and Self-IVR application can be downloaded from this link <https://drive.google.com/file/d/0B-YkTOF0m6vRN1BEdk4wSjBKZVU/view?usp=sharing>

services for use by the public, especially young people, to access information relating to 'Sevakhum' - the commune administration service.

5. Working with CCIM to select<sup>7</sup> and train 28 journalists, nine of whom were women, on ethical journalism, freedom of expression and the right to access public information in an attempt to encourage them to use and spread independent media content. During the year, 73% of the journalists commented that they had more confidence to seek information from local administrations and community forums concerning local authorities and sensitive issues such as land rights, corruption and human trafficking. These journalists were equipped with Smart phones, accessories and a monthly phone credit to assist them to submit articles and to report to CCIM/Voice of Democracy and other media.
6. Training to twenty people from four provincial broadcasting units on access to information, the rights of the media and the role of the Government in disclosing information.

### 3.2 Strengthening representation of elected sub national authority councilors



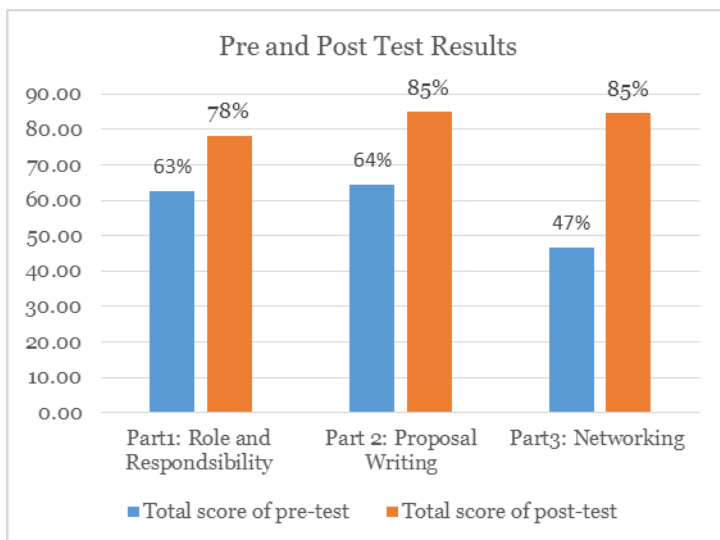
*A group of female councilors discussion on summarizing skills at female councilors workshop in Siem Reap*



*Group of female discussion on the critical issues liable to be raised at council meetings at female councilors workshop in Siem Reap*



*Group of female councilors photograph at the end of female councilors workshop in Siem Reap*



API with five CSOs<sup>8</sup> organized a three day consultative workshops for three times supported by GIZ (EU SPACE), NCDD-S and MoWA to female councilors at district/ municipality and provincial level in sub-national level.

hom, Pursat, Banteay Meanchey and Kratie .

In 2015, API has facilitated one time of a three day workshop on the roles and responsibilities of female councilors took place in Siem Reap province. 78 women councilors from five provinces<sup>9</sup> actively participated. This workshop provided opportunities for old and newly elected councilors to share experiences, strengthen their analytical skills and consider the need for a women councilors' support network. And the two more consultative workshop will be conducted by API on the topics of Advocacy and Public Speaking, critical thinking skills and summarizing skills in January and March 2016.

### 3.3 An access to information law: where are we now?

***Article 19 of the Universal Declaration of Human Rights – 'the freedom to speak and express opinions, and to have access to government held information' – is a universal human right legally protected in state constitutions across the globe. Freedom of expression and the right to information are linchpins of vibrant, thriving societies in which public participation contributes to ensuring equitable and inclusive development'.***

Public demand for more public information and greater participation in governance has significantly increased since Cambodia's 2013 national election. This has been spurred on by young people and civil society. There are two working groups concentrating on the production and passage of an access to information law for Cambodia: the Government's Technical Working Group under the leadership of the Minister of Information and a broader Access to Information Working Group made up of thirty civil society organisations. We are involved with both groups and as the representative of latter organisation we have become an accepted partner of the Government which helps to ensure a more inclusive process at which opinions and recommendations from all levels can be brought forward for debate with the Drafting Committee and the Technical Working Group. API continued its drive towards an access to information law with the following activities:-

1. Contributing to four debates with the Technical Working Group leading to the completion of 20 articles/4 chapters of a draft access to information law.
2. Reviewing 214 laws, 622 sub degrees and regulations and strategic plans in nine sectors<sup>10</sup> against nine international benchmarks to identify best practice in promoting the right and access to information in these sectors. The Government's Country Analysis Report 2015, used to brief parliament, the Senate and CSOs, refers to the

<sup>9</sup> Kampong Thom, Siem Reap, Oddar Meanchey, Banteay Meanchey and Preshvihea province

<sup>10</sup> The nine sectors: education, health, labour, economics and investment, environment and natural resource management, Decentralisation and Deconcentration, agriculture, disability and public administration.

minimum requirements for public information disclosure while encouraging openness in the Government as it coordinates the access to information process. The report concludes that Cambodia's rural population, with its minimal educational opportunities and lack of the means to access public information, is in the habit of ignoring the performance of elected representatives and the state with the consequence that public services are poor and there is little impetus for improvement.

3. Organising six thematic<sup>11</sup> forums in collaboration with UNESCO, and OHCHR to present the results of the 'Country Analysis Report' and to explore broader issues and recommendations for a draft access to information law. The forums were attended by 340 people of which 161 were women from civil society's thematic networks, SNAs and government institutions and agencies, youth networks and the private sector. The resulting six briefing reports were shared with members of both access to information working groups with the result that the technical working group became more aware of the public need and demand for this law.
4. Preparing with Article 19<sup>12</sup> a regional report about freedom of information in eleven Asian countries.<sup>13</sup> The report highlights how far the region has come in recognising the right to information, outlines international and regional standards and reviews the region's laws and their implementation. It is being used by the Cambodian Government's drafting committee as an educational tool.
5. Organising 'Where We Are Now?' a conference about an access to information law for Cambodia with the Ministry of Information and attended by 126 senior officials from development partners, parliamentarians, senators, community leaders, civil society partners, the media, youth networks, the private sector and SNAs. Its objective was to share experience and best practice about the progress and future implementation of freedom of information and to accelerate Cambodia's access to information law. The Ministry of Information stated that a draft access to information law would be in place within the timeframe, 2015-2017. In reality, however, work on a law must follow the legislative process whereby the Government is in charge of drafting and submitting draft laws.

["This is new history for Cambodia to involve everyone in the development of A2I law".  
The Minister of Information

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<sup>11</sup> The six thematic issues: Natural Resource Management, Education, Health, Public Administration, Agriculture and Human Rights. A forum on the media is due in 2016.

<sup>12</sup> A United Kingdom organisation with expertise and experience on FOI.

<sup>13</sup> Cambodia is also included in the study

### **3.4. Preparing to put in force the new Road Traffic Law**

The new road traffic law of January 2015 includes three sub decrees<sup>14</sup> to facilitate implementation of the law by 1 January 2016. API used its access to information experience to strengthen this new law by encouraging political and public support and ensuring that the district SNAs in the target areas<sup>15</sup> were ready to effectively enforce it. This was achieved through the following measures:

1. Producing 13,000 copies of an educational booklet, 'Road Traffic and My Safety' to support discussions with the Consortium on Road Safety in Cambodia.
2. Organising with the Senate a consultative workshop on road safety and the effects of alcohol on driving. 185 women participants (commune councillors from Kampong Cham) sent a message to the Government to ban the aggressive promotion of alcohol and also showed an interest in integrating road safety into local development plans.
3. Producing, with support from CRY and GRSP, the booklet: 'Traffic and My Safety' to improve awareness about road safety and its laws. 13,000 copies were distributed during local mass campaigns, community forums and the 'World Day of Remembrance for Road Traffic Victims'.
4. Supporting ten district SNAs to organise 20 community awareness forums explaining existing road traffic laws and the new law and its requirements. These were attended by 1465 (359 women) local councillors, officials and police officers, village chiefs, young people and citizens.
5. Surveying forum participants about the new road traffic law, road safety, a future alcohol management policy and their knowledge about the impact of road accidents, law enforcement and the effects of driving under the influence of alcohol. The survey identified over 500 respondents who showed minimal respect for traffic laws because they lacked knowledge about them and their consequences.
6. Organizing mass campaigns in seven districts to spread the results of the community forums and surveys and update people on the new road safety law.
7. Arranging forty live radio shows and 116 rebroadcasts in seven provinces. 337 (122 women) callers asked questions about general law enforcement issues.
8. Holding face to face meetings in ten district SNAs with participation from 430 (80 women) councilors, governors and officials and local traffic police officers. As a direct outcome of these meetings 60% of the local authorities endorsed their new role to increase public awareness of the road traffic law.

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<sup>14</sup> Sub decrees on 1) speed restrictions, 2) penalties, 3) establishing a functioning National Road Safety Committee.

<sup>15</sup> Kampong Speu, Kampong Chhnang, Pursat, Banteay Chey, Oddar Meanchey, Kampong Thom and Kratie.

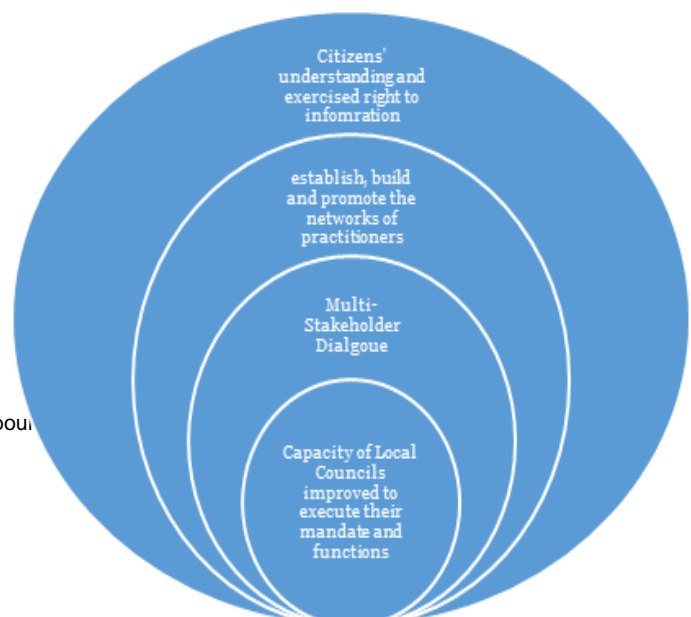
9. Taking a leading role and representing the NGO Road Safety Network to produce a statement on the NGO position, advocacy actions and strategies and the action necessary for civil society involvement with the Government's National Road Safety Committee.

### 3.5. Working together with civil society to advocate for change.

We have a long history of working with civil society to improve advocacy skills, knowledge and practice. In 2015 API provided the necessary skills and encouraged and supported advocacy campaigns on information disclosure and access to information at the grassroots level.

Our activities in 2015 included:

1. Organising and leading six pre TWG meetings with rather than thirty CSOs on access to information to review the 20 articles of four chapters (3.3.(1)) and to establish a team of seven lawyers to support civil society. The Minister of Information acknowledged CSOs' input, the results of the Asian regional review (3.3(4)) and the gaps in Cambodian law and policies in nine sectors (3.3(2))
2. Supporting with UN agencies the government initiative to launch the website: [www.a2i.info.gov.kh](http://www.a2i.info.gov.kh) to collect public comments and inform about meetings concerning access to information.
3. Contributing to the CSO networks involved in the environment and natural resource management, education, youth, D&D, labour, human rights and women. The networks held a series of face to face meetings with six ministries<sup>16</sup> to promote the right to information and to explain the public's demand for more openness in the Government. The ministries accepted that there were gaps in existing legislation and policy and that public authorities require more knowledge about their responsibilities to disclose public information.
4. Using our 'Advocacy Strategies and Leadership' curriculum (which focuses on skills for effective advocates at sub national level) for two advocacy and leadership training sessions with 58 participants ( thirteen women) from community councils and civil society networks.
5. Supporting community councillors to complete an 'Enabling Environment Study' in Kampong Thom to encourage better operational relations between NGOs, SNAs and the private sector on access to information and resource management.



<sup>16</sup> The Ministries of the Environment, Education, Social Affairs, Labour

6. Collaborating with the Cooperation Committee for Cambodia to organise a meeting of 200 members from civil society networks to review the draft Law on Associations and Non Government Organisations (LANGO) and produce a position paper detailing the necessity for NGOs and associations to participate in the production of the LANGO law as well as other laws at the drafting stage.

## 4. Our Learning Experience.

We faced challenges, gained experience, learned from our actions and tuned our activities to suit the circumstances in which they were being implemented. We realised that as circumstances changed it became necessary to:-

1. **Modify our focus** from institutional and capacity building at district and commune levels to facilitating community access to information, particularly concerning public service standards and budgets.
2. **Provide forums** for space to identify public concerns needing SNA response and to encourage accountability mechanisms responding to the needs and demands of local people. District forums are taking steps to act on issues raised in community (commune) forums: the latter are now seen as pre district forums enabling District/Municipal Councils to collect issues and consult with local service providers prior to council meetings.
3. **Establish, build and promote networks of practitioners** including API, local councils, CSOs and CBOs for the successful implementation of such projects as the EU financed, 'Increasing Access for Public Information 2013-2015'. API and CSO partners supported local councils which facilitated ownership and close working with citizens and communities and to improve understanding about public needs and demands. For example, CSOs implemented joint training and shared social services' costs with local government and these shared activities fostered good relations, mutual respect and a sense of shared responsibility between local government, CSOs, CBOs and citizens.
4. **Appreciate the value** of strong ownership among project stakeholders which is a direct result of our broad consultation during the design and orientation stages of new projects in addition to the introduction of direct memorandum of understanding.
5. **Be patient** with the slow progress made in drafting a public access to public information law and to show perseverance with the Government to incorporate feedback and recommendations from the legal reviews, the regional review and the findings from the forums into the draft law. We have learned to fully use this 'waiting time' to make every effort with the media, public forums and outreach activities to increase public awareness of the right to access public information.

6. **Understand that supporting D&D reform is more than a NCDD responsibility:** its success depends on strong cooperation and partnerships with the ministries, SNAs, development partners and civil society. We recognise that more effort on policy analysis studies and research is needed to identify gaps in D&D reforms, support the transparent allocation of resources and the implementation of financial policies and state projects.
7. **Work with SNA's** so that they can try and function within the restrictions of the Government's annual limited transfer of funds. SNAs, especially at the DM level find difficulty in coping with their new functions and responding to the critical issues raised at API and CSO forums such as large scale infrastructure and community knowledge about road safety. The transfer of functions to SNAs along with their limited capacity, resources and political commitment will continue to be significantly challenging in 2016 and beyond.
8. **Restructure and work within resource restraint** as we take on activities with inadequate donor funding. As a direct response we have met this challenge by undertaking an organisational development assessment which will result in a demanding organisational restructure in 2016.

## 5. Focusing on the sustainability and impact of our actions

API is seen as a trusted partner of national and sub national government as we work in a sustainable way with our stakeholders, including development partners and networks at national and international levels. We are respected as an effective local advocacy capacity building organisation which considers education as essential for the success and sustainability of D&D reform as well as the continuing positive impact of our work.

- Our strategic plan (2014-2018) supports and implements sustainable local government reform and active citizenship in line with D&D by having a dual (supply and demand) approach. Individuals, communities, CBOs, CSOs and networks are empowered to demand public information and to understand their basic rights: they are increasingly confident to hold councillors and public officials to account while local councils and public authorities better understand their responsibility and their roles to bring about sustainable and better transparency in local decision making. Our impact on local authorities is seen in their increased competence and confidence to actively seek opinions from communities and to foster mutual cooperation to deliver on agreed plans, connect with local activities and engage with higher political levels.



- API strengthens councillors and local authority officials to be more responsive to and actively engage with citizens, CBOs and CSOs while becoming more transparent and accountable. In the long term council action should have a sustainable positive impact improving people's lives.
- By supporting collaboration among civil society networks and government institutions to cooperate to pass an access to information law we are having a sustainable affect on government policy and responsiveness which is beginning to improve the living conditions of many disadvantaged Cambodians.
- Our promotion of local accountability and ownerships is starting to have a sustainable impact on governance, development, D&D reforms and democracy.
- We continue to advocate and represent public opinion and interests for developing and passing access to information legislation. Such legislation will have a long term constructive impact on Cambodian society.
- Our support for commune and district forums through pre meetings, technical facilitation, coordination with CSOs and cost sharing has resulted in NCDD institutionalising these forums. They are now held every six months and are having a sustainable impact on communities.
- The final evaluation of API's project,<sup>17</sup> - 'Increasing Access to Public Information, 2013-2015', noted a change in our target areas since the project began. Then there was minimal document management, no effective distribution of information, few public visits to district and commune halls and local people appeared too scared to ask the authorities about any issue. Now there is more interaction between local authorities and the public and ready access to well organised documents. API's annual assessment (2015) showed that local authorities had addressed 805 of the 912 public issues presented to them.

## 6. Conclusion and the basis for work in 2016.

Our work in 2015 was successful in many ways and will prove a firm foundation for the year ahead when we will build on this year's positive activities and introduce new ones. Our work in 2016 will include:-

- Continuing or putting in place monitoring, follow up visits and coaching activities to strengthen and support SNAs to proactively carry out their mandates and new functions and also to ensure effective implementation of different API project guidelines.

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<sup>17</sup> The project operated by a consortium of 6 members in 10 districts, 49 communes in the Banteay Meanchey, Kampong Speu, Kampong Chhnang, Kampong Thom and Kratie. The 6 members include API, VSG, MB, KBSC, COWS and FACT.

- Supporting local councils to develop and implement commune and district forums as the point of entry for raising opinions and concerns and to ensure DMCs and communities are proactive with fully prepared robust proposals and arguments when meeting provincial authorities or representatives of national government.
- Working closely with the Provincial Associations of Local Councils to create an enabling environment for dialogue concerning local councils and strengthening local decision making for women.
- Producing an organisational framework on DM capacity building focusing on the knowledge and skills required by all elected councillors.
- Working with particular local authority areas<sup>18</sup> still in need of improvement and identifying the reasons for their underperformance.
- Producing a training needs assessment to form the basis for updating and reprinting our manuals and IEC materials.
- Supporting better knowledge and skills for youth networks, women and community activists at district and commune levels so that their invaluable participation in local government platforms will continue.
- Implementing two more follow up workshops on leadership, communication and advocacy, public speaking and debate for women councillors.
- Consulting key members of TWG including UNESCO, OHCHR and the Drafting Committee in the Ministry of Information to enable TWG to examine the two analysis papers on the two absent chapters of the draft access to information law<sup>19</sup>.
- Maintaining support for the drafting and passing of public access to public information legislation, continuing to improve public understanding about the right to public information and carrying on collaboration with CCIM to support journalists to produce quality investigative reports.
- Liaising with national and international organizations to minimize the negative effects of the proposed Law on Associations and NGOs which is due to be passed within 2015 and which may put restrictions on NGOs working on human rights, the freedom of expression and information and governance.
- Working with RACHA, World Vision, Save the Children and CARE who will be improving service delivery in local administration, primary education and commune health centres during 2016

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<sup>18</sup> Identified in API's annual citizen satisfaction survey 2015.

<sup>19</sup> See 3.3.(1)

- Producing and implementing a fund raising strategy to improve fund raising from donors and fee paying training.
- Continuing to work towards our vision, mission and goal while undertaking restructuring of the organization to meet the needs of financial uncertainty.
- Continuing to maintain accountable, transparent and effective management of the organisation and its resources.