

វិទ្យាស្ថានតស៊ូមតិ និងគោលនយោបាយ ADVOCACY AND POLICY INSTITUTE

ANNUAL REPORT
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FUNDING AND IMPLEMENTING PARTNERS



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ACRONYMS

API	Advocacy and Policy Institute	LA	Local authority
AEA	Aide et Action	LCA	Local Councillor Associations of Pursat
A2IWG	Access to Information Working Group	LFR	Local fundraising
A2I	Access to public information	LNGO	Local non-government organisation
BfdW	Brot fuer die Welt	MoEYS	Ministry of Education Youth and Sport
BoD	Board of Directors	MoH	Ministry of Health
BWG	Budget Working Group	MoU	Memorandum of Understanding
CAF	Community Accountability Facilitator	NCDD-S	National Committee for Sub-National Democratic Development
CBO	Community Based Organisation	NEP	NGO on Education Partnership
CCC	Cooperation Committee for Cambodia	NGO-CRC	NGO Child Right Coalition
CDP	Commune Development Plan	NGOF	NGO Forum on Cambodia
CIP	Rolling Commune Investment Plan	NGS	Nickol Global Solutions
COMFREL	Committee for Free and Fair Elections in Cambodia	NLCS	National League of Local Councils
COWS	Cambodian Organisation for Women's Support	NP-SNDD	National Programme for Sub-National Democratic Development
CPDD	Coalition for Partnership in Democratic Development	NRM	Natural resource management
COLT	Cambodian Organization for Living and Temporary Care	NSDP	National Strategy Development Plan
CRRT	Cambodian Resource Revenue Transparency	OWSO	One Window Service Office
CtGA	Change the Game Academy	RGC	Royal Government of Cambodia
DCA	DanChurchAid	SDC	Swiss Agency for Development and Cooperation
DDP	District Development Plan	SDG	Cambodian Sustainable Development Goal
EA	Epic Arts	SIDA	Swedish International Development Cooperation Agency
EU	European Union	TIC	Transparency International Cambodia
FGD	Focus Group Discussion	UNDEF	United Nations' Democracy Fund
GPP	Governance Professional Practices	USAID	United States Agency for International Development
ICT	Information communication technology	UNICEF	United Nations' International Children's Education Fund
ID	Identifiable poor	UNDP	United Nations' Development Programmes
IGA	Income generation activity	VSG	Village Support Group
InSTEDD	Innovative Support to Emergencies, Diseases and Disasters	WG	Wilde Ganzen Foundation
ISAF	Implementation Social Accountability Framework	WVC	World Vision International
I4C	Information for Citizens		
JAAP	Joint Accountability Action Plan		

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A MESSAGE FROM THE BOARD OF DIRECTORS AND THE EXECUTIVE COMMITTEE.

On behalf of the Advocacy and Policy Institute (API), the Board of Directors and the Executive Committee would like to express our gratitude to all our project participants, our funding and implementing partners, our networks, government counterparts at all levels and everyone who has contributed or otherwise helped to make the success of API's work possible.

We thank all implementing partners and networks who together joined efforts to achieve our common mission and objectives, namely Aide et Action, Epic Arts, Cambodian Organisation for Women's Support, Village Support Group, InSTEDD, members of the Coalition for Partnership in Democratic Development, the Access to Information Working Group, the Budget Working Group, the Cooperation Committee for Cambodia, Cambodians for Resource Revenue Transparency, the Local Councillor Associations of Pursat, Kampong Thom, Banteay Meanchey, Kampong Speu, Kep and Kandal and the National League of Local Councils.

Furthermore, we thank all members of the voluntary Board of Directors for their time and effort, our staff, advisors, volunteers and stakeholders, the leaders and members of the communities in our target areas and government officials at all levels who have worked hard and have contributed to:

- Improving laws and policies such as the draft access to public information law as a key element of good governance and advocating for the transfer of an increasing number of government functions to the local level while monitoring them to ensure social accountability of service providers.
- Empowering citizens, especially women, young people and people from disadvantaged groups, to voice their concerns and hold government accountable for its decisions and actions.
- Improving access to information and disclosure of public information on critical issues from local to national level.

API stays committed to working with national and international institutions who share its values to

advocate for positive and peaceful social change and to improve the capacity and cooperation of all Cambodians. API's strength lies in building bridges among government, citizens and the private sector, from local to national level, consistent with its goal of increasing Cambodia's democratic space by creating more effective advocates and more responsive government institutions. We shall continue on this path in 2020.

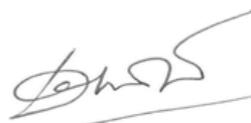
In 2019, API gratefully received financial and technical support from the European Union, Brot fuer die Welt, DanChurchAid, Oxfam and The Voice (funded by the Government of the Netherlands), the United Nations Democracy Fund, Wilde Ganzen Foundation, UNICEF, Nickol Global Solutions, the United States Agency for International Development, the Swiss Agency for Development and Cooperation, the United Nations Development Programme and Transparency International Cambodia. Their financial and in-kind support have enabled API to engage and empower women, young people, the poor and people with disabilities to interact with their government to protect their rights and provide for their needs.

API wishes to thank you all for your continuous support to and collaboration with API in promoting good governance, democracy and human rights in Cambodia.



Socheat Lam
Executive Director

On Behalf of API Executive Committee



Chandara Soeung
Chair of Board of Directors

On Behalf of API Board of Directors

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SUMMARY OF ACHIEVEMENTS.

Outcome 1: Influenced policies and implementation to address the rights and needs of citizens, especially young people, women and people from disadvantaged groups and to secure democratic space to enable them to exercise their rights we influenced seven laws and policies for the benefit of young people, women and people from disadvantaged groups. These were debated and their draft or implementation improved. The recommendations of civil society organisations were discussed and incorporated into draft laws and policies, including a draft access to information (A2I) law, an amendment to the NGO & Association Law, the Road Traffic Law, the National Youth Development Policy, the National Employment Policy, the draft sub-decree on functional transfer and the 2020 sub-national work plan and budget.

Outcome 2: Empowered citizens, especially women, young people and people from disadvantaged groups, to voice their concerns and hold government accountable for their decisions and actions. CBOs of youth groups, women's groups and self-help groups of people with disabilities in all eight target Provinces have strengthened their operational capacity and their technical and advocacy skills to monitor the Government's policies and public services at national and local levels. API supported citizens to engage and monitor the performances of 73 public service delivery institutions, (22 primary schools, eight health centres, 36 Communes and Sangkats, three District and Khan administrations and four police posts in four target Provinces and six Provincial Associations in six Provinces, covering 37 Districts and 300 Communes, to promote citizens' rights and enhance their livelihoods.

Local authority and private sector, CBO and LINGO partners have implemented and partially co-funded

18 joint community small scale events and initiatives to improve public services and policy implementation at the sub-national level to the benefit of at least 2362 families.

Outcome 3: Improved access to information and disclosure of public information on critical issues at both the local and national level. 73 public institutions have been monitored by API's trained citizen representatives and public information on budgets and the standard of service information has been disclosed for greater transparency.

API improved public knowledge: over 3000 young people, women and people from disadvantaged groups directly attended API's activities in 2019 and as a result increased their understanding about:- their right to public information and the need for quality information on public budgets and services and the necessity to demand public information disclosure from the Government; the Commune Investment Plan and its budget and their right and obligation to participate in Commune budget formulation and implementation. A total of 464 people with disabilities and people from other vulnerable groups in Tramkak rural District, Takeo Province, 423 people in Phnom Penh city and over 2000 people in Bantheay Meanchey and Kampong Thom Provinces provided feedback to improve public services.

Outcome 4: Enhanced API's organisational capacity and sustainability. In this first year of the new strategic plan, 2019, API successfully raised funds and obtained agreements for 750,000 USD for 2019 and 900,000 USD for 2020. The annual expenditure for 2019 was 500,000 USD. Only about 70% of the annual budget was spent due to a number of project agreements being signed a few months later than

the official project starting dates. API's governance is certified by CCC-GPP Governance Professional Practices. Regular management and BoD meetings took place at which the new Strategic Plan 2019-23 was launched; the 2019 work plan and budget were approved and API's 2012 financial and staff manuals, travel safety policy and staff and beneficiaries' per-diem rates were updated and the Director's annual performance appraised. With the growing number of projects and staff changes, API faced staff recruitment challenges in 2019 as four staff resigned and seven staff were recruited to replace them and work on new projects. As of December 2019, five positions are still vacant.

The Evaluation of Project Five: This was undertaken by Real-Time Evaluation Co. Ltd. It was the final evaluation and survey of API's project, 'Promoting Rights, Voices, Choices and Decisions for Citizens (Pro-Citizens), for the period 01 January 2017 to 31 December 2019. The evaluation provides a valuable example of API's effective and efficient project management. The project operated in 40 Communes in eleven Districts in five Provinces.

Project Five's objectives:

- 1. The capacity of individuals (women, men and young people) and CBOs is improved to enable them to participate in decision making procedures in commune development processes.**
- 2. The ability of local councils is strengthened to work with CBOs and NGOs in response to public needs.**
- 3. Enhanced partnerships between government and civil society in responding to public needs and concerns.**

Relevance: Based on the evaluation's desk review and field research, the evaluation found that the API's Project Five was aligned well with national Deconcentration and Decentralisation reforms and the NSDP and National Programme for Sub-National Democratic Development (NP-SNDD), which aim to promote community participation in local governance and decision making. Furthermore, despite the change in political context and the change in project activities, the project was still able to remain relevant and aligned with local government reform and the needs of citizens to better understand their rights, to demand better local services and to play a role in the decision making processes of community development. Rating 5/5

Efficiency: API will end the project with a small estimated overspend. Project activities were completed in a timely manner and project management was able to mitigate the external factors contributing to the delays in project activities and spending in the project's first year. Rating 4/5

Effectiveness: The project fully achieved six out of the seven project indicators, with only one indicator being partially achieved (66%). This is a noteworthy achievement especially given that the project needed to change its activities after its first year of operation. Factors that contributed to this achievement include the project's subsequent focus on supporting the demand side of social accountability, the Government's continued support for citizen engagement and the donors' flexibility in accepting the changes to the project's activities. Rating 5/5

Impact: The project resulted in a strong positive impact on all the target beneficiaries: increasing the capacity of CBOs, increasing the participation of women in local governance, increasing the engagement of LAs and enhancing the community development process. Rating 5/5

Sustainability: The project had a high level of sustainability built into its design given that its activities aimed to build the knowledge, ability and skills of the target beneficiaries. The project invested in existing local governance. Rating 4/5

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INTRODUCTION

The Advocacy and Policy Institute (API) is a leading Cambodian capacity building organisation in the areas of advocacy, policy influencing, citizen engagement and good governance.

The organisation works with national and international institutions who share its values to advocate for positive and peaceful social change and to improve the capacity and cooperation of all Cambodians.

API's strength lies in building bridges among and between government, citizens and the private sector, from local to national level, consistent with the organisation's goal of increasing Cambodia's democratic space by creating more effective advocates and more responsive government institutions. To work towards this goal, the organisation continues to strive to improve citizens' access to public information, to enhance citizen engagement in local governance and the monitoring of public service delivery, to develop the capacity of civil society and to further engage in influencing advocacy and policy.

API takes an approach which aims to improve and fulfil the human rights of citizens, particularly women, young people and disadvantaged people, for their empowerment so that their claims and concerns can be raised with government and other stakeholders and can contribute to sustainable development in Cambodia. API pursues gender equality, youth empowerment and the inclusion of people from disadvantaged groups.

API's Vision: A Cambodian nation that through poverty reduction and the protection of human rights creates a national culture of harmony with sustainable democratic, political and economic stability.

API's Mission: to serve the long term democratic and social development needs of Cambodia through

empowering people to interact with their government to protect their rights and provide for their needs. The Strategic Plan 2019-23 notes that API will particularly engage with women, young people and disadvantaged groups of people such as poor people, people with disabilities, indigenous people, out of school children and people from ethnic minorities.

Strategic Goal for 2019-2023: The organisation will work towards realising the rights and enhancing the voices of citizens for sustainable development in Cambodia, with a focus on women, young people and disadvantaged groups. This goal not only supplements the organisation's vision but also contributes to the Cambodian Sustainable Development Goals (SDGs), in particular SDG 16, 'Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels'.

Three strategic objectives contribute to the Strategic Goal, 2019-2023

1. To influence policy and its implementation to address the rights and needs of citizens, especially young people, women and people from disadvantaged groups, and to secure democratic space to enable them to exercise their rights. To respond to gaps in laws and policies, particularly their enforcement, as well as the lack of civic participation in policy making and monitoring, API will focus on:-

- Influencing and monitoring policies and their implementation associated with:-
 - a. Access to public information,
 - b. Transferring functions and resources to the subnational government,

- c. Effective implementation of the Road Traffic Law,
- d. Equitable and quality public social service delivery in education.

- Strengthening the capacity and engagement of CSOs and their networks in advocacy, policy discussion and monitoring to enable critical issues to be discussed.
- Developing and using a progressive learning and sharing platform for research, innovation and influencing policy on crucial policy issues.

2. To empower citizens, especially young people, women and people from other disadvantaged groups, to hold the Government accountable for responsive, inclusive decisions and actions to improve public services and policy implementation at sub-national level. API will respond to the challenges of, still mostly passive, citizens, limited democratic space and persistent poor government accountability by focusing on:-

- Strengthening public monitoring of public service delivery and the development of government plans and budgets in the Government’s Social Accountability Framework (I-SAF) and beyond.
- Improving the capacity of citizen representatives and CBOs, along with their enabling environment, to facilitate their sustainable engagement in local governance.
- Enhancing partnerships and actions between government, civil society and the private sector in response to public needs.

3. Improving access to and disclosure of public information on crucial issues.

API will respond to the prevailing culture of secrecy and to barriers which hinder the disclosure of public information on crucial issues by focusing on:-

- Improving public understanding of the right to public information and the (draft) A2I law and increasing the demand for public information disclosure.

- Promoting understanding of the (draft) A2I law and information disclosure among government representatives to ensure sustainable improvements in practice at all government levels.

API’s target areas: Throughout 2019 API continued working in rural target areas in the twelve Provinces of Banteay Meanchey, Siem Reap, Kampong Chhnang, Kampong Speu, Takeo, Kampong Thom, Kampot, Kandal, Kep, Kratie and Pursat and Phnom Penh.

The Strategic Plan 2019-23 continues API’s mission and vision however API recognises that in the future there will be modifications to the target groups, areas and



strategies due to changes in the political and economic context as well as the population demography in Cambodia.

The Strategic Plan 2019-2023 identifies the need to focus on the following strategies:-

1. Applying API's policy influencing expertise to:
a) improve access to public information as a key element for good governance: b) improve road safety by actively encouraging the implementation of the 2015 Traffic Law and c) advocate for the transfer of an increased number of government functions to the local level and to monitor these functions to ensure that there is social accountability among the service providers.
2. Empowering citizens, especially women, young people and people with a disadvantage, to voice their concerns and hold government accountable for its decisions and actions.
3. Improving access to information and disclosure of public information on crucial local and national issues.

The expected impact and outcomes of the programmes by 2023:-

Impact Fulfilled rights and enhanced voices of citizens for sustainable development in Cambodia.

Outcome 1: **Influenced policy** and its implementation to address the rights and needs of citizens, especially young people, women and people from disadvantaged groups and to secure democratic space to enable these rights to be exercised.

Outcome 2: **Empowered citizens**, especially women, young people and people from disadvantaged groups, able to voice their concerns and hold government accountable for its decisions and actions particularly those concerning public planning, budgeting, service delivery and budget implementation.

Outcome 3: **Improved access to**, and disclosure of, public information on local and national critical issues especially public budgets.

Outcome 4: **Enhanced** organisational capacity and sustainability for API.



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PROGRESS AGAINST OUTCOMES IN 2019



OUTCOME ONE: INFLUENCED POLICY.

Projects supporting Outcome One: for details about these projects see appendices one to four.

Project One: Citizens' voices and actions for sustainable development in Cambodia.

Project Two: Young people influence the drafts of an access to information law and improvements to the NGO & Association Law.

Project Three: Youth dialogue in policy formulation and the implementation of youth employment related policies.

Project Four: Hosting the Coalition for Partnership in Democratic Development (CPDD) secretariat.

- **API's activities to influence policy and its implementation are having an impact.** In 2019 seven laws and policies were reviewed in the interests of young people, women and people from disadvantaged groups. The recommendations of civil society organisations were discussed and some were incorporated into these laws and policies such as a draft access to information law, the NGO & Association Law, the National Youth Development Policy, the National Employment Policy, the draft sub-decrees on functional transfer and the 2020 sub-national work plan and budget.
- **An Access to Information Law:** The Prime Minister confirmed that an access to information law will be passed in 2020. This law has been in draft and under review since 2013 during which time API

and the CSO Access to Information Working Group have vigorously advocated for it to be passed. 2019 was no exception as API and the Working Group continued to actively advocate with the Government and Parliament.

- **Road Traffic Law enforcement and adoption of the draft Alcohol Management Law** API joined with the Cambodia Road Safety Network to endorse key CSO statements to the media and public bodies about road safety in Cambodia during important public holidays, the need for improvements to enforce the Road Traffic Law and the necessity to pass an Alcohol Management Law for Cambodia¹ to prevent road accidents during the Khmer New Year holiday, Phachum Ben Holiday and the Water Festival in 2019.

The advocacy efforts influenced the Deputy Prime Minister, as Chair of the Cambodian National Road Committee, to call for safer driving and for drivers to obey the traffic laws even though these laws require reviewing and amending to ensure better implementation and a decrease in road accidents and casualties². Amendments to increase penalties and fines³ are currently being prepared for early 2020.

In 2019 API introduced a new internal regulation for all staff, participants and beneficiaries which strictly enforces zero alcohol consumption for drivers and the need to respect the Road Traffic Law.

- **The sub-decree on the functional transfer to sub-national government administration was approved by the Government with a doubly increased sub-national budget.** API supported the advocacy efforts of both CPDD

1 <https://www.phnompenhpost.com/national/road-safety-banners-installed-streets-new-year>

2 <https://www.phnompenhpost.com/national/sar-kheng-calls-respect-road-laws-over-new-year>

3 <https://www.phnompenhpost.com/national/road-deaths-see-steep-rise-year>

and the Associations of Local Councillors on their common agenda to advocate to the Government for the functional transfer to sub-national government administration. API is the Secretariat of the CSO Coalition for Partnership in Democratic Development with over 100 NGO members. Together with API they supported local Councillors Associations in API's six target Provinces who have advocated since 2011 for the Government to increase funds and transfer functions from national to local government. Both District and Commune annual development budgets have been doubled for 2020 in response to public needs and will increase further in the following two years. The annual Commune and Sangkat budget increased to more than \$70,000, excluding administrative costs, and in the following year will more than triple. The 2019 development budget for each Commune of \$35,000 will increase to \$73,000 in 2020, rising to \$85,000 the following year - reaching \$100,000 in 2022 and \$110,000 in 2023.⁴

- **Policies relating to Resource Revenue Transparency** were influenced by API (as elected Deputy Chair of the Board of Directors of Cambodian Resource Revenue Transparency, CRRT), which has the mission to ensure the income and expenditure of oil, gas and mining revenues is transparent for all Cambodians. API plays a role in improving public awareness and promoting access to information about the implementation of laws associated with the transparency of revenue and the expenditure of extractive industries. API actively participated in the development of the new CRRT Country Assessment 2019, the production of CRRT's Strategic Plan 2020-25 and a three year fundraising plan and proposal. All involved consultations with key stakeholders including the Cambodian Parliament and Government ministries.
- **Young people (trained by API) had their recommendations accepted by the Government for implementation in the National Youth Development Policy and National Employment Policy.** In 2019 government efforts were made to address young people's employment concerns

such as low productivity, poor employment, limited skills and restricted access to opportunities for high level employment and especially the creation of an online platform for posting employment information.

- **In early 2019 API facilitated 'Youth Voices and Dialogue'** - a youth policies briefing meeting with government ministries and provincial departments, to look particularly at issues concerning disadvantaged young people from vulnerable groups and unemployed university graduates. The meeting also considered the optimum way that young people can meet Cambodia's demand for labour.⁵ Leaders from the relevant government ministries and private companies who attended this youth policy meeting accepted and acted on the young people's views on policy issues and their recommendations to improve implementation of the National Youth Development Policy, the National Employment Policy and particularly the Job Market and Job Information Centre – online platform.
- **API attended a parliamentary consultation workshop on 'The Macroeconomic Framework of Cambodia 2030'** and the Government's mitigation plans if the EU withdraws from EBA 'Everything but Arms Concessions' from Cambodia.

API is a member of the CSO Budget Working Group led by the NGO Forum. Two meetings shared project information on budget issues and provided input for the 'Guidelines on Partnership Mechanisms and Tools⁶ for Implementing the Development Cooperation and Partnerships Strategy (DCPS) 2019-2023⁷, which were endorsed early 2019 by the Government and all government ministries and sectors engaged with government, CSOs and development partners. The budget working group also supplied comments to Parliament on the Macroeconomic Framework of Cambodia 2030 and the Government's mitigation plan to address issues of withdrawal of the EBA which is expected to be decided in February 2020. CSOs appealed to the Cambodian Government and Paris Peace Agreement signatory countries to

4 <https://www.phnompenhpost.com/national/commune-development-budget-double-2020>

5 <https://www.kh.undp.org/content/cambodia/en/home/presscenter/event-calendar/be-a-young-policy-maker-.html>

6 <http://www.ccc-cambodia.org/en/resources/event-archives/guidelines-on-partnership-mechanisms-and-tools-of-the-development-cooperation-and-partnerships-strategy-dcps-2019-2023>

7 http://www.cdc-crdp.gov.kh/dcps/dcps_2019_2023/default.htm

restore Cambodian democracy, address political issues peacefully and promote human rights and freedom of expression.

- **The Government provided CSOs with space for democratic dialogue and shared its concerns and recommendations on amendments to the NGO & Association Law with diverse groups of CSOs.** API as secretariat of CPDD joined with key civil society networks to produce input on the NGO& Association Law amendment. The CPDD was able to fully communicate with the Government on this issue⁸ and the Government accepted twelve CSO key demands focusing on improving CSOs' enabling environment, providing space for full consultations and improving the NGO Law amendment.



**OUTCOME TWO:
EMPOWERED
DISADVANTAGED
CITIZENS VOICING THEIR
CONCERNS AND HOLDING
THE GOVERNMENT
ACCOUNTABLE.**

Projects supporting Outcome Two:- for details of these projects see appendices five to eleven.

Project Five: Promoting rights, voices, choices and decisions for citizens (pro-citizens), 2016-2019.

Project Six: Enhancing local democratic governance in Cambodia, 2018-2020.

Project Seven: Citizens' Voices in Social Accountability, 2019-2020.

Project Eight: People with disabilities' voices and action in social accountability, 2019-20.

Project Nine: Strengthen youth participation in local planning and budgeting, 2019-2021.

Project Ten: One Window for Citizen Project, 2019-2022.

Project Eleven: Adopting and adapting change the Game Academy for local resource mobilisation capacity in Cambodia, 2019-2020.

The seven projects working towards Outcome Two all involve empowering disadvantaged citizens, voicing their concerns and holding the Government accountable.

This has been achieved by training citizens, organising citizen scorecard meetings, public forums and community advocacy activities.

- **Training for 150 leaders from 40 Community Based Organisations (CBOs)** involving groups of women and young people, self-help groups for people with disabilities and representatives from Natural Resource Management CBOs, raised community issues and encouraged monitoring to support improvements to public service delivery in primary education, health centres, commune and district development and administration services.
- **Improving the technical and advocacy skills of CBO leaders** in API's target areas to monitor the policies and public services of both national and local government and to promote citizens' rights and enhance citizens' livelihoods.
- **Supporting citizens,** especially people from vulnerable groups, to engage and monitor the performance of 73 public service delivery institutions: 22 primary schools, eight health centres, 36 Communes and Sangkats, three District and khan administrations and four police posts in four target Provinces and six Provincial Ssassociations in six Provinces, covering 37 Districts and 300 Communes.

In 2019, local and national government (NCDDS, MoYES and MoH) accepted API's findings and recommendations and took action to improve inclusive participation in the local planning process and also make improvements in the quality of public services in education, health, the police and the Commune and District administration services for young people and people with disabilities, The Government adopted the sub-decrees on the functional transfer to local government in late 2019 and approved a sub-decree and annual work plan for 2020 with a two fold increase in the sub national budget from 2020 onwards.

8 <https://www.khmertimeskh.com/50665345/draft-lango-amendments-on-the-table>

The Evaluation of Project Five

Project Five was completed at the end of 2019 and showed that this project: Promoting Rights, Voices, Choices and Decisions for Citizens (pro-citizens), 2016-2019 achieved the following: -

Relevance: Based on the desk review and field research this project was effectively aligned with national Deconcentration and Decentralisation reforms and the NSDP and the National Programme for Sub-National Democratic Development (NP-SNDD) - both have the aim of promoting community participation in local governance and decision making. Despite the change in political context and the change in project activities, the project still remained relevant and aligned with local government reform and the public's need to better understand their rights, to demand improved local services and to play a role in the decision making processes of community development. Rating 5/5

Efficiency: While API will end the project with only 95% of project funds used. For the most part project activities were completed in a timely manner and API's project management was able to mitigate the external factors that were the contributing causes for delays in project activities and spending. Rating 4/5

Effectiveness: The project achieved six out of the seven project indicators: one indicator was only partially executed (66%). This is a noteworthy achievement especially given that the project required to change its activities after the first year of operation. Factors contributing to this achievement included the project's subsequent focus on supporting the demand side of social accountability, the Government's continued support for public engagement and the donors' flexibility in changing the project's activities. Rating 5/5

Impact: The project had a strong positive impact on all the target beneficiaries: increasing the capacity of CBOs, increasing the participation of women in local governance, increasing the engagement of LAs and enhancing the community development process. Rating 5/5

Sustainability: The project had a high of level of sustainability built into its design given that its activities aimed to build the knowledge, capacity and skills of the target beneficiaries. The project invested

in existing local governance infrastructures and its stakeholders (The new knowledge and skills of the LAs and citizens and the community development processes) will all remain and be operational after the project period. The only downside to the project's sustainability is the fact that CBOs themselves are not able to exist without funding and this may not always be available. Rating 4/5.



OUTCOME THREE:
IMPROVED ACCESS TO, AND DISCLOSURE OF, PUBLIC INFORMATION ON LOCAL AND NATIONAL VITAL ISSUES ESPECIALLY PUBLIC BUDGETS.

Project Twelve supports Outcome Three: for details on this project see Appendix Twelve.

Project Twelve: Enhancing the institutional and operational capacity of the provincial associations of local councils, 2019-21

The activities working towards Outcome three concentrate on improving the public's awareness of the right to access public information. Such activities are pervasive throughout API's work whatever the organisation is doing and wherever it is active.

- **Trained members of the public** to monitored 73 public institutions and disclose public information on budgets and standards of services. Citizens requests for information increased from 33% in the middle of the project in 2018 to 52% at the end in 2019. Most of the respondents said that their requests to LAs concerned information relating to birth and marriage certificates, family records and residents' books, personal identity, ID Poor certificates and land title certification. The satisfaction of citizens with LAs in terms of solving problems increased from 68% at the midterm to 95% at the end of the project.
- **Provided information to the public,** Over 3000 young people, women and people from vulnerable groups attended activities aimed at improving understanding about: the public's right to public information including standard information on public budgets and services; the importance of ensuring that the Government acts on public

information disclosure; commune investment plans and budgets and the public's right and obligation to participate in establishing these budgets and their implementation. Feedback to improve public services came from 464 people with disabilities and people from other vulnerable groups in Tramkak rural District, Takeo Province, 423 people in Phnom Penh City and over 2000 people in Bantheay Meanchey and Kampong Thom Provinces. Target CBOs indicated that 80 issues had been included in various Commune and District plans, an average of 1 to 2 issues per CBO. Some complained about LA's work performance such as the lack of funding spent on the development of local roads or infrastructure, the low quality of existing infrastructures and the fact that LAs didn't care to build or repair them. Other complaints were associated with public service providers asking for more money than required, community safety (e.g. gangsters, drugs, or gambling) and LA staff being unfriendly and using bad language when local citizens requested information.

- **The satisfaction of citizens with LAs in terms of solving problems increased from 68% at the midterm to 95% at the end of project twelve in 2019.** Citizens who were completely satisfied thought that LAs were helpful in solving community conflicts and problems and were always able to solve issues on time. However some unsatisfied citizens said that when asking for more funding for public services the LA sometimes responded slowly or not at all. 100% of vulnerable women

were satisfied with LAs' problem solving. Public satisfaction with local authority public service provision increased from 78% at the midterm to 97% at the end of the project. Fully satisfied citizens reported that LAs provided some services free of charge while some services were appropriately charged and that requests for documents were easy and fast.



**OUTCOME FOUR:
ENHANCED
ORGANISATIONAL
CAPACITY AND
SUSTAINABILITY FOR API**

1. Governance of API: The organisation held more management and operation meetings with increased decisions and increased actions which were implemented to improve management, leadership and accountability.

- **Board of Directors:** Meetings of the Board discussed and agreed the new Strategic Plan 2019-23, the 2019 work plan and budget and updated the financial manual, staff manuals, travel safety policy and staff and beneficiaries' per-diem rates from 2012.
- **Executive Committee:** Four Management Committee meetings were held which made decisions on key documents for the BoD meetings.



- **Continued certification and improved governance** by working to CCC-GPP Governance Professional Practices along with regular Management and Board meetings.
- 2. Raising funds and obtaining financial agreements** of approximately 750,000 USD for 2019 and one million USD for 2020. API's 2019 annual expenditure was 500,000 USD. Only 70% of the annual budget was spent due to a number of projects agreements being signed a few months later than the official starting dates and also due to the staff turnover.
 - 3. Monitoring and evaluation:** The organisation is working to standardise project baselines along with online systems for planning and monitoring, evaluation, accountability and learning. The project 'Promoting Rights, Voices, Choices and Decisions for Citizens (pro-citizens)' finished in 2019 and was followed by a useful evaluation undertaken by external consultants, Real Time Evaluation.
 - 4. Networking and Partnerships:** API understands the value of constructive and positive networking and working in partnership whether with local, national or regional organisations, national and local Government and Parliament. Networking is seen not only as a useful means of communication but as an invaluable influencing tool.

API's project partners in 2019:-

International organisations: Oxfam, DCA, CARE, Wilde Ganzen, Aide et Action, Transparency Cambodia, Nickol Global Solutions, and INSTEDD.

Donors: European Union, United States Agency for International Development, Swiss Development Cooperation Agency.

The Government: Ministry of Interior, Ministry of Information, National Committee for Sub-National Democratic Development; the Association of Local Councillors in Pursat, Bantheay Meanchey, Kampong Thom, Kampong Speu, Kep and Kandal.

Academic Institutions: Royal University of Phnom Penh.

Cambodian NGOs: Village Support Group, Cambodian Organisation for Women Support, and NGO members of Coalition for Partnership in Democratic Development, Cambodia Cooperation Committee; NGO Forum on Cambodia; Cambodian Resource Revenue Transparency; Access to Information Working Group; CSO Budget Working Group, Cambodian Road Safety Network; LOGIN Asia,

Cambodian CBOs: forty in API's target provinces,

UN Agencies: UNDP, UNDEF, UNICEF



5

INCOME AND EXPENDITURE

Fundraising achievements in 2019

- The fundraising target was corrected upwards in the Fundraising Strategy, March 2019, to 700,000 USD (compared to 400-500,000 USD annual income in 2017/18). API financially over achieved: 750,000 USD in 2019.
- The Fundraising Strategy 2019-23 was completed and along with the Fundraising Plan 2020 was submitted to BoD for approval.
- Three large new projects (more than 100,000 USD p.a.) were approved by Bread for the World for 2020-22, the EU (with CARE) for 2019-23 and USAID/Nickol Global Solutions for 2019-22.
- API began 2020 with twelve projects (two pending to be finalised and contracts agreed with Oxfam and Wilde Ganzen).

API's Global Financial Report from 01 January 2019 - 31 December 2019

Currency: USD

OUTCOME/ RESULTS	ACTUAL BUDGET 2019	TOTAL EXPENSE 2019	BALANCE AS 31 DEC 2019	% USED
	B	E=C+D	F=B-E	G=E/B
Total of Outcome 1	184,502	141,589	42,913	77%

Outcome 1: To influence policy and implementation to address the rights and needs of citizens, especially youth, women and disadvantaged groups, and secure democratic space to exercise their rights

R1.1: Influenced and monitored policies and their implementation, i.e. Access to Information, (D&D) transfer of functions and resources to the sub-national level, effective road traffic law implementation, and equitable and quality public social service delivery in education

R1.2: Strengthened capacity and engagement of CSOs and their networks in advocacy, policy discussions and monitoring for addressing critical issues**, the rights of the most marginalized groups

R1.3: Developed innovative learning and sharing platform for research and innovation in policy influencing on critical policy issues

R1.4: Technical support

OUTCOME/ RESULTS	ACTUAL BUDGET 2019	TOTAL EXPENSE 2019	BALANCE AS 31 DEC 2019	% USED
	B	E=C+D	F=B-E	G=E/B
Total of Outcome 2	325,097	186,445	138,652	57%

Outcome 2: To empower citizens, especially youth, women and disadvantaged groups, to hold government accountable for responsive, inclusive decisions and actions to improve public services and policy implementation at sub-national level

R2.1: Strengthened citizen monitoring of sub-national public service delivery, development plans and budgets, in the Social Accountability Framework (I-SAF) and beyond

R2.2: Strengthened citizen representatives and CBO capacities and enabling environment for their sustainable engagement in sub-national governance

R2.3: Enhanced partnerships and actions between government, civil society and the private sector in responding to citizens' priority needs

R2.4: Technical Support

OUTCOME/ RESULTS	ACTUAL BUDGET 2019	TOTAL EXPENSE 2019	BALANCE AS 31 DEC 2019	% USED
	B	E=C+D	F=B-E	G=E/B
Total of Outcome 3	101,778	65,897	35,881	65%

Outcome 3: To improve access to and disclosure of public information on critical issues

R3.1: Improved citizen understanding of right to information and A2I law, and increased demand for public information disclosure (demand side)

R3.2: More public information is disclosed and made available for citizens on critical issues according to A2I and sectoral laws (supply side)

R3.3: Technical Support

OUTCOME/ RESULTS	ACTUAL BUDGET 2019	TOTAL EXPENSE 2019	BALANCE AS 31 DEC 2019	% USED
	B	E=C+D	F=B-E	G=E/B
Total of Outcome 4	120,788	116,391	4,397	96%

Outcome 4: To enhance API's organizational capacity and sustainability

R4.1: API is governed and managed effectively, transparently and efficiently (plus audit)

R4.2: The funding strategy is implemented successfully; and finances are managed according to international standard

R4.3: Strengthened human resource management and development supports implementation of the strategic plan

R4.4: Systems for planning and monitoring, evaluation, accountability and learning (MEAL) are strengthened

R4.5: Technical Support and volunteer support

GRAND TOTAL (Outcome 1+2+3+4)	732,165	510,322	221,843	70%
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6

CHALLENGES AND LESSONS LEARNED

Each project experienced challenges with learning elements individual to that specific project however certain challenges and learning elements appear common to all.

- Very limited financial resources of local government to respond to the issues and needs identified by CBOs which raised concerns mainly about road or infrastructure quality issues, requests for additional school and hospital buildings, community safety, civil documents, also issues about the shortage of clean water and the need for help in mediating conflicts. It is hoped that the newly increased local government budget will help alleviate this problem however there will still be a need to improve the knowledge of public service personnel to identify and accept public and CBO issues.
- Limited space for dialogue with key government ministries on an access to information law, as the consultation process was complete and confirmed by the Government.
- Human resources: The organisation faced major challenges due a doubling of projects and funding and the number staff required. Staff recruitment was difficult partly due to the limited salary scale but also to the nature of the work involving politically sensitive projects and the need for extensive travel to the provinces. In addition, there were only a small number of applications from women and qualified candidates. API was able to act to minimise the challenge by improving salaries, the staff's financial compensation and rewards and reviewing and updating staff structures. All staff attended an internal capacity building programme as well as external learning programmes associated with their employment.
- CBOs will be not be able to continually sustain themselves financially. It may be beneficial to include in future project activities, organisational development assistance for CBOs. Such assistance could include learning about how to develop a funding strategy, how to formalise organisational structures and the optimum ways to network and work with other CBOs to explore and exploit synergies.
- Awareness of commune financial information and budgets remains low amongst local citizens, with many citizens thinking that financial information is not relevant to them and is a responsibility that belongs with LAs. Additionally, some citizens may be financially illiterate and will not be able to read or interpret financial information and therefore might think it is unimportant. Future interventions need to focus on this financial element (improve knowledge, understanding and demand), to ensure that LAs are held financially accountable.



- Even though the political upheaval in 2017 temporarily stalled project activities, SNAs still continue to support social accountability. This government support for citizen engagement in local government enabled projects to continue to be relevant and still have an impact.
- It was the first time a community scorecard meeting had been held in an urban area, in Phnom Penh, and this was especially sensitive for government officials. It was closely monitored by authorities, for example, there were some police assessing the process of community scorecard and public meetings.
- Discrimination against women and all vulnerable minority groups is widespread and often unconscious in Cambodia. Many women and people within these groups are not aware of their rights and feel ashamed to join public meetings because they think that they are less educated and they are often hesitant about participating in workshops. Access issues to education and social services is more than just physical while local officials do not acknowledge and/or pay attention

to vulnerable people to the extent of not even recording and updating data about them. The 2019 API survey of people with disabilities found that the majority did not have access to education and other public services as well as to the administrative services of their local communes. Over 90% of over 500 people with disabilities interviewed were not satisfied with the public services provided for them.

- API and Epic Art have provided disability inclusive training to local public service providers (education, health and commune offices) to improve public services, attitudes and behaviours but this needs to be rolled out among all service providers (government and private) and society as a whole.
- Introducing new concepts, information and ideas is always challenging and this was apparent when service deliverers undertook self-assessments, Phnom Penh citizens were introduced to information about public budgets and their right to participate in local government affairs and training participants were asked for their ideas to improve the implementation of social accountability.



7 API FAMILY



Completion of the 12 years' successful mission of the API former director Mr. Neb Sinthay and handover to the successor.

From left: Mr. Lam Socheat (Director of API), Mr. Soeurng Chandara (Chairman of API Board of Directors), Mr. Neb Sinthay

THE BOARD OF



DIRECTORS AND MANAGEMENT

From left: Mr. Socheat Lam (Director), Mr. Vanpannit Man (PM), Mr. Bunsang Khuon (BoD Member), Mr. Chandara Soeurng (Chairman of the BoD), Mr. Michael Engquist (BoD Member), Ms. Somaly Chorn (FM), Ms. Lida Meas (PM), Ms. Phoungmaly Nhean (BoD Member), Mr. Sokleang Kim (BoD Member), Ms. Kasumi Nakagawa (BoD Member), Mr. Lars Krause (Advisor), Mr. Phan Phorp Barmey (SPM)

THE API STAFF RETREAT IN 2019

From left: Mr. Oeurn Sim (Master Trainer), Ms. Chorn Somaly (Head of Admin and Finance), Mr. Poly Em (Program Officer), Mr. Svay Kosal (Project Officer), Mr. Sok Bros (Project Assistant), Mr. Soheat Lam (Director), Mr. Vapannit Man (Program Manager), Ms. Muykim Am, (Admin & Finance Officer), Ms. Sreyleak Nob (Senior Program Officer), Mr. Phorp Barmey Phan (Senior Program Manager); Ms. Koy Chhiengleang (Volunteer), Mr. Sokhalay Chea (Program Assistant), Mr. Chhengla Leap (Program Officer); Mr. Vothana Prum (Senior MEAL Program Officer).



8 APPENDICES

APPENDIX ONE

Project One: Citizens' voices and actions for sustainable development in Cambodia.

Project One contributed to **Outcome One** due to API influencing and supporting people and organisations to advocate for effective and just laws and policies particularly affecting young people, women and people from disadvantaged groups. Project One's sustainable results, lessons learned, challenges and ways forward can be identified in Projects Two to Four.

Objective of Project One: To fulfill the rights and enhance the voices of citizens for sustainable development in Cambodia.

- **Outcome 1:** Influenced policy and implementation to address the rights and needs of citizens, especially youth, women and disadvantaged groups, and secure democratic space to exercise their rights.
- **Outcome 2:** Strengthened engagement of citizens, especially women, youth, people with disability and/or IDpoor, in public planning, budgeting, and holding authorities accountable for service delivery and budget implementation.
- **Outcome 3:** Improved access to and disclosure of public information, especially on public budgets.

Funding for Project One: DCA and BftW provided core funds (1,796,278 USD) to implement API's strategic plan in 2019-2021. DCA funded 201,375 USD and BftW funded 500,000 USD. The remaining 1,094,903 USD were provided by EU, USAID, UNICEF, Oxfam, and CtGA. This project is to implement API's strategy 2019-23. Each donor funded different components of the API's strategic plan.

Implementing partners for Project One: The Access to Information Working Group, the Budget Working Group, the Coalition for Partnership in Democratic Development and the Associations of Local Authorities in six Provinces.

Target areas for Project One: Phnom Penh, Kampong Thom, Battambang, Siem Reap, Banteay Meachey, Pursat, Kampong Speu, Kandal, Kep, Takeo and Kratie

Project One activities and results:-

- Young people, women and people from disadvantaged groups received training from API in social accountability, advocacy and facilitation skills to support their communication with government at local and national levels.



- The recommendations of civil society organisations and youth and women’s groups were incorporated into draft laws and policies which particularly affect these organisations and groups of people. These included seven laws and policies: a draft access to information law and Sub-Decrees on Increasing Funds and Functional Transfers from national to sub-national government, an amendment to the NGO & Association Law, the Annual Budget Law 2020 and the sub-decree on the Road Traffic Law amendment. This was accomplished through the submission of CSO joint statements, official letters to relevant public institutions and policy decision makers, legislative updates and consultative meetings with government officials, the second and third CSO and Government Forums, the media advocacy campaigns and API’s Facebook platform.

The way forward for Project Way Forward

- The project outcomes will be achieved through below strategies and activities.
- **Strategy 1:** Strengthen capacities of women and youth, as well as disadvantaged groups’ leaders of CBOs for their CBOs’ sustainable engagement of (sub-)national governance processes in advancing their causes.
- **Strategy 2:** Support the CBOs’ actions: CBOs utilize sub-national space and mechanisms for democratic

citizen participation in local governance to address their communities’ concerns and needs.

- **Strategy 3:** Mobilize CBOs to influence policies: CBOs engage in policy monitoring and advocacy for improved legal and policy framework and its implementation for participation and engagement of citizens and CBOs in (sub-) national governance processes, especially after functional transfers to the district level from 2020 and related national policies for an enabling environment.
- **Strategy 4:** Support CSO demand for A2I in sub-national implementation: Demand for A2I and disclosure of public information improved in target areas, with emphasis on public budgets and their implementation, especially at district and provincial level after functional transfers.
- **Strategy 5:** Monitor and influence the A2I Law legislative process for an improved A2I legislative framework and its implementation.
- **Strategy 6:** Enhance API’s organizational capacity and sustainability.
- API mainstreams the Human Rights Based Approach (HRBA), Gender Equality, Youth Empowerment and Inclusion of Disadvantaged Groups as crosscutting approaches for our project interventions. API explores the possibilities of Digitalization/Social Media in all areas of interventions.



APPENDIX TWO

Project Two: Young people influence the Cambodian Access to Information Law.



Project Two contributed to **Outcome One** by building on API's fifteen years of advocacy campaigning for an access to public information law which has mainly involved local and international NGOs networks, UN agencies, legal experts and the media and development partners. There has however been poor public support from young people, but the main challenge has been the lack of government political will to pass this law. This has been exacerbated by the consultations within the Government's relevant ministries and public consultations with civil society, the media, local government and communities taking longer than expected. From 2004-2013 the Access to Information Policy Framework was under the management of the Ministry of the National Assembly, Senate Relation and Inspection but this changed so that from 2013 to the present, the draft Access to Information Law was under the Ministry of Information.

Objective for Project Two: To build on API's knowledge and experience as leader of the CSO Access to Information Working Group, which works together with youth organisations and networks to encourage the Government of Cambodia and the National Assembly to pass an access to information law.

Funding for Project Two: The Swiss Confederation donated USD 50,000 through the Swiss Agency for Development and Cooperation in Cambodia, DanChurchAid and Bread for the World provided USD 40,000 for the matching project.

Implementing partners for Project Two: The CSO Access to Information Working Group and youth organisations in the Provinces.

Target areas for Project Two: Activities were held in Phnom Penh which involved youth representatives from all 25 provinces



**Project Two activities and results:
An access to information law:-**

- The CSOs Working Group on access to information produced in August 2019 an analysis and recommendations for a draft A2I Law: this was updated in November 2019. The recommendations were forwarded to the Government and UN agencies (UNESCO and the UN Human Rights Office) and Development Partners (SDC, EU, SIDA) to improve the law so that it reaches a high international standard. As a result, the CSO Access to Information Working Group led by API received an official positive response from the Ministry of Information⁹. On 14 January 2020 the Cambodian Prime Minister Hun Sen announced that a law on access to information must be completed and approved by the legislature in 2020 as it has been in draft and under review for many years.

Activities previous to the statement from the Prime Minister:-

- As the secretariat of two CSO Networks (CPDD and A2IWG) API co-organised a meeting with forty network members to produce and endorse letters calling the Government and Parliament to pass the draft A2I Law in early 2019.
- Access to Information Working Group’s members submitted official letters to the offices of the Prime Minister, the National Assembly, the Senate and the Ministry of Information calling for adoption of a A2I law.
- Six media articles and interviews about an A2I law were broadcast by Radio Free Asia, Voice of Democracy, the Phnom Penh Post and other media. 1600 people viewed Voice of Democracy’s live video showing a discussion on an A2I Law¹⁰. Demand for this law was included in a statement on 9 May 2019¹¹ by

9 <https://www.khmertimeskh.com/50576752/groups-express-support-for-access-to-information-law/?fbclid=IwAR1It2Y0TtqPZCaPOtxaScfOIWDi7obnLOSnMUqoZJmpM3859j6xNwltv0>

10 <https://www.facebook.com/VODkhmer/videos/vl.939301966412159/2333662856869248/?type=1>

11 https://cambodia.ohchr.org/sites/default/files/pressstatementsource/190509%20ENG_End%20of%20mission%20statement.pdf

by Ms. Rhona Smith, Special Rapporteur on human rights in Cambodia.

- Working Group members worked closely with the OHCHR to include the requirements of a draft A2I law into the Universal Periodic Review Factsheet on Cambodia 2018. This was presented in the 32nd session of the Universal Period Review at Geneva in January 2019¹².
- At the Government and CSO Partnership Forum in January 2019¹³ CSOs put forward their demands relating to an access to information law and the Under Secretary of State of the Ministry of Information, confirmed that consultations with key ministries would be complete by the end of that year. However although the Government considers that the consultation process for this law is at an end, API is of the opinion that both draft versions of this law do not meet international standards and so promoted further advocacy action with youth organisations.
- 29 youth organisations, network leaders and representatives from different sectors across Cambodia were mobilised by API to join an advocacy campaign on A2I law dialogue. Three days advocacy skills' training on A2I law was provided for selected youth leaders which was followed by young people making specific recommendations to improve the draft A2I Law based on the current Cambodian context and the need for the law to meet international standards. Youth leaders participated in a national consultative meeting on the A2I law with an international UNESCO expert. Twelve of the 29 trained young people put forward recommendations, raised concerns and asked questions about the draft access to information law to international legal experts and the Ministry of Information.
- API supported the advocacy actions of young people at the 2019 Annual National Advocacy Conference which was attended by government and CSO representatives (approximately 500 people). The young people also undertook similar advocacy actions at the second and third Government and

CSO Partnership Forums attended by over 500 national local government and CSOs leaders and Development Partner representatives. Participants from the latter forums supported the campaign for passing an A2I Law.

- The Ministry of Information had discussions with CSOs about an access to information (A2I) law¹⁴, the inter-ministry committee has nearly completed the review¹⁵ and the Prime Minister has set a deadline to pass this law in 2020.¹⁶

Project Two activities and results: - the NGO & Association Law Amendment.

- API hosted the secretariat of CPDD in 2019. The CPDD Secretariat joined with a number of NGO networks including CCC, NGO Forum, COMFREL, CPDD, NGO-CRC and NEP to advocate the Government for an amendment to the NGO & Association Law.
- Revised versions and specific recommendations, in Khmer and English of the revised NGO & Association Law, were submitted to members of the Government's Working Group, development partners and the public in October 2019 at two consultative meetings held between 30 CSO representatives and 30 Government Working Group Members. These revised versions and specific recommendations are available on CCC's and CPDD's websites.

Lessons Learned for Project Two

- A draft access to information law was internally reviewed five times in 2019 by the relevant government ministries however this was without any NGO participation. However, each updated version was publicly shared with NGOs and the media and explained to the public through API's media talks about the progress of the law.
- The NGO & Association Law: The Government's working group on this law provided space for CSOs to participate in the discussions about the law and to review details of the input received from various different groups of CSOs. There were not any significant improvements agreed and accepted

12 https://www.upr-info.org/sites/default/files/document/cambodia/session_32_-_january_2019/6_destination_justice_stmt.pdf

13 <http://www.ccc-cambodia.org/en/resources/event-archives/civil-society-and-the-government-partnership-forum>

14 <https://www.khmertimeskh.com/50576752/groups-express-support-for-access-to-information-law>

15 <https://www.phnompenhpost.com/national/inter-ministry-committee-clears-draft-access-information-bill>

16 <http://en.freshnewsasia.com/index.php/en/localnews/16437-2020-01-14-17-10-32.html>

by this working group however the consultation process is not complete and the group remains strongly committed to continuing to review and hold technical discussions with CSOs in 2020.

Challenges faced by Project Two:

- Limited acceptance of comments and recommendations made by young people and CSOs to improve a draft access to information law. Although recommendations were discussed in detail by the Chair of the Ministry of Information and the Drafting Committee for an access to information law, the review by the inter-ministries committee at the Council of Ministers reduced its quality.
- The legal analysis found that the November 2019 draft version of an A2I law meets even less international standards than the January 2018 version which had been accepted by key partners, the Government Working Group, Development Partners (UNESCO, SIDA) and CSOs (A2IWG).
- There was a division between CSO members who did and CSO members who did not join in dialogue with the Government as each had a different understanding of the situation and thus applied different advocacy and lobbying approaches.

The way forward for Project Two:

An access to information law:

- Provide training to groups of young people from 25 Provinces and sectors on advocacy for this law and encourage them to disseminate their knowledge and experience to friends and family to encourage further support for the law.
- Support young people to attend a dialogue meeting with key ministries and parliamentary committees.
- Arrange a lobby and consultative meeting with relevant stakeholders to endorse the legal analysis report on the latest version of the draft A2I law.
- Use radio programmes to broadcast young people's requirements for an A2I law.
- In 2020 API will use its official facebook page to advocate for an A2I law.

The NGO & Association Law

CSO working groups will continue to hold meetings with the Government and development partners to advocate for further improvements to this law which are acceptable to both Government and CSOs.



APPENDIX THREE

Project Three: Youth dialogue in policy formulation and the implementation of youth employment related policies.



2019 saw API contributing to Outcome One and successfully completing all the project's assignments to improve the ability of youth led organisations and youth leaders who are involved in producing and implementing policies concerned with young people's employment at both national and provincial level.

Objective of Project Three: to develop the capacity of youth led organisations and youth leaders to engage in strategic policy dialogue, especially the preparation and implementation of policies and strategies relating to young people's employment.

Funding for Project Three: The UNDP funded this project in 2019 with 36,850 USD.

Implementing Partners for Project Three: Over twenty youth organisations and universities.

Target areas for Project Three: Phnom Penh, Siem Reap and Battambang

Project Three: activities and results:

- 50 youth leaders (43%women) selected from 579 young people, took part in a training capacity needs assessment.
- Training: a) A three day policy advocacy training for the selected youth leaders took place in Khmer and was based on the assessment report and discussion with UNDP. b) Two training sessions of three days for youth leaders in Phnom Penh and Siem Reap focused on the development of policy advocacy plans to advocate to provincial and national policy makers for improvements in the implementation of the Cambodian Youth Policy, especially youth employment and vocational skills. The youth leaders produced a youth advocacy plan and five policy briefings on five selected issues associated with youth employment.

Policy Dialogue on “Youth and Employment”

9 April, 2019

Sunway Hotel

Phnom Penh

គាំទ្រដោយ៖

Supported by:



- API trained 50 youth leaders (21 women) on advocacy policies. 28 youth leaders and representatives (11 women) led youth employment related policy dialogue on a minimum wage for young university graduates, job markets and job opportunities and information and vocational skills training in Battambang, Siem Reap and Phnom Penh. They were attended by a total of 95 representatives (23 women) from sub-national government, the National Employment Agency (NEA), the Cambodian Chamber of Commerce, policy makers, the media and representatives from the private sector.
- Organised three youth led policy discussions in Phnom Penh, Battambang and Siem Reap to consider policy issues particularly recommendations. This was attended by policy makers from ten ministries, representatives from the private sector and young

people trained by API. The specific issues included: a minimum wage for university graduates, the job market, job opportunities and employment publicity and vocational skills training for young people. The Government and the private sector accepted the recommendations to provide and improve opportunities for young people.

- API provided support for mentoring and coaching services.
- The project's completion report noted that young people had gained new skills, developed their advocacy plans focusing on youth employment issues and had been given opportunities to meet and speak with representatives from the Government, the private sector and other relevant stakeholders. The young people had been able to raise issues relating to employment, particularly the topics of poor employment information, limited technical and vocational skills training programmes attractive to young people, insufficient access to good employment opportunities with minimum salaries for university graduates and skilled workers, a need to improve equality for disadvantaged people and a requirement to ensure that young people have the ability and skills to meet the demands of skilled labour in Cambodia.
- The young people confirmed that they had gained new skills, developed their advocacy plans focusing on youth employment issues and had taken opportunities to meet and speak with representatives from the Government, the private sector and other relevant stakeholders to raise their employment concerns.
- The young people evaluated their participation in the project and agreed that they were well satisfied with their involvement in the project's activities to address their concerns. They strongly recommended the need for improved access to good employment opportunities and the importance of ensuring that young people are better able to meet the demands of skilled labour.
- The Government launched an online National Employment Information Centre in 2019, to increase employment opportunities. This is supported by the same fund as the United Nations

Joint Programme on Youth Employment which supports API and which is implemented at national and provincial levels on youth employment related policies and issues.¹⁷

Lessons learned by Project Three:

- A large number of policy makers participated in the provincial and national policy dialogue with youth leaders because the Government is paying more attention to youth related issues and policy agenda due to 2/3 of Cambodia's population being under thirty years of age.
- Relevant government ministries confirmed their positive response during dialogue meetings, however their actions require to be continuously monitored.

Challenges faced by Project Three:

Although representatives from provincial and government departments and academics acknowledged the issues of young people and agreed and accepted their recommendations, the overall response was more about protecting themselves rather than identifying concrete policy solutions.

The way forward for Project Three:

API will continue to work with the young people who have received the organisation's training so that they can monitor the Government's actions in response to their demands and can engage in policy dialogue at the national level on a draft access to information law and the implementation of the Social Accountability Policy Framework phase II to improve education, health and commune and district public service delivery.



¹⁷ <https://www.kh.undp.org/content/cambodia/en/home/presscenter/event-calendar/be-a-young-policy-maker.html>

APPENDIX FOUR

Project Four: Hosting the Coalition for Partnership in Democratic Development (CPDD) secretariat.



Project Four supports Outcome One. Since 2011 API has played a valuable role in improving the advocacy skills and supporting the advocacy activities of the Coalition for Partnership in Democratic Development (CPDD) and the Government Associations of Local Councils in six Provinces. The CPDD's vision is for a Cambodian society where all people have genuine engagement in democratic development and equal access to quality and responsive public services. API will host the CPDD secretariat for two years: 2019 and 2020.

Objective of Project Four:: CPDD's Goal is to promote collective voices and the meaningful engagement of civil society with the Government at all levels to strengthen democratic development and good governance and to contribute to the successful implementation of IP3-III, the National Strategic Development Plan 2019-23 and the Cambodian Sustainable Development Goals 2030.

Funding for Project Four: BftW and DCA donated 530,000 EUR.

Implementing partners for Project Four: COWS, VSG, CPDD

Target areas for Project Four: Nationwide throughout Cambodia

Project Four activities and results:

In 2019 API was the host Secretariat of CPDD and as such worked with CPPD:-

- To produce joint statements to the Government with CCC and the national NGO networks on health, education and the environment.
- To provide input into the 2020 Government's Annual Work Plan and budget for for sub-national government.
- To make twelve policy recommendations and provide input at the 2019 Government and CSOs Partnership Forum. The Government responded positively to both the input and policy recommendations concerning: the adoption of an A2I law, an amendment to the NGO law, the provision of income tax exceptions for NGOs, permitting an enabling environment for CSOs and CBOs to operate in areas of human rights and democracy advocacy without government

restrictions or threats, amendments to the Road Safety, the Land, the Forestry and the Fishery Laws and new regulations (sub-degrees) supplying more funding along with an increase in the number of functions transferred from national to sub-national government in response to public demand for more effective public services.

- CSOs and the Government signed an MoU to support the implementation of API and other CSO projects associated with (1) social accountability framework (ISAF), (2) One Window Service Office, (3) capacity building to both the demand and supply sides of local government services; (4) strengthening local councillor associations' institutional and operational capacity to improve their accountability and transparency and to promote public engagement in local administration to address people's needs.
- The CPDD Secretariat provided updates to CPDD members and Development Partners (DPs) on general operational progress and challenges through regular quarterly DPG meetings co-chaired by EU and ADB.
- The CPDD Secretariat requested DPs to provide more funds to local NGOs working on decentralisation reform and social accountability and citizen engagement with local government to improve health, education and public service delivery. DPs confirmed the continuation of their financial support to CSOs for citizen engagement and the provision of an enabling environment.
- The CPDD Secretariat informed DPs about the concerns and recommendation of CSOs to improve government D&D Joint Monitoring Indicators and Functional Transferred framework. NCDD shared the new government functional transfer with members of CPDD.
- CPDD's website was reactivated and updated and a CPDD members Telegraph

Group was developed for daily communication.

Lessons Learned by Project Four:

- Government policy and practice at local level are not consistent with CSOs' enabling environment and operation challenges. The Government

introduced CSO participation in Government and CSO partnership in six monthly dialogues at national and provincial level. Most of CPDD members attended. A large number of operational issues and CSO concerns about an enabling environment were addressed. However, human rights and democracy issues are deteriorating and some individual members of human rights and democracy NGOs who are members of CPDD, still face operational challenges case by case and are not able to implement activities independently.

- Although currently it is a difficult the situation in Cambodia, regarding human rights, democracy and decentralisation reform, the Government have in late 2019 approved policies (sub-degree) to officially transfer/delegate more roles, functions, resources and power to sub-national government administration with a double increase in budget. This very positive trend will have an invaluable impact on people, local development and public service delivery from 2020 onward. These resources are mainly decided and delivered by



the one controlling parliamentary party with elected/appointed members of local councillors nationwide.

Challenges faced by Project Four:

- Some NGOs, especially Human Rights NGOs, including a few members of CPDD in Svay Rieng and Battambang Provinces, had their activities restricted by the Provincial Authority due to the NGO Law registration requirement for provincial networks. In fact CPDD is officially registered as a national network so each provincial meeting of the network, does not need to register again. This issue was addressed by the Government’s Ministry of the Interior.
- Over half of CPDD’s members are facing a significant lack of funds to implement projects relating to local governance and decentralisation reform, because donors and development partners have reduced their financial assistance to Cambodia on the Decentralisation reform agenda after the

opposition political party (CNRP) was dissolved in 2017.

- The secretariat of CPDD does not have any funds to function. It requires a great deal of financial and organisational support to fully implement the functions of the secretariat’s role, vision and mission.

The way forward for Project Four:

The Secretariat of the CPDD efficiently functions due to API’s support, continued networking and meetings of members, Development Partners and the Government. This not only ensures an enabling environment for members but also provides support to members working together to raise funds and implement projects associated with local governance and decentralisation reform. It also strengthens the secretariat’s support and functions towards achieving CPDD’s role and missions in partnership with API’s human and financial resources.



APPENDIX FIVE

Project Five: Promoting rights, voices, choices and decisions for citizens (pro-citizens).



Project Five took place from 2016 to the end of 2019 and contributes to Outcome Two by strengthening the grassroots advocacy actions and multi-stakeholder partnerships of CBOs. API supports CBOs involved with young people by providing training in institutional, operational, technical, communication and advocacy skills to monitor local and national policies and public services.

The objective of Project Five: to improve local governance and democratic participation of citizens.

Funding for Project Five: 530,000 EUR donated by BftW and DCA.

Target areas for Project Five: Kampong Spue, Kampong Chhnang, Pursat, Bantheay Meanchey and Kampong Thom.

Project Five activities and results:

Formed and strengthened CBOs:

- The project supports the formation of new CBOs by providing training to improve their ability to exercise their rights and enhance their livelihoods

as well as to raise the quality of public services. In addition training was given in the skills needed to support advocacy understanding and to enable communication and monitoring information concerned with the commune budget process, the production of and access to public information and advocacy actions. Importantly skills were enhanced to encourage communication with Commune Councils and to monitor the results of agreed actions associated with public service delivery in their communes.

- Sixteen CBOs of young people with 323 (60% women) members were selected and given the opportunity to improve their advocacy skills so as to be able to monitor the policies and public services of national and local government. Also chosen were twelve NGOs and six Associations of Local Councillors with 38 (15 women) leaders with strengthened institutional and operational capacity able to demonstrate improved skills in local fundraising and mobilising support (advocacy). The twelve participating NGOs and six associations were:-the Pure Dream Centre, the Foundation for

International Development/Relief, Don Bosco, the Cambodian Volunteers for Community Development Organisation (CVCD), the Buddhism for Social Development Action (BSDA), Building Community Voice (BCV), the Spien Organisation, the Italian Association for Aid to Children (CIAI), Positive Women of Hope, Kdei Karuna, the Salvation Centre Cambodia (SCC), and Morodok and six Provincial Association of Local Councillors from Pursat, Banteay Meachey, Kampong Thom, Kampong Spue, Kandal and Kep.

- API followed up and supported forty existing CBOs and a further sixteen newly established CBOs of young people and people with disabilities to improve their skills and operations. They are: a CBO of thirteen young people in Khan Sen Sok, three youth groups of fifty members in Thmor Pouk District, two youth groups of twenty five members in Brasat Ballank District, three youth groups of fifty members in Battambang, Siem Reap and Phnom Penh and seven CBOs of 185 members with disabilities in seven Communes of Tram Kak District. These groups participated in training and coaching to monitor public services in 22 primary schools, eight health centres, 36 Communes and a Sangkat, three District administrations and four police posts.
- 55 (27 women) CBO representatives, young people and local authorities took part in two training sessions to improve their understanding about the public's role and right to engage in and monitor the commune budget process and its implementation as well as to gain access to public information and take part in advocacy activities.
- Six newly established groups of young people and women undertook training and coaching to be able to communicate and engage with Commune Councils and to monitor the results of agreed public service delivery actions in Communes.

Grassroots advocacy actions implemented by Project Five:

- Groups of API trained young people, supported by thirteen CBOs and five youth groups, took part in thirteen small scale advocacy and three small awareness activities to put forward their concerns to local and national government and to improve the general public's awareness of these issues.

Eight of the advocacy concerns were raised in the Commune monthly meetings and were included in the relevant Commune Investment Plans.

- Nine CBO and youth leaders were able to put forward 42 issues of concern at regular Commune and District monthly meetings as well as public forums by supporting the existing 59 CBO representatives (45% women) who attended. By the end of the project 32 of these issues had been addressed while the other ten, relating to funding and infrastructure projects, are being processed.
- 59 (34 women) community representatives in receipt of training from API monitored the implementation of plans to i) restore toilets at Tamang Primary School in KokRomeit Commune, ii) fill in a dangerous hole on Salavisai Primary School's land, iii) provide educational materials for poor students in Toul Krerl Primary School and iv) provide safety [high visibility] jackets for village security guards in Toul Krerl Commune.

Multi-stakeholder partnerships organised by Project Five:

Multi-stakeholder partnerships were established between civil society, CBOs, the private sector and the local authorities of Thol Puk District in Banteay Meanchey province and Prasat Ballangk District in Kampong Thom Province to hold ten multi-stakeholder meetings. Stakeholders (donor and the community, 50:50) contributed 7,406 USD to fund eighteen project initiative plans.

Conducted national advocacy in Project Five:

- API facilitated five policy implementation case study discussions with the Ministry of Interior and NCDD-S, local authorities in the organisation's target provinces and senior leaders and representatives (Chiefs of the Department to the Secretary to State). Approximately 20 to 40 people attended each discussion representing the Ministries of Rural Development, the Ministry of Social Affairs, Veterans and Youth Rehabilitation, the Ministry of Labour and Vocational Training and the Ministry of Land Management, Construction and Urban Planning, the Ministry of Education, Youth and Sport, the Ministry of Health and the National Police Department. The main topics under discussion included: the identified effects

of policy implementation on law particularly title registration relating to land conflict and demands for better (a) inclusive public participation in local planning and the budget process, (b) health and safety environments and (c) local economic development, including quality public services for education, health and Commune and District and police post administration services.

- The following case studies were produced by API in cooperation with CBOs, self help groups for people with disabilities, youth groups, women's groups and local authorities:-
 - (1) Women's participation in local planning and the budget processes in Phnom Sruch District, Kampong Speu Province,
 - (2) Public participation in local planning in Baribo District, Kampong Chhnang Province,
 - (3) Inclusive participation in the local planning process in Krako District, Pursat Province,
 - (4) Support for implementing the District administration's role in the promotion of a health and safety environment in Santuk District, Kampong Thom Province,
 - (5) Support for implementing the role of District administration in the promotion of local economic development in Prasat Balank District, Kampong Thom Province,
 - (6) The Snowball Survey of People with Disabilities in Tramk Kak District,
 - (7) The citizen scorecard report in Khan Sen Sok,
 - (8) First citizen scorecard reports in 2018 in Thmar Pouk District and Prasat Balank District,
 - (9) Second citizen scorecard reports in 2019 in Thmar Pouk District and Prasat Balank District.
- The Ministry of Rural Development accepted the recommendations in a policy case study of Samroang Toung District, Kampong Speu Province, to act on the functional delegation of rural sanitation to the District Administration.
- The Ministry of Social Affairs Veterans and Youth Rehabilitation welcomed and accepted the recommendations based on the case study of

Thmor Pouk District and took action to provide a vocational and livelihoods skills training programme for people with disabilities in Thmor Puk District. API was engaged in the selection process for training participants.

- The Ministry of Labour and Vocational Training acknowledged the policy study findings and recommendations on migration in Banteay Meanchey Province. The Government positively responded by running a vocational skills training programme and recruiting participants from people with disabilities in API's target Districts.
- The Ministry of Land Management, Construction and Urban Planning acknowledged the policy recommendations on the land registration issues in Rolea Bier District, Kampong Chhnang Province and took action to promote people's right to information on the land registration process because thousands of villagers who have lived in the Tonle Sap areas for generations are without official land registration or land titles.
- NCDDS, MoYES and MoH accepted the findings and recommendations for improving inclusive participation in the local planning process and also the quality of public services in education, health, the police and Commune and District administration services based on the Snowball Survey of People with Disabilities in Tramk Kak District and the citizen scorecard reports from Khan Sen Sok, Thmar Pouk District and Prasat Balank District.
- The Government adopted the sub-decree on the functional transfer to local government in late 2019 and will adopt a sub-decree and annual work plan in 2020 with a double increased subnational budget from 2020 onwards.

Lessons Learned in Project Five:

- While this project did have an impact on minority groups, the project was not specifically designed to directly engage with these stakeholders (young indigenous people, women, the elderly and people with disabilities). On hindsight one can see that if the project had been tailored to these stakeholders there may have been a more indepth impact and result.

- Although the political upheaval in 2017 temporarily stalled project activities, SNAs continued to support social accountability. This government support for citizen engagement in local government enabled the project to continue to be relevant and to still have an impact.
- Project donors BfdW and DCA were very flexible (in terms of reporting, budgeting and the work plan) and exhibited great trust and confidence in API's work. This working relationship was invaluable and greatly assisted the project management, especially when there was a need to change the project design.
- While the project was able to achieve its indicators, it would have been useful to have had more clearly defined indicators and methods to calculate them. This would have enabled more thorough analysis and comparisons between the evaluation data (baseline, midterm and end of project) across the life of the project.
- There is little public awareness of Commune financial information and budgets: many citizens consider financial information to be irrelevant to them and that it is solely the responsibility of local authorities.
- The majority of the project's activities were targeted at the Commune level (LAs) and at CBOs. The evaluation targeted both the village level (citizens) and the Commune level (LAs and CBOs). If API decides to expand or up-scale its activities, the organisation could consider increasing its targeting of village level activities.

The way forward for Project Five:

- API will specifically tailor future project activities to engage with minority rights holders. Project intervention will be designed to directly collaborate with minority groups in order to have a deeper impact on their social accountability.
- To ensure the sustainability of future project activities with CBOs, API will include organisational development assistance for CBOs. Such assistance may include training and producing funding strategies, formalising organisational structures and working with other existing CBOs to explore and exploit synergies.

Challenges faced in Project Five:

- CBOs are not able to continually sustain themselves financially. It may be worthwhile including organisational development assistance for CBOs in future project activities.



- Awareness of commune financial information and budgets remains low amongst local citizens. In future API requires focusing on this financial element by increasing the public's and CBOs' knowledge, understanding and demands for financial information to ensure that LAs are held financially accountable.
- While the political context forced API to shift activities away from the supply side of social accountability, the project would have benefitted from a more balanced approach between supporting both the supply and demand sides. In future bringing together the two sides will open communications, build trust and cooperation and greatly improve social accountability and sustainability.
- The use of social media and information and communications technology will be integrated into future project activities. There are many applications within the organisation when API could utilise ICT such as for a complaints mechanism and a platform for information dissemination at the village level. Similarly this could be used to benefit API's visibility.

Project Five: Project Evaluation

This end of project evaluation was undertaken by the external consultants, Real Time Evaluation in January 2020.

Objective 1: The capacity of individuals (women, men and young people) and CBOs is improved to enable them to participate in decision making in commune development processes.

Indicator 1: Increased by 20% on baseline the level of demands by citizens (disaggregated by gender and groups (women, men and young people) in 40 communes realised and/or put into practice.

- Requests for information increased from 33% at the midterm to 52% at the end of the project. Most of the respondents said that their requests to LAs concerned information relating to birth, marriage and death certificates, family records and residents' books, personal identity and ID Poor certificates and land title certification.
- Citizens who had ever complained about their LA increased from 12% at the midterm to the 17% at the end of the project. The majority of citizens said

that their complaint was about a late response or lack of response to a request for services, assistance or information.

- Some citizens complained about the LA's work performance such as the lack of funds spent on the development of local roads or infrastructure, the low quality of existing infrastructures and the fact that LAs seemed not to care to build or repair them. Other complaints included public service providers asking for more money than required, community safety (e.g. gangsters, drugs, or gambling) and LA staff being unfriendly and using bad language when local citizens requested information.
- The people who did not complain commented that they did not have any big problems or issues and LAs were doing a good job. Some local citizens mentioned that they wanted to live peacefully in the community while others commented that they were afraid to complain to their LA.
- The number of citizens requesting services from their LA increased from 34% in the midterm to 68% at the end of the project. Most respondents commented that their requests for services related to personal documents while some requests were for services to build or repair houses, roads, schools, water systems and wells. 73% of vulnerable women requested services from their LAs.

Indicator 2: Identified community concerns and issues are incorporated into Commune Development Plans (CDP), the rolling Commune Investment Plans (CIP) and District Development Plans (DDP).

- 92% of CBOs raised concerns with their local authority at the end of the project - only 1% higher than the midterm of 91%. However, the proportion of women CBO members raising concerns increased from 71% at the midterm to 86% at the end of the project.
- CBOs mainly raised concerns about road or infrastructure quality issues, the need for additional school and hospital buildings, community safety, civil documents, clean water and help in mediating conflicts.
- CBOs indicated that eighty issues had been included in various commune and district plans, an average of one to two issues per CBO.

Objective 2: The capacity of local councils is strengthened to work with community based organisations and NGOs to respond to public needs.

Indicator 3: An increase from 76% to 85% of citizens, expressing satisfaction in the performance (problem solving, service providing and budget information disclosure) of local elected councils and government.

- The satisfaction of citizens with LAs in terms of solving issues increased from 68% at the midterm to 95% at the end of the project. Citizens who were completely satisfied thought that LAs were helpful in solving community conflicts and problems and were always able to solve the problems on time. However some unsatisfied citizens commented that when asking for more funding for public services the LA sometimes responded slowly or not at all. 100% of vulnerable women were satisfied with LA issue solving.
- Public satisfaction with LA public service provision increased from 78% at the midterm to 97% at the end of the project. Fully satisfied citizens considered that LAs provided free or appropriately priced services and that requests for documents were easy and fast. Unsatisfied citizens thought that LAs provided expensive poor quality public services and sometimes responded slowly to complaints about roads and infrastructure. 100% of vulnerable women were satisfied with LA public services.
- Citizen satisfaction with LAs sharing budget information decreased from 61% at the midterm to 42% at the end of the project. The final evaluation showed that 54% of citizens who responded did not know that there was budget information available to the community. 42% of satisfied citizens commented that budget information is shared through the village office meetings, via the village chief's monthly meetings and in public forums and/or during public events in the community. Some people commented that they first heard about budget information when youth groups disseminated information at the household level while others said that they were not interested in the budget and would rather let the commune decide how to spend it. 27% of vulnerable women were satisfied with the the way LAs shared budget information.

- It is worth noting that the number of citizens who had visited a community hall in the past year declined from 45% in the midterm to 36% at the end of the project (Endline source Local Citizen Survey Q7). The majority of people who had visited the hall remarked that they only visited it 'sometimes'. Most people who had not visited a community hall, explained that they did not have any problems or anything to request, or were busy and didn't have time to go to the hall. Some people mentioned that they only went to the village office while others said that they were frightened (due to past experiences) to go to the community hall.
- Given that the majority of citizens do not visit their community hall, its plausible that they may well not know that budget information is available at the hall. However, LAs (at Indicator 5.3) commented that they also disseminate budget information in public forums as well as displaying it on information boards.



a successful advocacy case on fishery community

Indicator 4: At least 30% (increase on baseline) of the local councils have expended their involvement and collaboration with CBOs and CSOs.

- The number of LAs joining a meeting with a CBO to address local issues increased from 73% at the midterm to 100% at the end of the project.
- LAs commented that joining meetings with CBOs was very useful and beneficial and provided an opportunity for citizens to raise issues and concerns and for LAs to understand local issues in a timely manner.

'We need to know about the problems in the community so we can come to solve the problems. Previously citizens didn't dare to raise any issues but after dissemination [referring to Project activities], they raised the problems or needs in the commune and they are keen to know about the commune budget. Now we know the needs of the local citizens in the community.' [Local Authorities, FGD]

Indicator 5: Disclosure of information to the public increases from 39% to 60% by 2019 for public services, policy, standards and budget information.

- All LAs interviewed at the midterm and at the end of the project commented that they disclosed public service fees to people in their community and displayed a list of these fees (such as the cost of civil documents) on the information boards at the commune office and at each village office. Enumerators during the evaluation verified that such information was displayed at the relevant commune offices.

'We not only stick the public service information at commune office but also at all the village offices. We also stuck the commune budget on the information board and we also disseminated information about public services such as the family book, birth certificate, death certificate, married certificate, and information about migration to local citizen.'[Local Authorities, FGD]

- All the LAs interviewed at the middle and end of the project said that they shared or had raised awareness about local policies, legislation and laws with people in their community during commune meetings and public forums as well as displaying the information on public notice boards. Shared information included: laws concerning traffic, children's rights ,domestic violence and marriage and drugs in the community.
- Each LA interviewed said that they shared their financial reports with people in their community and communicated financial information (such as how much money was spent on road construction) and the commune budget during commune meetings as well as displaying the information at the Commune office. The LAs asked the village chiefs, who had more time available than government officials, to publicly share financial information particularly with the young people involved in dissemination activities in the community.

'We think that when we display the financial information at the commune office, people will never come to see it, so we disseminated the financial reports during commune meetings as well as sticking the information up at the commune office.'[Local Authorities, FGD]

Objective 3: Enhanced partnerships between government and civil society in responding to public needs and concerns.

Indicator 6: At least two joint projects per district are implemented, addressing social services, natural resource and environmental management and hygiene and sanitation issues.

Project staff and project narrative reports revealed that at least two joint projects per district were implemented. The January to June 2019 Narrative Report (BfdW) notes: '18 joint projects have been, or are being implemented, addressing social services, natural resources and environment management and hygiene and sanitation issues. Partnership with local authorities, private sector, CBOs, and local NGOs had contributed USD7,406'

Indicator 7: CSO and CBO members increased their engagement and participation by 8% to 35% through activities and by responding to local coordination mechanisms at different levels.

- The number of CBOs joining meetings with commune councillors increased from 8% at the baseline, to 88% at the midterm, to 91% at the end of the project. CBOs commented that their meetings were mainly to discuss safety and violence in the community, community development, the poor quality of roads or infrastructure construction, the commune budget (income and expenses), the civic document process, clean water shortage and

sanitation. The majority of the CBOs which did not attend Commune Council meetings explained that they had not been invited to attend.

- 88% of CBOs from the midterm and end of project surveys commented that they had evidence to prove their engagement with commune councillors in addressing problems in their community. Evidence included attendance lists, invitations from commune councils, meeting agendas, meeting notes and photographs of the meetings.

Based on the end of project evaluation January 2020, this project achieved 92% of the total 100% evaluation score.



APPENDIX SIX

Project Six: Enhancing local democratic governance in Cambodia, 2018-2020



Project Six contributes towards **Outcome Two**

Objective of Project Six: to strengthen citizen participation and social accountability for improved local governance outcomes across four Communes in two Districts in Cambodia by using citizen scorecards.

Funding for Project Six: funded by UNDEF with a total budget of 165,000 USD.

Implementing Partners for Project Six: The Cambodian Organisation for Women's Support (COWS), the Village Support Group (VSG) and the Coalition for Partnership in Democratic Development (CPDD).

Target areas for Project Six: Banteay Meanchey and Kampong Thom.

Project Six activities and results:

- To enable citizens to monitor public service delivery CBOs required training to provide the technical knowledge to understand budgets and monitoring and be able to influence local authority

service planning and delivery. 35 small grants were provided to CBOs for outreach activities (mainly door to door dissemination) and the distribution of 15,000 booklets about the budget (Commune and District levels) and other services. These booklets were co-produced by API, Transparency International Cambodia and the Government's NCDDS.

- To monitor and influence effectively the quality of local authority service delivery, planning and budgeting the CBOs produced action plans which were implemented with the support of small grants. Four CBO action plans were followed up and provided with technical support by the project team on sixteen occasions. The plans involved 45 CBOs with women and young people as members.
- Representatives of the CBOs, especially 35 women councillors who are CWC members, monitored and influenced local authorities attending nine advocacy meetings. An additional sixteen meetings were held with representatives from local

authorities and councils and 63 representatives from women's and young people's groups [mostly committee chairs and members].

- Two three day inter-district exchange visits and two scorecard refresher training sessions were attended by delegates from 38 local authorities and youth and women's groups as well as representatives from health centres, Commune police posts, primary schools and Commune and District administration. The participants gained and shared their knowledge and experience about implementing citizen scorecard activities, small scale projects and producing and carrying out action plans. Following this training participants were able to undertake the first and second rounds of citizen scorecard surveys in ten villages in four target communes with 611 respondents (392 women).
 - CBOs and local authorities implemented sixteen small scale projects which had been identified from scorecard results and recommendations. Each project cost around 1,000\$: 50% came from community and local government contributions and 50% from the project.
 - The project improved people's ability to monitor and influence local authority service delivery, planning and budgeting. A total 3354 people (2312 women) received booklets to explain and help them to not only understand the scorecard process and its importance but also the roles and responsibilities of citizens and local authorities.
 - The results of the scorecards and their recommendations informed a list of actions to improve health centres, commune police posts, primary schools and Commune and District administrations. This was accepted by local government and actions have been taken to improve performance.
 - All sixteen small scale projects involved public services and mobilising the public. They were implemented by twenty Commune and District councillors including six women councillors and monitored in the field by 45 youth representatives. Eight of the sixteen small projects in Kompong Thom Province were financed by UNDEF (\$ 4,000
- [\$ 500 each]) with the private sector, local CBOs and local government contributing \$ 3,000. These eight projects produced their action plans during two one day district based workshops which were attended by 96 people.
 - Eighty project beneficiaries (33 women) were given the opportunity to reflect on the project's implementation and consider ways for improvement.
 - The project achieved its specific objective one: Citizens' capacity to monitor and influence local authority service delivery and planning and budgeting is enhanced. 43 out of the 47 trained citizens who carried out the first and second citizen score card surveys successfully identified the real needs and claims of the respondents relating to local public service delivery: the results were aggregated by gender and age [young people]. Based on the result of a rapid survey, 87.4% of the 610 respondents participating in the outreach activities mentioned that they would appreciate more understanding about the scorecard topics and the importance of the scorecard process. Respondents considered that they had a better understanding of the roles and responsibilities of citizens and local authorities, the citizen budget booklet at commune and district level on the deconcentration and decentralisation processes and service delivery mechanisms.
 - The project achieved specific objective two: strengthened local authority capacities to address the needs of citizens concerning public service delivery and the Commune development planning process. 95% [46 of 48] of the trained local officials who participated in implementing the scorecard action plan demonstrated improvements in their attitude to delivering public services¹⁸. 45 participants, 77% of the trained women councillors and CWC members, actively helped implement the scorecard action plan and contributed significantly to changes in prioritising public service delivery.
 - The project realised specific objective three: enhanced partnerships between the Government and civil society in responding to public needs and concerns, by implementing sixteen small scale

¹⁸ Chief councillors, his/her two deputies; health, education, security officials have responsibilities in public service delivery. For the remaining councillors, "public service delivery" is understood as their performing of their duties on the council.

projects and eight priority initiatives in 2019. Four target Commune Action Plans were produced and successfully implemented benefiting 43,393 people in the target Communes.

- API organised Commune discussions on the results of the scorecards and the CBOs, citizens and relevant authorities agreed and explained the findings and the actions required for improvements.
- The main concerns raised in the Communes in 2018 were associated with the need for community support to resolve the public service fee, domestic violence, gender issues and infrastructures. In 2019, the main issues were the same except for there being less concern about gender issues. In both years, however, citizens seemed to think that the problems they referred to the commune council could be resolved immediately.

Lessons Learned for Project Six:

- Citizen scorecards are recognised as a means of broadening local democratic governance by hinging on their use to improve local public services (supply) and increases social accountability



(demand). In the Cambodian context, the design of these cards (i.e. as an evidence based mechanism to develop an action plan for service improvements in local government and selected key social services) is not only appropriate given the country's political culture and governance reform agenda but also relevant in fostering citizens' capacity to engage in local governance.

- Community scorecards are powerful tools to provide the Government with hard evidence concerning the strengths of public services and areas requiring improvement. Alternatively using scorecards can increase citizen awareness about public rights and entitlement to key public services and can also help improve public knowledge about local authority budget allocation and the performance of local services (primary schools, health centres, Sangkats and Khan).
- Scorecards can identify priority issues which can then be brought to the attention of different four sectors of primary health care, primary education, Commune Police Post Administration and Commune Administration. The scorecard also provides a reason for multi-stakeholder meetings for local fund raising initiatives and agreements to support to the priority projects.

Challenges for Project Six

- The local authorities were not enthusiastic about participating in some activities with API, local partners and other local NGOs in the field because they were busy with political activities and issues in 2019.
- Project activities were delayed because District and Province councillors were election campaigning from April to July 2019.

The way forward for Project Six

- Continue in 2020 to use the radio to broadcast awareness activities especially to the twenty villages in the four target Communes.
- Organise a national conference in Phnom Penh on the project's lessons learned in February 2020 to national stakeholders.

APPENDIX SEVEN

Project Seven Citizens voices in social accountability, 2019-2020



Project Seven: Citizens voices in social accountability, 2019-2020 This pilot project supports Outcome Two and aims to improve public services in the City of Phnom Penh, following the successful implementation of ISAF in Cambodia's rural Provinces. The project is likely to continue in 2020.

Objective one of Project Seven: to improve the performance of public service providers in the capital city of Phnom Penh based on better transparency, citizen engagement (especially young people and members of disadvantaged groups of all genders), and responsive public service actions in education, health, administration services of Sangkat and the One Window Service (OWSO) in Khan Sen Sok.

Objective Two Project Seven: Social inclusion of disadvantaged groups is improved in I-SAF's Phase II policies and practices based on joint advocacy with the target groups.

Funding for Project Seven: Oxfam in Cambodia donated 53,838 USD.

Target area for Project Seven: Khan Sen Sok

Activities and results for Project Seven:

- An introductory session enabled API to ensure that government leaders representing health centres,

primary school principals, Khan SenSok councils, the Citizens' Ombudsmen's office and other Khan officials as well as API's own staff were fully aware and onboard with project. The conditions for engagement, the Memorandum of Understanding (MoU) with each Sangkat and Khan Administration were ratified and signed and a joint work plan agreed. The MoU showed collaboration and partnership between API, the local authority and relevant Ministries i.e.the Ministry of Education, Youth and Sport, the Ministry of Health and the Ministry of Interior who all agreed to and supported the project's objectives, actions and partnership framework.

- Community Accountability Facilitators (CAFs) were recruited as youth volunteers through an announcement via social media (API Face book) and the service delivery agencies of Sangkat: primary schools, the health centre and Khan Sen Sok administration. Out of the 63 applicants,13 young people (6 women) were selected as CAFs and the participated in two training courses to boost their knowledge and technical skills about the ISAF process, (Module 1_Information for Citizens), Module 2_Citizen Scorecard, Module 3_Interface Meeting and Module 4_Joint Accountability Action Plan).

- This training for CAFs was also given to API project staff (demand side) besides government officials (supply side). The 29 (9 women) supply side stakeholders from the target Khans, Sangkats, primary schools and health centres attended three days training and two refresher sessions to improve their knowledge and technical skills associated with implementing the Social Accountability Framework (ISAF).
- After attaining the technical skills necessary to produce simple and friendly information packs for citizens, the CAFs made four sets of citizens' packs (I4Cs) on four public services: the Khan administration, Sangkat administration, health centres and primary schools. The content of the I4Cs has been adopted and printed for public awareness activities by CAFs.
- This project also produced four public information booklets, one for each Sangkat and Khan, which include all the service information found in the I4Cs package with the addition of the results of the citizens' scorecards, the Joint Accountability Action Plan (JAAP) and information about the budget, the roles and rights of citizens, the duty of the service providers and public service delivery performance standards and self evaluations. These four booklets will be used for monitoring the progress of JAAP's implementation and public monitoring.
- The printed posters and booklets aimed to improve public awareness and support outreach activities in village dissemination meetings. These meetings were attended by 786 people (329 women, which included 19 widows, 27 ID poor, five people with a disability and 52 young people).
- Fifteen self-assessment meetings held at the Sangkat and Khan level in health centres and primary schools were attended by 312 public service leaders and providers (161 women).
- 423 citizens (198 women, 10 ID poor people and 18 young people) attended eight community scorecard meetings, facilitated by the Community Accountability Facilitators. Community scorecards are invaluable tools to provide hard evidence to the Government about the strengths of public services and areas requiring improvement. The scorecards and self assessment meetings increased awareness about the public's right and entitlement to key public services and also helped improve public knowledge about local authority budget allocation and the performance of local services (primary schools, health centres, Sangkats and Khan administrations).
- Four interface meetings presented the results of the citizens' scorecards and the service provider self assessments to 110 (51 women) leaders from all the public institutions and the Citizen Representatives who had developed and agreed on the Joint Accountability Action Plan (JAAP) and JAAP Committee (JAAP-C) formulation. These meetings also helped create a common and shared understanding of local service delivery challenges and the feedback from both sides (supply side and demand side).
- Sub national government officials, service providers and citizens share a common understanding of the priority actions required to improve local service delivery based on JAAP. Collectively agreed priority actions to improve the quality of public services have been implemented, including 50% JAAP actions such as meetings with officials and teachers to strengthen the roles and ethics of service educational provision by the end of 2019.
- The annual project reflection workshop with 49 key stakeholders (7 women) including CAFs, Khan officials, Sangkat officials and representatives from primary schools and health centres who reflected on the project's challenges and lesson learned and also shared their learning experiences about the whole process of I-SAF. JAAP's actions were confirmed and the local authorities acknowledged the steady increase of approximately 10% of service users wanting to access public services.
- An additional consultation meeting with seventeen participants (seven women) discussed the best ways to promote the inclusiveness of women and disadvantaged groups of people in ISAF activities. This meeting proposed the benefits of close cooperation between all people associated with the project and the ISAF focal person at Sangkat and Khan level. The ISAF focal people of Sangkat and Khan level. The ISAF focal people of Sangkat were asked to improve their collaboration with village chiefs so that disadvantaged groups could

be identified and encouraged to attend local development meetings.

- The reflection meeting concluded that the project had successfully piloted ISAF in the City of Phnom Penh and had effectively achieved its objectives: to support an adaptation of the I-SAF framework in urban areas and make improvements in: the transparency of public service providers, primary school education, health services in three health centres, social protection for the poor, the administration services of three Sangkats and one Khan and the Sen Sok OWSO.
- The project engaged with more than 300 local authority officials and service providers to undertake self-assessments and to interact with officials to improve their respective sectors on primary education, basic health care, the development and administrative services of three Sangkats and one Khan. Service providers improved their knowledge and understanding about implementing the Social Accountability Framework.
- At least 800 citizens (42% women) are better informed about service delivery standards and budgets having attended information dissemination meetings, citizen scorecard meetings and interface meetings. Over 400 (65% women) citizen representatives were given the space and opportunity to assess public service delivery performance and to gain knowledge about civic engagement.

Objective 2 for Project Seven: Social inclusion of disadvantaged groups is improved in I-SAF's Phase II policies and practices based on joint advocacy with the target groups.

- Most citizens acknowledged that they were delighted to have access to public information at the village level as they rarely received information about the services of Sangkats and Khan.
- Community scorecard meetings enabled over 400 citizens to voice their opinion about key public services, to identify priority problems and to propose solutions. They acknowledged that it is a good way to provide feedback to service suppliers particularly primary schools which require

payments of unofficial fees during class. Feedback contributes towards promoting anti-corruption action and transparency in local communities. Sometimes, however, urban citizens wanted to provide feedback to the supply side, but they seemed not to know how to go about it. Due to this project sub-national government officials and service providers are better informed about public priorities and views on governance and public services.

Lessons Learned by Project Seven:

- Most of participants at the annual reflection workshop seemed to have very few ideas about how to improve social accountability implementation.
- This was first time that people in Phnom Penh had been given the opportunity to learn about public budgets, the public's right to participate in local governance affairs and the citizen's right to monitor public service delivery through, for example, citizen scorecards and interface meetings.
- This was the first occasion that government officials and public service providers were able to undertake self-assessments and self-performance evaluations and for them to become aware of the public's perception of them and the need to improve public service delivery. While some Sangkat councils considered that self-assessment enables them to assess their performance and improve their services others were reluctant to participate or raise the criteria of assessment despite it being for the benefit of improving the whole Sangkat.
- Many of the resources at Khan and Sangkat level are different between rural and urban areas. Implementing an urban ISAF is different from a rural one as the individual services are responsible for the data entry and not the ISAF focal person as at Khan level.
- The gender of urban ISAF participants in the urban I4Cs dissemination was different from that in rural areas. Mostly women attended the latter whereas in the urban area 50% of participants were men.
- The criteria for the community scorecards concentrated on social services as these was less of a priority than infrastructure.

- The participants from health centres were less active than other service providers.
- Most of CAFs are young people who are interested in community work. The CAFs gained knowledge about good governance, the local development process and budget information. The project improved their soft skills, such as those associated with facilitation, leadership and communication.
- Urban CAFs as opposed to rural CAFs were more interested in gaining experience and learning more about social work than receiving other incentives.
- The project could not reach some marginalised groups such as the ID poor and LGBTIQ to volunteer for community work because many of these people are local migrants who rent rooms and work in Phnom Penh. They cannot attend project activities, because they are working in garment factories, shops and markets and have no time to participate in social project activities. Additionally these people are not allowed to participate in local government issues, because are temporary residents as opposed to permanent residents who can be invited to participate in government public consultation meetings or governance issues.
- The Village Leader is a key person to mobilise citizens however sometimes they are not interested in learning about social accountability.
- The Khan Administration and One Window Service Office (OWSO) also distribute public information to raise awareness about budget performance and services at Khan level.
- The Office of Citizens' Ombudsmen has mainstreamed a new complaint mechanism for citizens which could provide feedback about service provision, particularly the OWSO service.
- It may be helpful to apply ICT tools to self-assessment as some service providers do not wish to undertake face to face feedback meetings. ICT tools for self-assessment could provide more anonymous information which could be more acceptable to some officials.
- It is not clearly stated in any Prakas or regulations to integrate the role of Chief of Citizens Ombudsmen into implementing the Social Accountability Framework. There is no Prakas of JAPP-C establishment in Khan Level and no focal person to monitor JAAP implementation.



- The annual reflection workshop was helpful and reflected about the challenges and lesson learned from the project and also enabled CAFs and service providers to have space to share learning experiences particularly about the whole process of I-SAF. However the majority of participants at the workshop were unable to come up with many ideas on how to improve social accountability implementation.
- Some citizens thought that the Sangkat and Khan budgets held secret information and had noticed that the disclosure of budget information is limited.
- The culture of providing face to face feedback to high level service providers to improve services in urban areas has not been commonly practiced so it was challenging for the project to identify courageous citizens to do this.
- Public budget disclosure was poorly presented especially by the responsible person. Some officials consider the institutional budget information to be confidential /secret information and while many members of the public are of the same opinion especially about the budgets of Sangkat and Khan they had noticed that the public disclosure of budget information is limited.

Challenges faced by Project Seven:

- The inclusion of groups of disadvantaged people in the projects was very challenging because project design and implementation were set to follow the ISAF standard process and calendar. On paper I-SAF's Phase II policies clearly include the social inclusion of groups of disadvantaged people however 2019 was the first year of the new I-SAF's Phase II operation manual.
- Khan Sen Sok was a new pilot area for API and Oxfam. Building trust and good relationships were very important. Project team members were challenged to mobilise people from disadvantaged groups to participate in ISAF activities because they were occupied with day to day livelihood activities at factories and with business in the informal sector.
- This was the first time a community scorecard meeting had been organised in an urban area. The meeting was very sensitive for government officials and was closely monitored by authorities: for instance police were watching the community scorecard process in Sangkat TeukThla.
- CAFs were busy with their university study so many of their activities had to take place at weekends. Most of recruited CAFs were students just beginning university and needed more time to be coached on technical and management aspects of schools, health centres and local administration services.
- Urban citizens appeared more reluctant or careful about being interviewed by young volunteers (CAFs) or the project team to share their personal experiences associated with public services.
- The Sangkat clerks did explain the budget however this was particularly challenging to understand and needed to be presented using simple language with few technical words.

The way forward for Project Seven

- In future village leaders could be included in ISAF training so that they can raise awareness and take a more active part in social accountability.
- Government officials could be encouraged to play an active role in educating project participants (citizens) about their own institution: its administration, technical and budgeting aspects.
- The Citizens Ombudsmen Office needs to play a participatory but neutral role in facilitating self-assessment, community scorecards and interface meetings at the Khan level.
- Invite community scorecard users of each service to attend a meeting to provide feedback.
- Improving citizen scorecard data collection through door to door outreach activities could potentially reach out to the whole Sangkat and the comprehensive data collected could be presented in an interface meeting to help improve public service performance.
- Support is needed for the ISAF focal person and Community Accountability Volunteers at the Sangkat and Khan level to encourage people from disadvantaged groups to participate in ISAF activities.

APPENDIX EIGHT

Project Eight: People with Disabilities' Voices and Action in Social Accountability, 2019-20.



This project is an innovative inquiry by API, CADDP and Epic Arts. Its activities contribute towards **Outcome Two** and are concerned with understanding and learning about people with disabilities and these people can best use the opportunities provided by the implementation of the National Social Accountability Framework (I-SAF). The project's activities aimed at encouraging people with disabilities to have better access to public services and to take an active role in the local governance affairs in their villages.

Objective for Project Eight: Amplified voices of persons with disabilities for enhanced access to more equitable, quality public services in target districts.

Funding for Project Eight: The Voice Programme of Oxfam in Cambodia donated 156,858 USD.

Implementing Partners for Project Eight: Epic Arts and CADDP

Target areas for Project Eight: Seven Communes in Tramkak District, Takeo Province:

Project Eight: outcomes:-

- 1) Improved representation and opportunities for people with disabilities to be heard in all the new I-SAF stages.
- 2) Enhanced responsiveness to the voices and claims of people with disabilities.
- 3) The demands of people with disabilities influence improvements in national I-SAF policy and practice.

Project Eight: activities and results

- A joint introductory ('Kick-Off') workshop was organised and the MoU signed between API and two partners, two Districts of Tram Kak and Khan Sen Sok and the administration of Project Seven and Eight. The workshop highlighted the synergies of both projects and focused on empowering the 'demand-side' of citizens, especially young people, women and people from disadvantaged groups to promote social accountability by highlighting

areas for improvement in public service delivery for health, education, commune services and Khan administration services.

- The official project launch was attended by 86 people (22 women) from target local authorities, UN agencies, development partners, NCDD secretariat, beneficiaries and CSOs. It was opened by the NCDD representative and the speakers were from World Vision, the Ministry of Education, Youth and Sport, the Ministry of Health, Oxfam, Epic Arts, CADD and local authority from Khan Sen Sok and Tram Kak Cistricts. Everyone was committed to promoting people with disabilities and the project 'Voices and Action in ISAF' within their respective sector as well as cooperating with project actions.
- The launch was arranged in such a manner as to provide physical access and sign language for people with special needs. At the launch there were special performances by people with disabilities to emphasise disadvantaged group empowerment.
- Training on ISAF to service providers and local authorities at local level was proposed by Mol Secretary of State, H.E Ngy Chan Phal, Chair of the ISAF Project Steering Committee. Oxfam and API agreed to support the full costs of this training and two training courses in Takeo at the Provincial level and Tram Kak at the District level were organised for 139 people (30 women) who are employed as local authority service providers and who could lead implementaion of ISAF and ensure the inclusion of people with disabilities in their services. The training was facilitated by the Takeo provincial authority, World Vision International and API.
- A series of seven 'My Voice' empowering creative workshops in Takeo Province ensured that the selected representatives of people with disabilities were able and confident to participate in the ISAF process and in advocacy at the national level. The workshops attended by people with disabilities were aimed at building up the confidence and self-esteem of the participants, as well encouraging them to understand that their voices/opinions mattered. The ability and confidence of the people with disabilities who led a professional and high quality workshop acted as an inspiration to all the workshop participants. An evaluation showed that 99% of the 185 participants enjoyed the workshops and considered that they had helped them to raise their profile.
- The training participants went on to collect information and data to produce digital information on the government database for all primary schools and health centres in Communes in Tramkak.
- A Snowball Survey of 514 people with disabilities in Tramkak district identified the challenges faced by people with disabilities in accessing public services, empowerment and self-advocacy as well as assessing their current living conditions, experiences and perceptions. The survey attempted to attract people with disabilities to take part in project activities and ISAF standard activities implemented by CADDP and Sovann Phumwho are local partners of WVC. The survey itself was undertaken by four volunteers with disabilities (two women).
- The Snowball Survey identified numerous issues faced by people with disabilities including the extra payments needed for healthcare, the lack of/poor accessibility to public and private infrastructures, such as school buildings and health centres without ramps, as well as to public services and meetings and the daily discrimination they receive including people's attitude to them when they are attempting to make suggestions at public meetings.
- The Snowball Survey report showed that a very low percentage of people with disabilities had access to and were satisfied with their current public service delivery.
- Two day's disability inclusion training for 25 people (four women) from the supply side (public services) explored how individuals in the I-SAF process can develop a more inclusive approach.
- A consultative meeting was held in Phnom Penh to share the findings and results of the Snowball Survey. The 79 people (27 women and 15 representatives of people with disabilities) attending considered among other topics a national level of advocacy for the challenges faced by people with disabilities. The people with disabilities appeared confident in sharing their challenges and gave suggestions

to local authorities and ministry representatives. The NCDD-S representative at the meeting acknowledged that the NCDD-S has produced

Citizen Engagement in Local Governance technical documents to promote inclusive participation in the local development process.

The 2019 Snowball Survey of people with disabilities.

The survey showed that most people with a disability were not in receipt of the public services provided by Commune administration, the health centre and primary school. People with disabilities find that their contribution to the local development process is limited, that public information is difficult to access, there is minimal engagement and social equity support and they face constant discrimination. It is important that people with disabilities have opportunities to share resources so that their needs are fully met.

Survey findings in Tramkak district, 514 people with varying disabilities were identified and interviewed. (42.2% women).

- Disability from birth accounted for 42% of people surveyed, 30.2% from disease, 7.2% from road accidents, 2.5% from work related accidents, 17.5% from war and landmines and 0.6% from aging;
- 43% of surveyed people had not had access to education while 34.4% had attended primary education;
- 51% of surveyed people were unemployed and 44% engaged in micro-businesses such as selling cakes or goods at home;
- 31.5% of surveyed people have equity cards;
- 35.4% of respondents said they had difficulty engaging in the community's work.
- 22.20% of respondents said they had easy access to services offered by the Commune office while 77.80% of respondents claimed that they did not have easy physical access to services due to the fact that there were no ramps available.
- 39.70% of surveyed people said they had easy access to services at the health centre while 60.30% of respondents claimed they did not.
- 25.30% of surveyed people said they had easy access to services at the primary school while 74.70% of respondents claimed they did not.
- 34.60% of respondents said they had easy access to a means of transport while 65.40% of the surveyed people said they did not.
- 52.10% of respondents said that they made decisions on how to manage their daily living by themselves while 47.90% said they did not.
- 69.50% of respondents said they needed additional assistance to perform daily activities inside and outside the home while 30.50% said they did not.
- 8.6% of surveyed people were satisfied with their Commune Council's performance; 7.5% were satisfied with health centre provision and 7.8% were satisfied with primary school provision.

The conclusion is that a very low percentage of people with a disability are satisfied with current public service delivery. Later on this information was used to encourage the respondents to participate in and benefit from the project activities.

PROJECT EIGHT: OUTCOME ACHIEVEMENTS:

Outcome 1: Improved representation and opportunities for people with disabilities in all new I-SAF stages.

In the seven target Communes the project supported 13 of the 28 people with disabilities to become Community Accountability Facilitators (CAF). 185 people with disabilities and the family members who assisted them with travel had the opportunity to meet other people with disabilities from different communities and engage in creative empowering activities aimed at building confidence. This event brought up a range of issues that need to be addressed through ISAF.

Outcome 2: Enhanced responsiveness to the voices and claims of people with disabilities.

Local authorities increased their knowledge about implementing disability inclusion within the Social Accountability Framework from the findings and results of the Snowball survey in Tramkak District. This survey was particularly concerned with the challenges associated with accessing public services: its results and recommendations received positive verbal and written responses from national government ministries, local government leaders and the self-help advocacy groups of people with disabilities attending the national consultative meeting on the Snowball results. The main issues raised concerned the inability to access free health services and inclusive education at the grassroots level. Local authorities expressed their commitment to promote the inclusion of people with disabilities and to allocate a budget to support social services. Health centre representatives spoke out for free access to health services echoing the self-advocacy demands being made by people with disabilities. Four volunteers with disabilities were selected to represent and mobilise marginalised and discriminated against communities and to participate in public meetings with government officials and project activities.

Outcome 3: The demands of people with disabilities influenced national I-SAF policy and

practice improvements. The results of the Snowball Survey were shared with relevant stakeholders from national authorities down to the level of sub-national administration and CSOs. ISAF implementers in different Provinces learned about the findings and showed commitment to promote the participation of people with disabilities in implementing ISAF. Likewise API influenced and engaged with line ministries and Provincial authorities, NCDD-S, DAC and Development Partners. The NCDD-S have agreed to share the ISAF operation manual in Khmer with API and to work with API's project team and other stakeholders to review and improve the manual while adding input to ensure disability inclusion in 2020 and the future.



Lessons learned by Project Eight :

- API organised a national advocacy workshop which encouraged effective data sharing to make demands for promoting participation and ensuing implementation of the rights of people with disabilities.
- Identifying people with disabilities through the Snowball survey was important as it clearly identified their experiences and the issues facing them.
- Some people with disabilities were hesitant about participating in the workshops.
- Many people with disabilities are not aware of their rights and feel ashamed to join public meetings because they think they are less educated.

Challenges faced by Project Eight:

- The Law on Promoting the Rights of People with Disabilities is not effectively practiced and enforced.
- Data for this project was sometimes inaccurate: information from local authorities is not always up

to date and/or accurate for people with disabilities and sometimes the person with the disability was unavailable or could not be found by the project team.

- People with a learning difficulties are sometimes perceived as a danger by the data collectors.
- A number of people with disabilities were reluctant to be involved in the survey as they thought the survey data collectors/interviewers would take advantage of them.

The Way Forward for Project Eight:

- There is a need to work with Self-Help Groups.
- It would be beneficial to arrange art performances at community and national events.
- Review API's Operational Guidelines and training curriculum to mainstream inclusiveness.
- Ensure there is continuous development and documentation of project learning and reflection.
- Provide and manage advocacy activities for disability inclusion in social accountability.



APPENDIX NINE

Project Nine: Strengthen youth participation in local planning and budgeting, 2019-2021



Project Nine supports **Outcome Two** which is concerned with empowering citizens.

Objective for Project Nine: to support local government improvements in the delivery of social services, especially for young people, women, children and people from vulnerable groups including people with disabilities.

Project Outcome for Project Nine: SNAs (Communes and Sangkats) prioritise the issues and needs of young people in CIPs and allocate resources to social services to improve young people's wellbeing.

Funding for Project Nine: 123,535 USD donated by SIDA/UNICEF

Target areas for Project Nine: Khan Sen Sok in Phnom Penh; Sa Ang and Ang Snoul Districts in Kandal Province and Chetburi District in Kratie Province.

Activities and results for Project Nine:

- This project began in September 2019.
- Twenty youth clubs from four target Districts who had shown an interest in participating in the local

planning and the budget process over the next three years have been selected for the project.

- Four one day project introductory meetings were organised in the target areas to provide opportunities for eighty young people to participate in local planning and budget activities. The project has identified stakeholders and selected youth groups from each target areas.

Lessons learned in Project Nine: this project is still in its early stages

Challenges faced by Project Nine: this project is still in its early stages.

There were not many active youth groups in the communities able to take part in the project and who were interested in participating in local planning and the budget processes over the next three years.

The Way Forward for Project Nine:

- Improve the skills and knowledge of youth groups in each target Commune concentrating particularly on citizen rights and the roles of local authorities in local planning and the budget processes.

- Initiate regular quarterly follow up and coaching sessions with youth representatives to review their involvement and effective participation and to highlight their demands in the planning and budget processes. These sessions will not only appraise the young representatives' communication results and the challenges of their activities but will identify their experiences/lessons learned and further enhance their knowledge and skills.
- API will provide an online tool (Facebook group/ Messenger) aimed at supporting and providing an enabling environment for youth representatives and group leaders. This will help facilitate internal communication and could be used to collect information and requests from youth members as well as for supporting, learning, sharing and providing a monitoring platform specifically focusing on each step of CIP development and budget formulation.
- API will work in partnership with local authorities in Districts and Khan, Communes and Sangkats with the aim of including young representatives as members of the planning and budget committees and as permanent youth representatives on other relevant Commune/ Sangkat level committees such as the committee for women and children, or the joint accountability action plan committee of the I-SAF process.
- In Phnom Penh, API will continue to cooperate with UNICEF to create a platform for dialogue on youth related issues between young people from urban poor communities and Khan and capital governors and decision makers.



APPENDIX TEN

Project Ten: One Window for Citizens (OW4C), 2019-2022



Project Ten contributes to **Outcome Two**. API in partnership with NGS and INSTEDD will identify, produce and promote civic technical solutions which will help broaden public access and improve awareness about OWSO services and the District Ombudsman and will also provide monitoring tools to enable citizens and businesses to report on their efficiency and the public's satisfaction about their activities. The results will inform government authorities to better measure progress on service delivery and respond to the public's service needs.

Objective of Project Ten: to increase the capability of civil society to engage in political processes through a series of tested interventions, including the design and implementation of civic technical tools, outreach and engagement activities, monitoring and other complementary activities which support innovation, success, and sustainability.

The development hypothesis to achieve this goal is illustrated as follows:

- **If** citizens have real time access to provide and receive reliable information about OWSO services through civic technical innovations,
- **And** if they are engaged through meaningful processes,
- **Then**, they will more effectively hold government accountable to improve public services through the OWSO.

Funding for Project Ten: API received \$ 461,819.81 from USD for activities from October 2019 to September 2022.

Implementing Partners for Project Ten: API and InSTEDD (Both organisations are members of the consortium led by Nickol Global Solutions).

Target Areas for Project Ten: Communities surrounding OWSOs in Battambang, Banteay Meanchey and Kampong Thom Provinces.



Activities and results completed in 2019 by Project Ten : This project has only been in operation for the last three months of 2019.

- API established the project's operations and staffing , directly communicated with stakeholders and began equipping the staff with information, project tools and contacts.
- Produced civic technical tools focusing on identifying and testing the existing tools in the OWSO space, understanding the areas to be improved of OWSO staff and more importantly understanding public and user needs and profiles.
- Meetings organised with the Director General, Head of the Function and Resource Department of the Ministry of the Interior. The Ministry issued a supporting letter to the Battambang Governor endorsing project implementation.
- Meetings held with the Deputy Governor of Battambang, Governors and OWSO leaders in the selected five target Districts and one municipality.

- Undertook a Battambang field trip with OWSO management, the District Ombudsmen and OWSO users.
- Organised a Battambang NGO and CBO stakeholder engagement workshop. Through the stakeholder engagement activities, OWSO-PEA developed a firmer understanding of the OWSO areas to be improved and user needs. For the latter, there was a series of steps to get the project closer to the potential users of our civic technical tools.
- OWSO user profile interviews held in Battambang. The initial focus of activities associated with the development of civic technical tools focused on identifying and testing existing tools in the OWSO space, understanding the areas to be improved of OWSO staff and most importantly understanding the citizen/user needs and profile.
- A landscape mapping exercise was completed which identified applications, websites, videos, and other media that are either under development or have been implemented around the OWSO content space. These technologies have been reviewed and will be taken into consideration in developing the design of technical applications.

Lesson Learned so far in Project Ten:

Both national government and local authorities are very supportive of this project because it is highly relevant to the Government's plan to promote citizen access to one window services offices nationwide.

The way forward for Project Ten:

- Civic technical tools, direct educational materials, outreach campaigns in the media will be developed and used to promote civic engagement in One Window Service Offices (OWSO)
- Two training sessions will be organised for young people on the roles of Ombudsmen, citizen scorecards and OWSO services.
- CBOs and CSOs will be identified as partners in target areas for community outreach activities on OWSO services. Accountability working groups will be formed in selected Districts to address citizens complaints on OWSO.

- Provide training for young people on research skills and producing a baseline survey.
- Arrange scorecard survey design sessions with OWSO staff, DO and District Governors.
- Provide training for young people on facilitation skills and the skills required to undertake citizen

scorecard meetings.

- Arrange public forums and outreach activities on OWSO through the media and also through door to door publicity, to reach older citizens who do not have knowledge of the internet and mobile phones.



APPENDIX ELEVEN

Project Eleven: Adopting and adapting 'Change the Game Academy' for improving local resource mobilisation and mobilising support (advocacy) skills in Cambodia.



Project Eleven supports **Outcome Two:** Improved access to, and disclosure of, public information on local and national vital issues especially public budgets

Objective for Project Eleven: To secure resources for CSOs so that they are able to sustain their operations in Cambodia.

Implementing Partners for Project Eleven: The Cooperation Committee for Cambodia.

Funding for Project Eleven: Stichting Wilde Ganzen donated 67,863.2 EUROS.

Target areas for Project Eleven: Nationwide.

Mobilising Support (Advocacy) Training Course in Project Eleven:

A total of 13 participants (five women) from NGOs completed the Mobilising Support [MS] training series (four training sessions- a total of twelve days covering seven modules) with two additional coaching sessions for each participant. Within one year of the training most participants had produced and implemented their own mobilising support activities (advocacy plans) for their organisations:-

- The Foundation for International Development Relief (FIDR) mobilised support (advocated) to encourage Commune Councils, schools, education departments and District Councils to allocate budget funds to contribute to school building projects and to provide an annual budget to support building maintenance.

- The Kdei Karona Organisation mobilised support from the Phnom Penh Municipality and the Ministry of the Interior to provide space to build a Khmer Rouge library at the Cheung Ek Killing Field site and integrate the 'Pka Sla KroamAngkar' project into a national education programme.
- Buddhism for Social Development Action (BSDA) advocated the Provincial Department and Ministry of Labour and Vocational Training to support and provide an MOU to recognise the BSDA's school for vocational training.
- Don Bosco (Kep) mobilised support for the Department of Land Management, Urban and Construction to change the land title of Don Bosco at Kep from a person to the Don Bosco Foundation.
- The Spien Organisation used advocacy actions to Commune Councils and schools to persuade them to allocate a contribution of the budget to build water storage in the new school building.
- Building Community Voice (BCV) aided CBOs to advocate for support from the Government and a private company to define the community fishery boundary.

Local Fundraising Training Course in Project Eleven:

23 participants (five women) from NGOs completed the Local Fund Raising [LFR] training series (three training sessions - a total of seven days covering five modules) with one extra coaching session for each participant. All participants were able to produce and implement a local fund raising plan to support their organisation's mission. The participants gained an understanding about the need for LFR, the different sources of income available and how to effectively mobilise resources at different levels. Within a year of the training and practicing for local fundraising activities most participants achieved their fund targets:-

1. CLS Organisation's fundraising project: Attract Funds Towards a Solar Powered Water Supply System for Households and Agricultural Work in Trapeang Pring Village. Project activities are imminent: the project team will hold preliminary meetings with individual donor group members

to introduce the project's rationale and purpose and to encourage their support. The project team will then cooperate with each group of donors to prepare a plan for support and implementation of the project. Total gross income expected: 24,315\$.

2. Kakot Organisation's fundraising project: Providing Kindergarten Community Transport in Kakot village, Kratie Province. The project concept plan was prepared and the organisers met and talked to each individual potential donor. The donor group consisted of: the Chief of the District/village, the Chief of the community, business families and Tela petrol station, ethnic families and families staying far from school. The project raised 20,350\$

3. BSDA Organisation's fundraising plan: Early Childhood Care and Development Project (ECCD). Project activities included: a public fundraising dinner for invited parents from communities, schools and the DoE which aimed to promote the benefit of education and to seek funding support for the ECCD programme. Donations came from parents from the community, local authorities and schools. The project raised 23,692\$.

4. EHEO Organisation's fundraising project: Providing a Community with Pure, Clean Drinking Water Fundraising activities included: a meeting to share the community's need for pure clean drinking water; meetings with individuals interested in supporting the project by providing a zero interest loan over two years; organising awareness raising meetings with relevant villages about:- a) The impact of drinking dirty water: the spread of disease, the need for health care, the effects of sickness causing an increase in health treatment payments and the loss of time for doing business or earning an income, etc. b) Sharing and publicising the importance of clean drinking water at other meetings. c) Seeking financial and in-kind support from the local community to promote the project and d) Organising meetings with village representatives to raise money from their members. The project received 11,000\$.

5. OIC Organisation's fundraising project: Improving Communication in Education and Inclusive Business The project organised



a campaign with the local primary school to encourage pupils to try not to speak for an hour a day in order to improve their awareness of people with communication difficulties. Participants: children, parents, teachers and government officials raised 13,075\$.

6. COLT Organisation's fundraising plan: Road Safety for Children's Education. Fundraising techniques or activities were: face to face fund raising, donor site visits and networking. Later the project undertook online fundraising by emailing requests for face to face introductions with a website link and sending invitations to a group meeting at COLT to look at the project's purpose and request voluntary support. A final invitation letter to donate funds as well as face to face verbal requests resulted in donations of 2,600\$.

7. Mekong Plus Organisation's fundraising plan: Promoting a healthy Samroung primary school.

Fundraising activities concentrated on events which illustrated the school's needs to the parents of the students, through a fundraising ceremony (Bun Phkar), parents' professional support of their time and labour volunteers. The total funds raised were 4,500\$

8. Fundraising of Provincial Associations of Local Councils in the provinces: Kampong Thom, Banteay Meanchey, Kandal, Kampong Speu, Pursat and Kep: Training to 108 newly elected city / district / commune / Sangkat councilors.

Fundraising included: writing a proposal and asking the donors (API and NLC) and organising a lobby meeting for fund raising. Total gross income in cash: 2,270\$

Lesson Learned in Project Eleven:

- Before the training the results of testing the online module on local fundraising and mobilising support had given the impression that the course contents were highly relevant. API trainers were concerned about what and how to apply this module to the Cambodian context, especially how to introduce and establish a culture of donating to NGOs as well as how to mobilise support using the soft approach in Cambodia's current political context.
- Additional, more comprehensive, CtGA modules would be helpful for people wanting more information and an introduction to their own fundraising work for their organisation. It would also be useful to have additional online fundraising training materials mainstreamed into the core curriculum using case studies from Cambodian NGOs.
- API is more familiar with the course content about mobilising support as this is very similar to API's advocacy training series. API staff improved their knowledge of the new facilitating methods and training material particularly the examples from Sri Lanka and India.

Challenges faced by Project Eleven:

The recruitment of participants for both the LFR and MS training was challenging especially because they

were required to contribute 10% equal to 150\$ to 200\$ each to join the course. Participants were particularly interested in the LFR courses as these involved new topics and were very relevant to economic growth in Cambodia as well as supporting potentially successful local fundraising. Few participants were interested in joining the MS course, because over the last fifteen years around 3000 NGO staff (advocates) in Cambodia

have received advocacy training skills provided by API courses- which are not dissimilar.

The way forward for Project Eleven:

API and CCC will together provide four more courses of five days on mobilising support (advocacy) and local fundraising along with sessions on coaching, planning and the implementation of plans, for forty leaders of Cambodian LNGOs and CBOs in 2020.



OUTCOME 3: IMPROVING ACCESS TO INFORMATION AND DISCLOSURE OF PUBLIC INFORMATION ON CRITICAL ISSUES FROM LOCAL TO NATIONAL LEVEL.

APPENDIX

Project Twelve: Enhancing the institutional and operational capacity of the provincial associations of local councils, 2019-21



Project Twelve supports Outcome Three. API improves public awareness about the right to public information and encourages people to exercise their right to access publicly held information. The organisation supports local government administrations to disclose public information on local and national critical issues. Implementing these activities at policy and community levels will lead to achieving Outcome Three.

Objective: to strengthen the institutional and operational capacity of the Provincial Associations of Local Councils (PALCs) and their members in target areas to contribute to promoting accountability, transparency and responsiveness to the needs of citizens and vulnerable groups of people.

Funding for Project Twelve: 445,031 EUR of a total 977,938 EUR was donated by the EU and DCA and BftW provided matching funds.

Implementing Partners for Project Twelve: Aide et Action Cambodia, the Association of Local Councillors of Pursat Province

Target Areas for Project Twelve: Six target Provinces: Kampong Speu, Kandal, Kep, Kampong Thom, Pursat and Bantheay Meanchey.

Activities and results for Project Twelve:

- The project supported the Provincial Association of Local Councils in six target Provinces to organise five Provincial general assemblies, with a total of 1,000 participants (members of provincial associations) to strengthen their institutional and operational capacity and to elect new leaderships, improved its policies and operation plans for the Associations.
- The Memorandum of Understanding between the project and the six PALCs was agreed and signed.

It defined clear roles and responsibilities and detailed the project's budget to help strengthen the capacity, transparency and accountability of PALCs.

- The project's capacity building plan and budget plan were included as part of the PALCs' annual work and budget plans, 2019-21.
- 12 PALC leaders and secretaries from the six Provincial Associations received five day's training along with two day long coaching sessions to increase their knowledge and practice of local fundraising and resource mobilisation.
- A visibility plan, capacity development plan and monitoring and evaluation framework were produced for the project and these along with information about the project were widely publicised among PALC members, NGO partners and the public through project launches, Provincial dissemination workshops and the use of social media and media channels.
- Assessments of the institutional and operational capacity of the six Provincial Associations were completed. Association leaders and members recognised the assessment findings and recommendations to improve their performances. Capacity building plans were produced.
- Twelve PALC leaders and secretaries gained knowledge on how to identify and prioritise local issues requiring to be addressed, how to identify stakeholders and prepare local funding raising action plans and how to plan events for each association.
- The PALC leaders and secretaries improved their knowledge and practice of local resource mobilisation. Guidelines on the implementation of small scale initiatives had been produced by the project team which specified the budget contribution required from various sources to address citizen as well as PALC members' concerns.
- The organisational assessment and baseline survey results and recommendations were presented to the Government, development partners and the National League of Local Councilors in a national advocacy workshop organised by the project.

- The project strengthened the advocacy efforts of the six Provincial Associations at national level and supported the implementation of the Government's new 'Sub-Decree on Functional Transfer from National to District Administration', the approved NCDD 2020 work plan and the budget increase of 200% for the sub-national budget planning and budgeting, (the average annual budget 128,000 USD for each Commune/Sangkat and 307,160 USD for each Krong/District).The project specifically advocated for social services to be allocated 20% of the Commune and 10% of the District total annual budgets from 2020 onwards and also encouraged PLAC and NLCs leaders to share their issues and best practice with regional networks, through LOGIN Asia. Both API and NLCs are members of LOGIN Asia.
- The project supported PALC leaders and members to implement their duty to promote accountability, transparency and responsiveness to the needs of citizens and vulnerable groups by organising local councilor public forums. PALC leaders and members recognise the shortage of support for poor people and other vulnerable groups and acknowledge the lack of resources, initiatives and actions available to help these people. During the same reporting period, 2019, the project engaged



in Pursat Province with representatives of 30 young people, women, people with disabilities and poor families who raised their issues at two stakeholder forums. One was organised in Krokor District on 01-08 October 2019, and was attended by 1,905 (868 women) participants and the second was in Krong Pursat on 05 November 2019 with 937 (322 women) participants. 157 community topics were raised at the forums including 30 infrastructure issues (new toilets, road constructions), 25 electricity concerns, 16 water sanitation connection issues, 30 irrigation system issues, 10 illegal land grabbing issues, 20 social security issues and 26 other relevant concerns. Of the 157 topics, 61 issues have been solved; however the remaining 96 issues are pending.

- The project also assisted the Provincial Association of Local Councils to improve their bylaws and policies, internal rules and plans as well as their Management and Operation Manuals.

Lessons learned by Project Twelve:

- The Provincial Associations of Local Councils have clear structures which were approved by the General Assembly in late 2019.
- Crucial to the successful implementation of the project was the need to ensure consistent policies, especially on the travel costs of different associations.
- The delayed action at the beginning of the project contributed to the accuracy of baseline survey and enables. This delay also enabled the newly elected councilors, new structure and leadership of the PALC to be better informed.
- There is greater collaboration among the local authorities in all the target Provinces compared to that between the authorities and civil society organisations. Pursat Local Councilor Association played an important role in connecting target provincial PALCs, API and AeA.
- More than 95% of PALC members (more than expected) have access to a smart phone which is helpful when implementing project online learning.

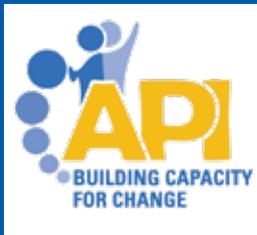
- PALC members, for the first time were able to evaluate their leaders. PALC leadership was open and receptive to the evaluation results and actively took part in the production of a plan to improve their institution.
- PALC members and leaders acknowledged the lack of attention to the most vulnerable people in the community such as poor people, the elderly and people with disabilities.

Challenges faced by Project Twelve:

- The time spent on staff changes was challenging as a lot of time had been required to recruit staff who then resigned and were replaced with new people
- Altogether the external consultants spent around six months on recruitment and an additional six to carry out data collection and finalise reports on the project baseline survey and institutional and operational capacity assessments because the new District councils (elected in May 2019) meant changes of some leaders and members of PALCs.
- The project orientation meeting was postponed due to council elections and new council members needed to learn and understand about the project before taking part. It was difficult to get back on schedule.
- Data from the project baseline showed that only 53.50% of the institutional and operational plans were carried out by PALC's members due to limited resources and capacity (financial and technical and leadership).

The way forward for Project Twelve:

- An online monitoring and evaluation learning system is being developed to pave the way to ensure data transparency and financial integrity. The system will look at the roles and responsibilities of PALC through a learning hub.
- The financial management of Pursat's PALCs is improving due to direct regular coaching.
- API expects to implement more public forum and small scale activities benefiting the poor and other vulnerable groups in the target provinces from 2020 onwards.



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