Royal Government of Cambodia

National Committee for Sub-National Democratic Development (NCDD)

Implementation of Social Accountability Framework

for Sub-National Democratic Development Phase II (2019-2023)

Approved: November 2019

PREFACE

Social accountability is the essential tool to contribute in strengthening local governance. Regarding this advantage, National Committee for Sub-National Democratic Development (NCDD) endorsed strategic plan on social accountability for sub-national democratic development on 11 July 2013 as road map for all actors (supply side and demand side) to implement social accountability of National Program for Sub-National Democratic Development (NP-SNDD).

The implementation of Social Accountability Framework (I-SAF) Phase I (2016-2018) was completely implemented in 2018. I-SAF Phase II will continue enhancing and strengthening the actions implement in I-SAF Phase I. I-SAF Phase II will cover to nationwide of service in communes, primary schools, and health centers, and it will expand to other services including district/municipality/khan administration and Sangkat administration; and improve I-SAF methodology to enhance effectiveness and achieve new outcomes of I-SAF Phase II.

Under I-SAF Phase II, there are 5 components including: (i) Transparency, access to information and budget; (ii) Citizen monitoring; (iii) Implementation of joint accountability action plans (JAAPs); (iv) Training, capacity development, and communication; (v) Program management, monitoring and evaluation.

In I-SAF Phase II, line ministries will have more responsibilities in I-SAF actions of their sectors, and NCDDS still play role in coordinating the supply side activities and communicating with demand side coordinator to monitor on producing annual Information for Citizens (I4Cs), database management, JAAPs implementation, guideline on I-SAF, and provide effectiveness of training and technical support on I-SAF to SNA. NCDDS will support line ministries that attempt to mainstream I-SAF into their structures, programs, policies, and annual work plan and budget (AWPB).

The civil society representatives will coordinate demand side I-SAF actions with effectiveness, transparency, and accountability, and communicate with NCDDS and trust fund working group as well as support and coordinate NGO partners' actions.

On behalf of Royal Government of Cambodia and NCDD, I would like to express my sincere gratitude and appreciation for all of the efforts and dedication provided by managements and officials of line ministries, SNAs, DPs, CSOs, and especially NCDDS in the design of I-SAF Phase II.

Phnom Penh, 08th November 2019
Deputy Prime Minister, Minister of Interior and
Chairman of NCDD

Samdech Krolahom Sar Kheng

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LIST OF ACRONYMS

API	The Advocacy and Policy Institute
AWPB	Annual work plan and budget
C/P	Capital and provinces
C/S	Communes and sangkats
CAF	Community Accountability Facilitator
CIP	Commune Investment Program
DIW	District Integration Workshop
DMK	District, Municipality, and Khan
DP	Development partner
CSO	Civil Society Organization
EU	European Union
I4Cs	Information for Citizens
ICT	Information, communication and technology
ID Poor	Identification of poor household
IP	Indigenous people
I-SAF	Implementation of Social Accountability Framework for Sub-National Democratic Development
I-SAF-PSC	I-SAF Partnership Steering Committee
JAAP	Joint Accountability Action Plan
JAAPC	Joint Accountability Action Plan Committee
LGBTQI+	Lesbian, gay, bisexual, and transgender, queer and intersex
M&E	Monitoring and Evaluation
MEF	Ministry of Economy and Finance
MoEYS	Ministry of Education, Youth, and Sport
MoH	Ministry of Health
MoI	Ministry of Interior
NCDD	National Committee for Sub-National Democratic Development
NCDDS	National Committee for Sub-National Democratic Development Secretariat
NGO	Non-Government Organization
NP-SNDD	National Program for Sub-National Democratic Development
PDO	Project Development Objectives

Post-On	Information of performance result
RACHA	Reproductive and Child Health Alliance
SDC	Swiss Agency for Development and Cooperation
SIDA	Swedish International Development Cooperation Agency
SNA	Sub-National Administration
SNDD	Sub-National Democratic Development
SPSA	Strategic Plan on Social Accountability for Sub-National Democratic Development
TF	Trust Fund
ToT	Training of Trainers
USAID	United States Agency for International Development
WB	World Bank

Chapter 1

Overview of Implementation of Social Accountability Framework (I-SAF) Phase II

Overview of I-SAF Phase II

I.   Introduction

The Implementation on the Social Accountability Framework (I-SAF) Phase II (2019-2023) showed on scope, content and approach to implement Strategic Plan on Social Accountability for Sub-National Democratic Development adopted by National Committee for Sub-National Democratic Development (NCDD) on July 11, 2013. I-SAF Phase II was consulted and agreed between relevant ministries, sub-national administrations (SNA), development partners (DP), and civil society organizations (CSO); and it is a basic approach for implement from I-SAF Phase I.

Overview of I-SAF Phase II has showed on activities and arrangements which will implement by relevant ministries and state organization, they are called "Supply Side"; and the CSOs are called "Demand Side". This manual describes on scope of coverage areas and services, beneficiaries, content of components, institutional arrangement, actors' responsibilities, sustainability, budget, output, and risk managements in I-SAF Phase II.

Social Accountability is the process of constructive engagement between citizens and SNA and is an integral element of governance arrangement through public decision making and monitoring performance of service providers at the SNA level. The collaboration between SNA is called service provider, and citizen is called service user, refer to supporting public service providers to promote their performance. The experiences in I-SAF Phase I, community scorecard promoting the respectful and engagement between citizens and SNAs to develop their community.

II.   Vision of I-SAF Phase II

Vision of I-SAF Phase II (2019-2023) is to strengthen quality, effectiveness, and sustainability of I-SAF supply side and demand side in nationwide for promoting citizens empowerment and public service delivery improvement at SNA.

III.   Goal and Objective

Goal of I-SAF Phase II is enhancing I-SAF to contribute in improve quality, effectiveness of public service delivery through promoting transparency, citizen engagement and responsive citizen needs.

To achieve goal above, I-SAF Phase II has objectives following below:

- Strengthen performance of service providers.
- Promote responsiveness of service providers to citizens' needs.
- Enhance citizens and stakeholder's engagement in I-SAF monitoring process.
- Promote citizens empowerment to engage with service providers

The detail objectives of each I-SAF component have described in summarize following the table below:

Table 1: The Detail Summary Objectives by Each I-SAF Components

Component 1: Transparency and Access to Information and budget
- Strengthen transparency, quality, and effectiveness of service providers.   - Citizens access widely information on rights, performance standards, and budget.
Component 2: Citizen Monitoring
- SNAs and service providers receive widely information on prioritize needs and perspective of citizen related to public service delivery.   - SNAs, service providers, and citizens identified prioritize activities to improve quality, and effectiveness of public service delivery.

Component 3: Implementation of Joint Accountability Action Plans (JAAP)
• Strengthen implementation JAAPs to contribute improve quality and effectiveness of public service delivery.

Component 4: Training, Capacity Development, and Communication
• Strengthen citizens' capacity to actively engage with SNAs to contribute in promoting quality and effectiveness of public service delivery; and enhancing accountability.
• Strengthen SNA officials' capacity to actively engage with citizens to contribute in promoting quality and effectiveness of public service delivery; and enhancing accountability.
• Community accountability facilitators and CSOs are willing and able to effectively lead and facilitate in dissemination and citizen monitoring and engagement process related to I-SAF.
• Develop and using information, communication and technology (ICT), modern and classic media to expand widely coverage of information delivery to citizens.

Component 5: Program Management, Monitoring and Evaluation
• Update and prepare policies, operational guideline, and implementation supply side and demand side through gathering lesson learned from I-SAF.

IV.   Scope and Beneficiaries

1. Coverage Areas

I-SAF Phase I implemented in 287 communes of 1,410 nationwide communes. Some of those communes have implemented I-SAF for 2 years or 3 years.

I-SAF Phase II will aim to implement in nationwide of communes/sangkats (C/S) in 2021. The coverage areas in I-SAF Phase II will extended to urban area (i.e., sangkats). See Annex 4 for a breakdown of approximately how many communes have 0, 1, 2, 3+ years of experience with I-SAF to date and projections of how many communes and sangkats will be covered by the end of Phase II. If adequate funds to achieve this goal are not available, I-SAF expansion will be adjusted accordingly, with priority given to achieving three years of sustained support in current target communes.

2. Service Coverage

During Phase I, I-SAF focused exclusively on rural communes, primary school, and health centers.

Under Phase II, efforts to enhance the transparency, accountability and effectiveness of these three essential services will continue and deepen of Phase I. I-SAF Phase II activities will also be expanded to cover sangkats and district/municipality/khan (DMK) administration services. Moreover, I-SAF Phase II will expand additional services including: district referral hospital, lower secondary school, water supply and sanitation, solid waste management, and other services. Expansion more services are need more budget support, it also may be piloted according to available resources. A summary of service coverage under I-SAF Phase I and projected coverage new services under I-SAF Phase II is attached as Annex 5.

Additional service which I-SAF Phase II should be considered to implementation such as: natural resource management, forestry management, fisheries management, land titles, child protection, pre-school education, disaster management, local economy development, agriculture, traffic security, and social protection.

3. Beneficiaries

I-SAF Phase I identified women, youth, and marginalize group as a key target audience. Under I-SAF Phase II also will continue to focus on these key target audience, and effort to promote social equity and inclusiveness including: indigenous people (IP), elders, disability people, people living with HIV/AIDS, LGBTQI+, and students.

The detailed design of I-SAF Phase II will promote social equity and inclusiveness through recruiting marginalize groups as CAFs.

V.   I-SAF Phase II Design Process

I-SAF Phase II is initial designed by National Committee for Sub-National Democratic Development Secretariat (NCDDS) with technical support by World Bank (WB) based on assessment of strengths, weakness, achievement, challenges, and lesson learned of I-SAF Phase I.

The methodology for design this document including:

- Desk review (I-SAF Phase I progress report and assessments), attached in annex 1: reference.
- Interviews, consultations and focus group discussion with key informants and stakeholders, attached in annex 2.

Generally, I-SAF Phase II design process had been starting since January to December 2018, and it had divided into 4 stages following below:

Stage 1:

- Preparation draft concept note on I-SAF Phase II for review and comment on January 2018.
- Preparation consultation meeting with relevant ministries, stakeholders in phase I and phase II on February 2018.
- Based on feedback from stakeholders, NCDDS collaborated with WB to design detail I-SAF Phase II on March 2018.

Stage 2:

- Conducted interviews and focus group discussion with key target group and stakeholders during April to June 2018.

Stage 3:

- According to prepared document in stage 2, NCDDS and WB had prepared draft I-SAF Phase II during July to August 2018; and shared to relevant ministries, DPs, CSOs for review and comment.
- Prepared consultative workshop with relevant ministries, DPs, CSOs, and stakeholders to collect key input for I-SAF Phase II.

Stage 4:

- Final draft I-SAF Phase II was been the agenda for I-SAF Partnership Steering Committee (PSC) to approval on January 2019.
- I-SAF Phase II had approved as formal manual by NCDD on November 2019.

Regarding I-SAF Phase II which approved by I-SAF-PSC and NCDD, NCDDS will prepare each Annual Work Plan and Budget (AWPB) with SNAs, CSOs, and DPs to implement key activities which have exactly timeline and institutional implementation to achieve key outputs and objective of I-SAF Phase II. AWPB will be the basic to prepare Memorandum of Understanding (MoU) between NCDDS and CSO implementation partners.

VI.   I-SAF Phase II Annual Cycle

I-SAF implement following annual cycle at SNA; participatory by citizen and stakeholders in activities at community level including: (1) transparency and access to information and budget; (2) citizen

monitoring; and (3) implementation JAAPs. These actions are supported by the on-going training, capacity development, program management, monitoring and evaluation activities.

The identification schedule of implement activities by the component are necessary to align these actions with 3-year rolling commune/sangkat investment program (CIP) process. These actions have to training, feedback, and collect input of every local governance system.

Figure 1: I-SAF Phase II Annual Cycle
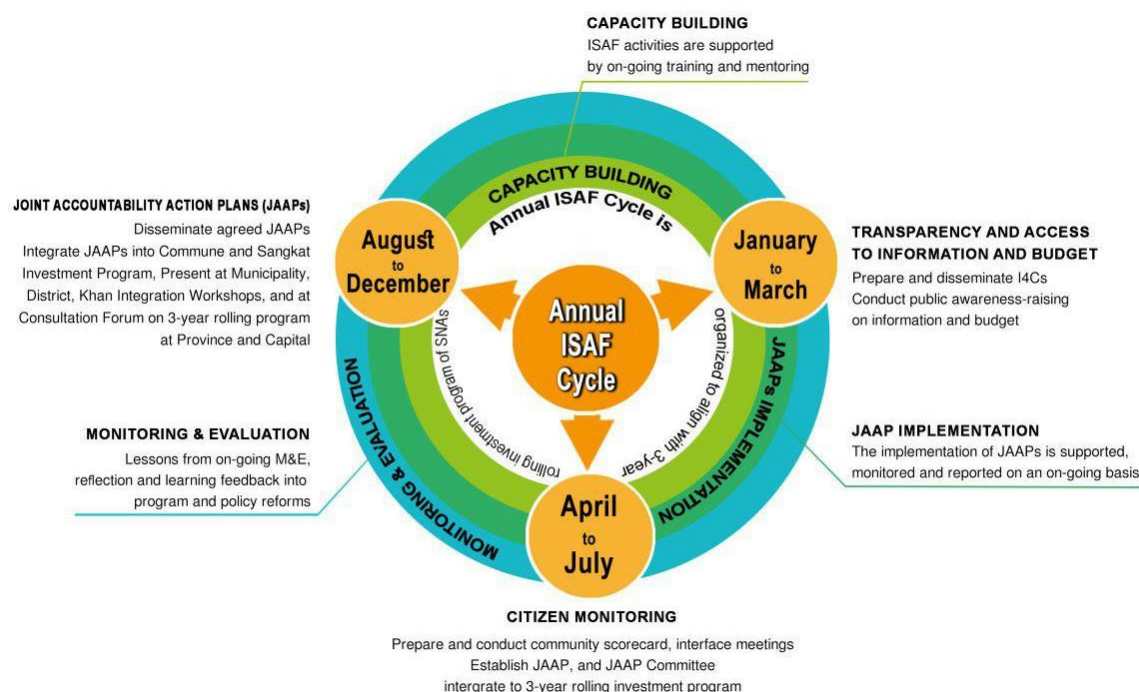
VII.   Components and Outputs

The strategic plan on social accountability for sub-national democratic development has five strategies to achieve common goal on promote citizen engagement, strengthen effectiveness of service delivery, and local development.

The five strategies have designed in five components in I-SAF Phase II following below:

Table 2: Design Strategies into Components

I-SAF strategies	Component I-SAF Phase II
Strategy 1: Access to Information Enhance transparency and accessibility on standard, budget and performance information.	**Component 1:** Transparency and Access to Information and budget
Strategy 2: Citizen Monitoring Facilitation to monitor by citizens on performance and local service delivery of SNA	**Component 2:** Citizen Monitoring **Component 3:** Implementation of JAAPs
Strategy 3: Budget Information Enhance citizens awareness on budget.	**Integrate into component 1:** Transparency and Access to Information and budget
Strategy 4: Facilitation for participatory	**Component 4:** Training, Capacity Development and Communication

I-SAF strategies	Component I-SAF Phase II
Supporting to any actors and build the capacity to those actors to facilitate citizen participate in I-SAF process.	
Strategy 5: Gathering lessons learned Lessons learned from local interventions and translate these into government policy and strengthen CSOs practice.	**Component 5:** Program Management, Monitoring and Evaluation

The five components are related and interacted by each component; and they have two actors to implement, SNAs and citizens. The five components have described in detail as below:

1) **Transparency and Access to Information and budget:** This component aims to strengthen citizen to access public information (including performance and budget information), and enhance citizen capacity to aware and use that information.

2) **Citizen Monitoring:** This component aims to engage citizen to monitor and evaluate on public service delivery, performance and analyze of information which providing by SNA. The results of citizen monitoring will share to relevant SNA institution and use that results to create JAAPs through interface meeting.

3) **Implementation of JAAPs:** It aims to supporting actions and monitor JAAP implementation to response citizen prioritize needs, and promote quality and effectiveness of public service delivery. I-SAF Actors have to integrate JAAP into preparation AWPB process, and mainstream supporting JAAP in any decision-making process of relevant ministries.

4) **Training, Capacity Development and Communication:** The aim of this component is providing training, consultations, and mentoring to CAFs, CSO staffs, C/S councils, DMK officials, and local public service providers. Training, capacity development and communication refer to supporting key actions which related to capacity development and provide widely information to citizens and stakeholders.

5) **Program Management, Monitoring and Evaluation:** This component aims to establish mechanism "learning by doing". The monitoring output which found at the community will be using as input and lesson learned to conduct capacity development, and update policies, guidance, and actual implementation.

Table 3: Summary Components, Outcomes, and Outputs of I-SAF Phase II

Outcomes	Outputs
Component 1: Transparency and access to information and budget	
1.1. Budget transparency and performance of service providers are enhanced.	1.1.1. Opening information and budget. 1.1.2. Using widely and deeply information.
1.2. Citizen widely access information on rights, performance standards, and budget	1.2.1. Promote citizen awareness on rights, performance standards, and budget.
Component 2: Citizen Monitoring	
2.1. SNAs and service providers widely access information on citizens' priorities and perceptions related to governance and public service delivery.	2.1.1. Citizen Monitoring. 2.1.2. Regulations are prepared to support citizen monitoring.
2.2. Priority actions are jointly identified by SNAs, service providers, and citizens to improve quality and effectiveness of public service delivery at local levels.	2.2.1. Interface meeting is conducted.
Component 3: Implementation of JAAPs	
3.1. JAAP is implemented and monitored to improve quality and effectiveness of public service delivery.	3.1.1. JAAPs is implemented. 1.1.2. JAAPs is monitored.
3.2. Data on prioritize actions for sectoral service improvement is analysed and used in design policies.	3.2.1. JAAP data is analysed and widely used.
Component 4: Training, Capacity Development, and Communication	
4.1. CSOs' capacity developed to actively participate and contribute to the enhancement of quality and effectiveness of public service delivery and accountability.	4.1.1. Training, mentoring, and capacity development to CSOs.
4.2. SNAs and service providers' capacity developed to actively engage with citizens to improve quality and effectiveness of public service delivery and accountability.	4.2.1. Training, mentoring, and capacity development to service providers and SNAs. 4.2.2. Training to JAAP committee (JAAPC) members.
4.3. CAFs are willing and leading in effective I-SAF dissemination, citizen monitoring, and engagement at local level.	4.3.1. CAFs are trained, guided and mentored. 4.3.2. CAF representative is formulated and proceeded.
4.4. I-SAF is broadly disseminated.	4.4.1. I-SAF is widely disseminated in relevant ministries, institutes, and SNAs.

Outcomes	Outputs
Component 5: Program Management, Monitoring and Evaluation	
5.1. Ensure effective and efficiency on I-SAF.	5.1.1. I-SAF implementation is supported and managed effectively and efficiently to ensure better results.
5.2. Some policies and guidelines are revised base on I-SAF implementation lessons learned.	5.2.1. Lessons learned and feedback are collected. 5.2.2. Monitoring and compiling lessons learned.

VIII.   I-SAF Phase II Budget

Under 5 years (2019-2023), I-SAF Phase II has estimated expenditure budget in total USD 32,522,623.00, it will allocate to supply side in total amount USD 12,360,881.00 (41%) and demand side in total amount USD 17,613,046.00 (59%); while USD 1,000,000.00 will consume to operate administration and USD 1.548.695.00 other usages of Trust Fund (TF).

Chapter 2

Components of Implementation of Social Accountability Framework (I-SAF) Phase II

This chapter is an important part in I-SAF Phase II manual which describe about five components, outcomes, and outputs of I-SAF that has to achieve during 5 years from 2019 to 2023. The five components including:

1. Transparency and Access to Information and budget.
2. Citizen Monitoring
3. Implementation of JAAPs
4. Training, Capacity Development, and Communication
5. Program Management, Monitoring and Evaluation

Each component has described on introduction, progress, challenges, outcomes, outputs, and estimate budget.

The outputs have summary on objectives, priority actions, and institutional responsibility to achieve outputs.

Component 1
Transparency and Access to Information and Budget

I.   Introduction

The component 1 aims to enhance transparency, accessibility to information and budget which is important component in SNDD reform, good governance, and social accountability. If not information of service delivery standards, citizens cannot aware which services are providing and what services can be request by health sector, education sector, and services of SNAs. Sharing the information will be improve respectful, good communication, inter-actions. Citizens could not engage effectively in I-SAF process if they do not access any information which are not clearly, systematic, and updated information. The activities in component 1 are implemented on January to March in each year.

II.   Progress, Challenges, and Improvement

The component 1 in I-SAF Phase I was access to information and budget had gotten positive results following below:

- I4Cs (rights, standards, budget and performance of communes, primary schools, and health centers) had developed and disseminated broadly.
- Guidance on annual actions of collecting and posting post-ons at service providers was designed and disseminated broadly to citizens.
- 7,200 I-SAF focal persons had received training on filling, collecting, entry, and posting data post-ons and I-SAF process.
- I4Cs had posted and delivered to 827 communes, 4,107 primary schools, and 605 health centers.
- Promoting awareness on I4Cs and opened budget information through raising awareness meeting was organized in 827 communes, and citizens had participated in amount 554,000 people (72% were women).

Following these outputs, I-SAF Phase I also got some challenges such as:

- I4Cs design has some information need to update for make it is easy to understanding (I4Cs budget information). The detail information of services and communication can be advantage in the I4Cs.
- Data collecting process for produce post-on take long time that cause to posting I4Cs is slowly in phase I. Therefore, it is necessary to effort on fast collecting data information for post-ons. Relevant ministries have to response on this process of their own sector and entry data into I-SAF database by own service providers, and ensure accurate of data information through checking that information.
- I4Cs dissemination has some improvement action to enhance effectiveness and efficiency. Even though, 554,000 citizens engaged in raising I4Cs awareness in phase I, however, this is the small amount of commune targets participate in the events. It has to enhance effective action in dissemination and raising I4Cs awareness through using ICT.
- Using I4Cs and post-ons database to show information for citizens and state actor. Beside of posting and dissemination I4Cs at the local level, using database is necessary to ensure results of I4Cs are saved and analyze data to provide the information for decision-making on service delivery and updated policies.

According to lessons learned and challenges of I-SAF Phase I above, it can identify improvement actions and new actions for I-SAF phase II following below:

- **Streamline the I4C post-on data collection process**: In order to enhance the efficiency and sustainability of data collection, and to avoid delays in the posting of I4C post-on

data, I-SAF Phase II will develop, test, refine and roll out a streamlined, ICT-based system for the submission of annual performance data by local service providers (using computers or phones to transmit data).

- **Formalize performance monitoring and reporting by line ministries**: While performance against service standards and use of finances is monitored to a certain extent by line ministries at district, provincial and national levels, this information is not utilized systematically by ministries to respond to performance gaps at the local level. Formal review mechanisms will be strengthened and the timely collection, and sharing/posting of information at the service provider location will be monitored and supported by ministry officials. Under Phase II, line ministries will take responsibility for producing and distributing I4C posters, with the support and oversight of NCDDS.

- **Review and refine the content of I4Cs**: In order to ensure that I4Cs are easy to understand and aligned with the most important service standards and that data is useful for effectively assessing performance, some revisions and additions will be made by line ministries under I-SAF Phase II. Additional refinements will include: (i) simplifying budget and expenditure information, (ii) including summary information on national budget allocations to target sectors, (iii) including the names and contact information of commune councilors, health center directors and school principals, and (iv) potentially including information on additional key indicators. Any new or changed I4C content will be reviewed and approved by the I-SAF-PSC.

- **Create I4Cs for new service areas**: Under Phase II, I-SAF activities will be expanded to new service areas including sangkats, DMK administrations and water supply and sanitation, and district referral hospitals. I4Cs will need to be created for each of these services on: (i) collecting I4C information on responsibilities, service standards and budgets for each service and (ii) creating I4C posters (and post-on formats) for each of these.

- **Ensure the accuracy of I4C post-on data**: To ensure the accuracy of I4C post-on data, Phase II will: (i) ensure CAFs/NGOs systematically review I4C post-on data, and (ii) create the clear protocol regarding actions to be taken when concerns on the accuracy of I4C post-on data are raised.

- **Improve and extend I4C dissemination broadly**: In order to enhance and expand the dissemination of information for citizens in I-SAF Phase II including: (i) disseminate I4Cs through targeted phone and social media; (ii) disseminate I4Cs through village chiefs, CBOs and public forum at the communities; (iii) revise raising I4C awareness operational guidelines to reflect Phase I best practices and lessons; (iv) enhance emphasis on supporting budget literacy; and, (v) promoting balance between women and men and to increase participation of vulnerable groups (such as ID poor, indigenous people, ethnic minorities, the elderly, people with disabilities and members of the LGBTQI+ community).

- **Optimize the use of aggregated I4C data**: Under Phase II, I-SAF aim to make more full and strategic use of the wealth of I4C data generated. I4C data will be analyzed, shared and acted upon in an effective manner. This will including: (i) fine tuning the system for electronically collating I4C results on an annual basis, (ii) analyzing I4C data annually and preparing a report for submission to the I-SAF-PSC, NCDD, line ministries and the general public, (iii) presenting and discussing I4C results annually at C/S, DMK, and C/P-level meetings and public forums.

III.   Outcomes and Outputs

To response challenges and improvement actions reflect to lessons learned of phase I, outcomes and outputs in component 1 are identified and described as below:

Outcome 1.1: Budget transparency and performance of service providers are enhanced.

This outcome consists of 2 outputs following below:

Output 1.1.1. Opening information and budget

❖ **Main Activities:**
  ➢ Conduct inception meeting on I-SAF
  ➢ Produce and distribute I4Cs to service providers
  ➢ Post-on of performance and budget are printed, distributed, filled, collected and entered into online database.
  ➢ Guidelines for the review of I4C post-on data by CAFs and NGOs are developed.
  ➢ A system for collecting I4C post-on data from service centers by phone/electronic means is developed, piloted and rolled out.
  ➢ Line ministries introduce systems and guidelines and allocate budget for the production and distribution of I4C posters and the collection, database entry and public posting of post-on data.
  ➢ I4C content and budget formats are reviewed by line ministries and the PSC, and revisions/additions are made as appropriate.
  ➢ I4C post-on data is publicly posted at all service provider locations.
  ➢ A system for disseminating key I4C messages electronically by SMS, e-mail, internet, and social media is developed, piloted and rolled out.

❖ **Indicators**

Indicators	2019	2020	2021	2022	2023
Percentage of primary schools that post and annually update full I4C information	50%	60%	70%	80%	90%
Percentage of health centers that post and annually update full I4C information	50%	60%	70%	80%	90%
Percentage of C/Ss that post and annually update full I4C information	65%	75%	80%	85%	90%

❖ **Implementing Institutions**

NCDDS, line ministries, SNAs, service providers, CSOs, and CAFs are the actors to implement this output under oversight by I-SAF-PSC and supporting by demand side coordinator and Trust Fund working group.

Output 1.1.2. Information is widely and deeply used.

❖ **Main Activities:**
  ➢ Preparing annually review and discuss between line ministries, I-SAF-PSC, NCDDS and relevant institutions on analysis report of I4Cs.
  ➢ Show and discuss on I4Cs in C/S, DMK, C/P, and public forums with attending by service providers.

❖ **Indicators**

Indicators	2019	2020	2021	2022	2023
Preparation annual analysis report on I4Cs to I-SAF-PSC, NCDDS, and line ministries.	✓	✓	✓	✓	✓

❖ **Implementing Institutions**

NCDDS collaborate with line ministries, SNAs, service providers, demand side coordinator, CSOs, CAFs are the actors implement this output under leading by I-SAF-PSC.

Outcome 1.2: Citizens widely access information on rights, performance standards, and budget

This outcome comprises of 1 output as stated below:

Output 1.2.1. Enhancing citizens awareness on rights, performance standards, and budget

❖ **Main Activities:**

➢ Preparing meeting and raising citizens awareness on I4Cs.

➢ Enhancing citizens awareness on post-ons of performance and budget through modern and traditional media.

➢ A methodology for helping citizens to better understand public budgets is developed, tested and rolled out.

➢ Prepare regulations to ensure the citizen's rights for access to information.

❖ **Indicators**

Indicators	2019	2020	2021	2022	2023
Percentage of citizens (male/female) participating in the I-SAF process able to cite at least two (of 6) standards for each of the three services (primary school, health center and commune).	50%	55%	60%	65%	70%
Percentage of citizens (male/female) participating in the I-SAF process able to cite year-to-year budget changes /patterns for at least 2 (of 3) services.	50%	55%	60%	65%	70%
Preparing and approve on regulation on rights of citizen access to information		✓			

❖ **Implementing Institutions**

CAFs will implement this output with supporting by CSOs and collaborate with SNAs and service providers.

IV. Estimate Budget (in US$)

Component 1	Implementor	2019	2020	2021	2022	2023	Total
Transparency, access to information, and budget	Supply side	121,449	95,000	130,000	100,000	100,000	546,449
	Demand side	612,379	601,211	682,574	796,527	910,495	3,603,185
	Total	733,828	696,211	812,574	896,527	1,010,495	4,149,634

IV. Estimate Budget (in US$)

Component 2
Citizen Monitoring

I. Introduction

The objective of Component 2 is to empower citizens to monitor and assess public services and propose actions for improvement using a community scorecard methodology. CAFs, with the support of NGO partners, then prepare and conduct separate assessment meetings with the providers and the users of each service. In these meetings, participants collectively generate and prioritize assessment criteria, score each criterion, describe strengths and weaknesses, and identify priority actions for improvement. Following these separate assessment meetings, users and providers for each service come together in an "interface meeting" to discuss and create JAAP. The component 2 is prepared to enhance discussion between service providers and users.

The activities in component 1 are implemented on April to July in each year.

II. Progress, Challenges, and Improvement

The component 2 in I-SAF Phase I was citizen monitoring had gotten positive results following below:

- A detailed citizen monitoring methodology was developed, field-tested, refined and rolled out.
- community scorecards and self-assessment of service providers were successfully implemented in 758 of 827 communes by 270,000 active citizens who are 75% of women; and 37,421 service providers who are 35% of women.
- Interface meetings were conducted and Joint Accountability Action Plans (JAAP) successfully produced in 758 of 827 communes.
- Service users and providers have reported enhanced mutual understanding and improved communication as a result of citizen monitoring activities
- Joint Accountability Action Plans (JAAPs) are produced for 758 of 827 commune targets to support and monitor JAAP implementation process.

Following these outputs, I-SAF Phase I also got some challenges such as:

- The SNAs and service providers in some target areas were not fully participated in self-assessment and interface meeting.
- The participatory in citizen monitoring process between women and men were not balance; and vulnerable group such as poor, disability people, elders, ethnic minority were limited in citizen monitoring participation.
- Citizen awareness on service providers budget expenditure and using public financial resources was limited.

According to lessons learned and challenges of I-SAF Phase I above, it can identify improvement actions and new actions for component 2 in I-SAF phase II following below:

- **Formalize line ministry endorsement of and support for the I-SAF citizen monitoring process:** Under Phase II, line ministries will be encouraged and supported to: (i) issue clear guidelines mandating the active participation of subnational level ministry officials and service providers in I-SAF self-assessment, interface and action-planning activities, (ii) take proactive measures to ensure that subnational ministry officials and service providers fully understand the guidelines.
- **Deepen citizen understanding and discussion on the use of financial resources:** Under I-SAF Phase II, the scorecard and/or interface meeting format will be adapted to include a more

in-depth discussion of the budgeting and use of funds by service providers with an aim to enhanced citizen input on the use of commune, district, school, health center and other service provider funds to respond to priority JAAP actions.

- **Extend citizen monitoring to additional public services:** I-SAF Phase II will develop, test and roll out an adapted citizen monitoring methodology for DMK administration, water supply and sanitation, district referral hospital, solid waste management, and agriculture, etc., NCCDS will provide advice and technical assistance to line ministries.

- **Adapt and extend citizen monitoring to urban areas:** I-SAF Phase II will develop and introduce an adapted citizen monitoring methodology that takes into account the particularities of urban settings (i.e. higher population density, more diverse neighborhoods, different lifestyles and daily schedules than rural areas, and services and issues that are specific to urban areas). This will involve: (i) designing and testing a citizen monitoring methodology tailored to urban settings (i.e. that uses ICTs in conjunction with face-to-face meetings to reach a larger population).

III. Outcomes and Outputs

To response challenges and improvement actions reflect to lessons learned of phase I, outcomes and outputs in component 2 are identified and described as below:

Outcome 2.1: SNA and service providers widely access information on citizens' priorities and perceptions on good governance and public service delivery

This outcome has 2 outputs following below:

Output 2.1.1. Citizen monitoring

- ❖ **Main Activities:**
  - ➢ An adapted, ICT-enabled citizen monitoring methodology is developed, tested and rolled out.
  - ➢ Citizen monitoring (community scorecard and self-assessment) is annually in I-SAF target and services.

- ❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
percentage of officials /service providers in target districts report feeling better informed about citizens' priorities and concerns.	50%	55%	60%	65%	70%

- ❖ **Implementing Institutions**

CAFs, CSOs, SNAs, and service providers are the implementors of this output with participate by citizens and stakeholders.

Output 2.1.2. Regulations are prepared to support citizen monitoring.

- ❖ **Main Activities:**
  - ➢ Guidelines endorsing the I-SAF citizen monitoring process and mandating service providers' active participation and support are issued by line ministries.
  - ➢ Compliance with the I-SAF citizen monitoring guidelines is monitored and incentivized through line ministry performance evaluation systems.

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
Guidelines endorsing by line ministries to identified responsibility of service providers to actively participatory in citizen monitoring.	✓	✓	✓	✓	✓

❖ **Implementing Institutions**

Line ministries collaborate with NCDDS, SNAs, and service providers are implementors this output; and under leading and coordinate by I-SAF-PSC.

Outcome 2.2: Priority actions are jointly identified by SNAs, service providers, and citizens to improve quality and effectiveness of public service delivery at local levels

This outcome consists of 1 output as stated following:

Output 2.2.1. Interface meeting is conducted.

❖ **Main Activities:**

➢ Prepare interface meeting to demonstrate budget information, I4Cs, and to discuss on budget preparation and service providers' fund usage in order to respond to the priority actions set in I-SAF

➢ Arrange interface meeting and establish JAAP in each target area and service

➢ Create JAAP Committee in each target area

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
% of officials and service providers in target area agree that priority actions captured in JAAP contributed toward the improvement of local service delivery.	50%	55%	60%	65%	70%
% of citizen in target area agree that priority actions captured in JAAP contributed toward the improvement of local service delivery.	50%	55%	60%	65%	70%
JAAP is created in each target area	✓	✓	✓	✓	✓
JAAP Committee is established and updated in each target area	✓	✓	✓	✓	✓

❖ **Implementing Institutions**

CAFs, CSOs, SNA and relevant service providers are implementors of this output with citizen engagement.

IV. Estimate Budget (in US$)

Component 1	Implementor	2019	2020	2021	2022	2023	Total
Citizen monitoring	Supply Side	41,000	60,000	100,000	80,000	66,076	347,076
	Demand Side	633,711	722,189	850,526	890,799	888,114	3,985,338
	Total	674,711	782,189	950,526	970,799	954,190	4,332,414

IV. Estimate Budget (in US$)

Component 3
Implementation of Joint Accountability Action Plan

I. Introduction

Component 3 communities, public service providers, relevant ministries, institutions and sub-national administrations engage and cooperate in I-SAF implementation. In each target district, municipal, khan, commune and sangkat administration, a JAAP committee made up of SNA officials, service provider and community member are formed in interface meeting to support, monitors progress and reports publicly on results at least 4 times yearly. CAFs in collaboration with SNA officials, service providers, and technical assistance from NGO partners disseminate and raise awareness of the JAAP among community members as well as support the on-going work of the JAAP Committee.

Some activities in this component are undertaken annually from August to December, and some JAAP activities are regularly implemented.

II. Progress, Challenges, and Improvement

JAAP implementation during the I-SAF Phase I (2016-2018) provided significant achievements as following:

- Overall, 60% of all priority activities were implemented, including 44 % of JAAP actions requiring external assistance and 71 % of JAAP actions not requiring external assistance.
- JAAP implementation had contributed toward many changes such as change in attitude, respect of working hours by health center staff and teaching hours by teachers, adequate number of textbooks, improvement of environment, sanitation and hygiene at school and service provision facilities. Moreover, the result of service performance against standard (indicators) is increased in comparison between before and after I-SAF implementation.

In despite of these remarkable achievement, there were also several challenges in I-SAF Phase I implementation such as:

- Some JAAP actions especially actions requiring external assistance were not able to carry out due to fund shortage and those were not integrated in the annual 3 year rolling investment program and sectoral work plan and budget
- Limited technical assistance from line ministries for JAAP implementation.

Based on the lesson learned and challenges of I-SAF Phase I implementation as mentioned above, actions for improvements and innovations to Component 3 under I-SAF Phase II are identified as following:

- **Enhance line ministry and SNA support for the implementation and monitoring of JAAP actions**: The enhancement of responsiveness to JAAPs is not only by incorporating JAAP actions into annual 3 year rolling investment program, annual budget of commune, sangkat, district, municipal and khan administration and each sector work plan and budget, it is also by allocating resources towards their implementation. To enhance this support and responsiveness, this may involve:
  1) Issuing guidelines that explicitly endorse the use of sub-national administration funds for supporting social accountability implementation
  2) Line ministries earmarking budget for JAAP implementation
  3) Better engaging and support local level committees (such as committees for women and children, budget preparation committees, health center management

committees, school support committees, and the village health support groups) in I-SAF implementation

- **Ensure the integration of relevant JAAP actions into sub-national investment programs and annual sector work plans and budgets:** Integration of JAAP actions into sub-national investment programs already happening, but need to be improved focusing on establishing the systems and procedures to ensure that:
  1) Relevant JAAP actions are integrated into annual sub-national administration and sector work plans and budgets.
  2) Those actions that require higher level support are channeled upwards (to district, provincial and national level).
  3) Progress in implementing JAAP actions is monitored by line ministries.

- **Mobilize local resources**: In order to mobilize more local resources to support the implementation of priority JAAP actions, I-SAF Phase II will:
  1) Strengthen relations between the JAAPC and local committees (such as committees for women and children, budget preparation committees, health center management committees, school support committees, and the village health support groups)
  2) Invite JAAPC members to attend sub-national and sector work planning and budgeting meetings.

- **Document, analyze and report on JAAP implementation**: Regular updating of publicly accessible JAAP database and the documentation, analysis and reporting of JAAP implementation are essential for monitoring JAAP implementation. This will include:
  1) Establish online system to regularly collate JAAP data
  2) Analyzing JAAP data annually and preparing a report for submission to the PSC, NCDD, and line ministries for improvement.

- **Apply I-SAF principles to broader local-level planning and budgeting process:** In order to move towards applying I-SAF principles to the broader local-level planning and budgeting process, I-SAF Phase II will pilot a participatory process whereby citizens review and prioritize the content of the sub-national investment program (e.g. an SMS-based voting method to identify community priorities).

- **Design and implement a competitive "matching fund" for JAAP actions:** To encourage sub-national administrations to apply their funds to respond to JAAP actions, matching funds would be offered through a competitive process to support JAAP actions.

III. Outcomes and Outputs

To address challenges and respond for improvement based on lesson learned from I-SAF Phase I, outcomes and outputs in component 3 are identified and described as following:

Outcome 3.1: JAAP is implemented and monitored to improve quality and effectiveness of public service delivery

This outcome consists of 2 outputs as below:

3.1.1. JAAPs are implemented.

  ❖ **Main Activities:**

  ➢ Implement JAAP actions in each target area
  ➢ JAAP committee in each target area support and monitor JAAP implementation.
  ➢ Demonstrate JAAP of each target area in DMK integration workshop.
  ➢ Issue guidelines on the use of sub-national funds to support I-SAF implementation

- Create systems and procedures supported by line ministries in order to provide funds and monitor JAAP actions
- Design and implement matching fund to support JAAP actions

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
% of primary school related JAAP activities completed or ongoing.	50%	60%	70%	80%	80%
% of health center related JAAP activities completed or ongoing.	50%	60%	70%	80%	80%
% of commune related JAAP activities completed or ongoing.	50%	60%	70%	80%	80%

❖ **Implementing Institutions**

NCDDS, line ministries, SNA, relevant service providers, CSOs, and CAFs are implementors of this output under coordination of NCDD and PSC and with support and facilitation from CSO coordinator and trust fund team.

3.1.2. JAAPs are monitored.

❖ **Main Activities:**

- JAAP committee member regularly participate in process of DMK commune, sangkat annual planning and budgeting.
- Publicly disseminate JAAP through I4C post-on, media, and other forums
- JAAPC publicly reports about the monthly progress of JAAP implementation through electronic systems and sub-national council meetings.

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
% of target area that JAAPC disseminated the I-SAF implementation progress at least 2 time annually in sub-national council meeting and other forums	50%	60%	70%	80%	90%

❖ **Implementing Institutions**

NCDDS, line ministries, SNA, relevant service providers, CSOs, and CAFs are implementors of this output under coordination of NCDD and PSC and with support and facilitation from CSO coordinator.

Outcome 3.2: Data on priority actions for sectoral service improvement is analyzed and used in design policies.

This outcome is made up of 1 output as stated below:

3.2.1. JAAP data is analyzed and widely used.

❖ **Main Activities:**

> Update and upgrade database systems to ensure JAAP data is utilized and analyzed by national institutions and sub-national administrations.

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
Database systems are updated and upgraded to ensure JAAP data is utilized and analyzed by national institutions and sub-national administrations	✓	✓	✓	✓	✓

❖ **Implementing Institutions**

NCDDS, line ministries, SNA, relevant service providers, CSOs, and CAFs are implementors of this output under coordination of NCDD and PSC and with support and facilitation from CSO coordinator.

IV.   Estimate Budget (in US$)

Component 3	Implementor	2019	2020	2021	2022	2023	Total
Implementation of JAAP	Supply Side	697,400	635,400	558,180	400,014	120,000	2,410,994
	Demand Side	291,575	294,621	180,111	173,549	292,148	1,232,004
	Total	988,987	930,021	738,291	573,563	412,148	3,643,998

Component 4
Training, Capacity Development, and Communication

I. Introduction

The overall purpose of Component 4 is to enhance the capacity and empowerment of local level stakeholders, both supply side and demand side, to successfully implement the activities outlined under I-SAF Components 1, 2 and 3. It introduces opportunities for training, mentoring and "learning by doing" for supply side and demand side. It mainly focuses on:

1) Training provincial, district and commune level officials and service providers to understand their roles under I-SAF
2) Recruiting and training local volunteer community accountability facilitators (CAFs)
3) Providing on-going mentoring and advise to CAFs as they carry out the planned annual cycle of I-SAF activities
4) Training to JAAPC members to support JAAP implementation

The component 4 activities need to be regularly implemented to support the implementation of component 1, component 2 and component 3.

II. Progress, Challenges, and Improvement

Under I-SAF Phase I, the component 4, which related to training, capacity development and communication, achieved significant results as mentioned following:

- Supply-side and demand-side training materials were developed, piloted, used in training courses, and revised.
- 3,700 CAFs (63% are women) and 7,200 government staff received training courses on I-SAF.
- Primary training materials for JAAPC members were designed and 1,410 JAAPC members from 105 commune administrations were trained.

In spite of these remarkable achievement in I-SAF Phase I, there were also some challenges as highlighted below:

- In phase I, NCDDS developed materials for training to supply side; however, those were not integrated into training courses provided by relevant line ministries.
- Some provincial, district, and commune staffs who already received training had been changed.
- Some CAFs who received training resigned from their jobs.

Based on the lesson learned and challenges of I-SAF Phase I implementation as mentioned above, actions for improvements and innovations to Component 4 under I-SAF Phase II are identified as following:

- **Institutionalize I-SAF training and mentoring of SNAs**: In order to ensure the quality, effectiveness and long-term sustainability of I-SAF supply-side trainings, it is important for these roles to be institutionalized. This will involve:
  1) Incorporating I-SAF themes into core training delivered to SNA officials (i.e. obligatory courses for sub-national administration leaders provided by MOI's School of Governance, Training Department, and National School of Local Administration)
  2) Institutionalizing a targeted technical training module for commune and district officials on the form completion, collection, entry and dissemination of I4C data
  3) Designing and delivering I-SAF training courses for members of provincial and district-level I-SAF working groups

- **Institutionalize ToT training for demand-side trainers:** To ensure quality, effectiveness, and sustainability, it will also be important to institutionalize demand-side ToT in CSOs. This will include:
    1) Identifying and recruiting a specialized civil society training institution
    2) The selected training institutes will provide ToT training on an ongoing basis to NGO partners
    3) Establishing a collaborative partnership between the supply-side and demand-side training institutes.

- **Develop the capacity of local-level actors to take on increasing responsibility for I-SAF implementation in "graduated" communities:** Under Phase II, communes, sangkats or districts, municipality and khan with 3 to 4 years I-SAF experience will transition to a more self-sustaining system of locally driven, on-going implementation. This will involve:
    1) Designing and piloting a transition plan for I-SAF target area with 3 to 4 years I-SAF experience
    2) Developing Terms of Reference for CAFs that clearly define their specific responsibilities to take over from local NGO partners,
    3) Identifying and training CAFs
    4) Designing and delivering training for local NGOs to allow them to effectively fulfill their new responsibilities
    5) Sub-national level service providers engage and facilitate in CAFs trainings.

- **JAAPC Capacity Development:** to develop capacity of JAAPC for I-SAF Phase II implementation, those training materials will be reviewed and revised, and to ensure JAAPC network training.

III.   Outcomes and Outputs

To address challenges and respond for improvement based on lesson learned from I-SAF Phase I, outcomes and outputs in component 4 are identified and described as following:

Outcome 4.1: CSOs' capacity developed to actively participate and contribute to the enhancement of quality and effectiveness of public service delivery and accountability.

This outcome comprises of 1 output as stated following:

4.1.1. Training, mentoring, and capacity development to CSOs.

❖ **Main Activities:**
- ➢ Recruit specialized demand-side training institute and provide training
- ➢ Design and provide training to new NGO partners' trainers
- ➢ Revise training materials in accordance with social inclusion and equity strategy, and provide training to implementing partners and CAFs.

❖ **Indicator**

Indicator	2019	2020	2021	2022	2023
Recruit training institute	✓	✓	✓	✓	✓
Update training materials to align with social inclusion and equity strategy	✓	✓	✓	✓	✓

❖ **Implementing Institutions**

CSO coordination team, CSO, and trust fund team are implementors.

Outcome 4.2: SNAs and service providers' capacity developed to actively engage with citizens to improve quality and effectiveness of public service delivery and accountability.

This outcome is made up of 2 outputs as stated following:

4.2.1. Training, mentoring, and capacity development to service providers and SNAs.

❖ **Main Activities:**

➢ Raise awareness and develop capacity of service providers in the process of citizen monitoring and guideline on form completion, data collection, entry, I4C post-on dissemination by line ministries

➢ Incorporate key themes into I-SAF training materials for sub-national administration by MoI's School of Governance, Training Department, or National School of Local Administration

➢ Design and provide training on I-SAF for capital, provincial, district, municipal and khan I-SAF working group members.

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
% Service providers raised that enhanced capacity and effective performances against those standards	50%	60%	70%	80%	90%
Incorporating I-SAF themes into obligatory courses for sub-national administration leaders provided by MOI's School of Governance, Training Department, and National School of Local Administration)	✓	✓	✓	✓	✓
Integrate I-SAF into line ministries and institutions	✓	✓	✓	✓	✓

❖ **Implementing Institutions**

NCDDS, line ministries, SNA and relevant service providers are implementors of this output under coordination of NCDD and PSC.

4.2.2. Training to JAAP committee (JAAPC) members.

❖ **Main Activities:**

➢ Review and revise guidelines and update training materials for JAAPC members

➢ Provide training to JAAPC members

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
% JAAPC members are trained.	50%	70%	80%	85%	90%

❖ **Implementing Institutions**

NCDDS, line ministries, SNA, relevant service providers and CSOs are implementors of this output.

Outcome 4.3: CAFs are willing and leading in effective I-SAF dissemination, citizen monitoring and engagement at local level.

This outcome consists of 2 outputs as mentioned below:

4.3.1. CAFs are trained, guided, and mentored.

❖ **Main Activities**
   ➢ Recruit and provide training to CAFs
   ➢ Provide training certifications to CAFs who completed training courses
   ➢ Update training materials for CAFs
   ➢ Additionally guide and mentor CAFs at community through learning by doing.

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
Update training materials for CAFs	✓	✓	✓	✓	✓

❖ **Implementing Institutions**

CSO CAF with participation of local level service providers are implementors.

4.3.2. CAF representative is formulated and proceeded.

❖ **Main Activities**:
   ➢ Develop Term of Reference and selection criteria for CAFs
   ➢ Provide trainings to CAF representatives
   ➢ Provide training certification to CAFs who successfully completed the courses

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
Recruit, train, and proceed CAF representatives	✓	✓	✓	✓	✓

❖ **Implementing Institutions**

CSO, CAF representatives, and CAFs with participation from SNAs are implementors.

Outcome 4.4: I-SAF is broadly disseminated.

This outcome comprised of 1 output as stated below:

4.4.1 I-SAF is widely disseminated in relevant ministries, institutions, and SNAs.

❖ **Main Activities**:
   ➢ Make short term contract with ICT specialist to establish I-SAF dissemination tools (e.g. data collection and I4C dissemination and electronic citizen monitoring)
   ➢ Create dissemination materials and tools, and carry out publicly I-SAF dissemination campaigns

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
Dissemination materials and tools, and publicly I-SAF dissemination campaigns are created and updated.	✓	✓	✓	✓	✓

❖ **Implementing Institutions**

NCDDS, ministries, SNAs, relevant service providers and CSOs are implementors with engagement from CSO coordinator and under coordination from NCDDS and PSC.

IV.   Estimate Budget (in US$)

Component 4	Implementor	2019	2020	2021	2022	2023	Total
Training, Capacity Development, and Communication	Supply Side	697,400	635,400	558,180	400,014	120,000	2,410,994
	Demand Side	291,575	294,621	180,111	173,549	292,148	1,232,004
	Total	988,987	930,021	738,291	573,563	412,148	3,643,998

Component 5
Management, Monitoring and Evaluation

I. Introduction

The objective of component 5 is to ensure the effective overall management of I-SAF activities and to create principles and mechanisms for ongoing monitoring and evaluation and application of lessons learned, whereby operational experiences are continually analyzed and documented in order to refine and improve practices and processes.

Component 5 activities are regularly implemented aiming at supporting, monitoring and evaluation the implementing process of component1 to 4 activities as well as collect and document lesson learned on those components.

II. Progress, Challenges, and Improvement

There were some significant achievements in I-SAF Phase I regarding monitoring and evaluation as described following:

- Joint facilitation mechanism between supply side and demand side for I-SAF implementation was created (Partnership Steering Committee) and continue implementing its roles.
- I-SAF baseline impact evaluation survey was finalized (data collection, and the endline analysis was conducted in the second quarter, 2019) by independent institute.
- Operational reflection, learning activities, and JAAP implementation audit was conducted and documented.
- A comprehensive monitoring and evaluation systems was established and implemented by both supply side and demand side.
- Operational guideline and I-SAF implementation principles was reviewed and revised frequently based on lessons/experience from the actual implementation.

In spite of these crucial achievement, I-SAF Phase I also faced some challenges such as:

- Demand-side activities were financed through MoU between several different development partners and multi-NGOs were complicated, difficult to manage, and plan was not smoothly implemented due to the reduction or determination of financial support from development prior to the end of the plan.
- Provincial and district level communication and coordination by some SNAs have not been implementing smoothly though focal persons at all target provinces and districts and I-SAF working groups at some target provinces and districts were already formed.
- Communication and collaboration among I-SAF implementing CSOs and each sector relevant NGOs, especially at sub-national level, were still limited.

Based on the lesson learned and challenges of I-SAF Phase I implementation as mentioned above, actions for improvements and innovations to Component 5 under I-SAF Phase II are identified as following:

- **Establish an I-SAF multi-donor trust fund:** A multi-donor trust fund will be established to finance I-SAF activities in a more coordinated manner. The trust fund will finance

  I-SAF demand-side activities and supply-side activities. Quarterly tri-party coordination or technical meetings between the Trust Fund team, NCDDS and the demand-side coordinator will be held to update on progress and discuss challenges and solutions.

- **Continue strengthen NCDDS's supply-side I-SAF coordination role**: Under Phase II, it's anticipated that line ministries will increasingly take responsibility by incorporating I-SAF practices into their own work plan and budgets, but that NCDDS will continue to play an essential role for coordinating, guiding, and technically supporting the I-SAF implementation.

- **Ensure ongoing coordination between demand-side I-SAF actors**: Under Phase II, it will be important to ensure effective coordination among implementing NGOs and between demand-side and supply-side actors. This will involve:
  1) Preparing Terms of Reference for an I-SAF demand-side coordinator
  2) Recruiting an I-SAF demand-side coordinator
  3) Selecting (through a competitive process) institution or group of trainers for the demand-side coordinator with a view to maximizing the efficiency, effectiveness and sustainability of this function.

- **Support and maintain the role of the I-SAF Partnership Steering Committee (PSC)**: Under Phase II, the role and operation of the Partnership Steering Committee should be strengthened to actively engage in decisions making and efforts to adopt a sustainable and permanent model of I-SAF implementation as well as to increase regular meeting and sporadic field trips. The Committee will continue to be necessary to guide the program and ensure effective communication and collaboration between supply-side and demand-side actors, including regular meetings.

- **Improve subnational communication and coordination on I-SAF**: In order to enhance communication and coordination at all provincial and district levels, under I-SAF Phase II, multi-stakeholder provincial and district-level I-SAF working group at provincial and district levels will be continuously supported and encouraged. The working group consists of SNA representatives, service providers, relevant CSO representatives, and should also include ombudsman officer and Planning and Budget Officer. The working group should organize quarterly and annual I-SAF review meetings.

III. Outcomes and Outputs

To address challenges and respond for improvement based on lesson learned from I-SAF Phase I, outcomes and outputs in component 5 are identified and described as following:

Outcome 5.1: Ensure effectiveness and efficiency of I-SAF Implementation

This outcome consists of 1 output as stated below:

5.1.1. I-SAF implementation is supported and managed effectively and efficiently to ensure better results

- ❖ **Main Activities**:
  - ➢ Establish multi-donor trust fund to finance I-SAF Phase II activities
  - ➢ NCDDS cooperates with CSO coordinator and stakeholders provide consultation and technical support to relevant ministries and institutions interest in introducing I-SAF practice in their sector operation.
  - ➢ Recruit and finance demand side coordinator by trust fund
  - ➢ Formulate sub-national level I-SAF working group based on term of references of the group which prepared by NCDDS
  - ➢ Social Inclusion and Equity Strategy will be designed and used to increase the engagement of vulnerable groups such as ethnic minorities, the elderly, people with disabilities, people living with HIV/AIDS and members of the LGBTQI+ community.

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
Establishment of multi-donor trust fund to finance I-SAF Phase II activities	✓				
% of target area established capital, provincial, district, municipal, and khan I-SAF working groups	50%	60%	70%	80%	85%

❖ **Implementing Institutions**

NCDDS, line ministries, SNA, relevant service providers, and CSOs are implementors of this output under coordination of PSC and with support and facilitation from trust fund team and CSO coordination team.

Outcome 5.2: Some policies and guidelines are revised base on I-SAF implantation lessons learned.

This outcome is made up of 2 outputs as mentioned below:

5.2.1. Lessons learned and feedback are collected.

❖ **Main Activities**
  ➢ Revise supply-side and demand-side I-SAF operational guideline
  ➢ Conduct PSC field visit to I-SAF target area

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
supply-side and demand-side operational guideline for I-SAF are revised.	✓				
Number of targets I-SAF implementing provinces are visited by PSC.	3	3	3	3	3

❖ **Implementing Institutions**

NCDDS, line ministries, SNA, relevant service providers, and CSOs are implementors of this output under coordination of PSC and with support and facilitation from development partners and CSO coordination team.

5.2.2. Monitoring and compiling lessons learned.

❖ **Main Activities**
  ➢ Revise I-SAF Phase I monitoring and evaluation plan
  ➢ Conduct baseline, mid-term, endline impact evaluation survey for I-SAF Phase II

- Organize quarterly meeting of capital, provincial, district, municipal, and khan I-SAF working groups
- Organize PSC meeting on semester or annual basis and as required
- Organize technical meeting on semester basis or as required between NCDDS, CSO coordination team, and trust fund team to monitor I-SAF implementation progress and prepare, document, and revise I-SAF implementation documents.
- Organize regular meeting between I-SAF implementing CSOs and NGO partners which locally operate relevant sectors.

❖ **Indicators**

Indicator	2019	2020	2021	2022	2023
I-SAF Phase I monitoring and evaluation plan are updated.	✓				
PSC meeting on semester or annual basis and as required is organized.	✓	✓	✓	✓	✓
Technical meetings on semester basis or as required between NCDDS, CSO coordination team, and trust fund team are organized.	✓	✓	✓	✓	✓
% of target area organized quarterly I-SAF working groups meeting	30%	50%	60%	70%	80%

❖ **Implementing Institutions**

NCDDS, line ministries, SNA, relevant service providers, and CSOs are implementors of this output under coordination of PSC and with support and facilitation from trust fund team and CSO coordination team.

IV. Estimate Budget (in US$)

Component 5	Implementor	2019	2020	2021	2022	2023	Total
Program management, monitoring and Evaluation	Supply Side	1,034,600	1,187,600	1,204,600	1,184,600	1,163,565	5,774,965
	Demand Side	692,572	829,767	761,470	844,829	942,677	4,071,315
	Total	1,727,172	2,017,367	1,966,070	2,029,429	2,106,242	9,846,280

Chapter 3

Management of the Social Accountability Framework (I-SAF) Phase II

I.   Institutional Arrangements

I-SAF institutionalization will be arranged with existing structures as it is priority activity of the National Program for Sub-National Democratic Development and will be implemented in nationwide in order to support and enhance Decentralization and Deconcentration Reform. I-SAF activities will be implemented by ministries, sub-national administrations, CSOs or by collaboration of both supply-side and demand-side actors. Particularly, some activities detailed in the 5 components of the I-SAF are undertaken by supply-side actor, some are carried out by demand-side actor, and some are jointly implemented by both actors to enhance its effectiveness. Some I-SAF activities are led by the governmental institutions such as issuing guidelines for information disclosure, and some other activities, including citizen monitoring, are transparently implemented by and with support from NGO implementing partners. This lesson learned will be used for making decision on institutional arrangement. It is important to notice that even though some I-SAF activities are carried out by the governmental institutions, CSOs still play remarkable roles in mutual support and cooperation with governmental institutions. Building effective, transparent, accountable and mutual cooperation between state institutions and CSOs at all levels is a requisite for successful implementation of I-SAF.

An important objective of I-SAF Phase II is to establish effective and efficient governance and management structures for both supply-side and demand-side I-SAF actors and ongoing coordination between the two. I-SAF Phase II will:

1) consolidate NCDDS's supply-side I-SAF coordination role
2) enhance and formalize the role of line ministries in implementing supply-side I-SAF activities in their sector
3) establish a demand-side I-SAF coordination team and trust fund team
4) sustain the role of the Partnership Steering Committee
5) enhance sub-national communication and coordination through the creation of multi-stakeholder capital, provincial, district, municipal, and khan level I-SAF working groups
6) establish a World Bank-managed multi-donor trust fund to finance I-SAF Phase II activities

II.   I-SAF Actors and Roles

The effective implementation of I-SAF Phase II requires the active engagement of a range of supply-side and demand-side actors. The roles and responsibilities of different I-SAF actors are as following:

Partnership Steering Committee (PSC):
PSC is a mechanism to provide technical support, coordination, and collaboration of supply side actors, demand side actors, and I-SAF stakeholders as well as provide a joint platform for the RGC and CSOs with participation of development partners as observers in order to make decisions and ensure oversight of the implementation of the I-SAF including policy matters, program design, financing arrangements, target areas, sector expansion and functionality of the framework. Under Phase II, the role of the Partnership Steering Committee will continue to be critically important in this regard. The Committee should meet annually or semesterly or as needed, and be actively engaged in decisions and efforts to adopt a sustainable and permanent model of I-SAF implementation. Beyond the implementation of I-SAF Phase II, the Committee will continue to play essential roles in program design, implementation plan of social accountability framework, and ensure effective communication and collaboration between supply-side and demand-side actors as well as provide key guidance and oversight for all aspects of I-SAF.

NCDDS: Under Phase II, line ministries are expected to take on increasing responsibility for I-SAF activities in their sector. The NCDDS, however, will continue to play an essential role in coordinating supply-side I-SAF activities and communicate with demand-side coordinators in overseeing the annual production of I4Cs, managing the I-SAF M&E Database System and JAAP, issuing I-SAF-related guidelines and instructions, and ensuring that SNAs receive the training and

technical support they need to participate effectively in I-SAF activities. The NCDDS will also support all interested line ministries in streamlining I-SAF into their relevant structures, programs, policy and planning.

Figure 2: Structure of I-SAF Phase II Institutional Arrangement
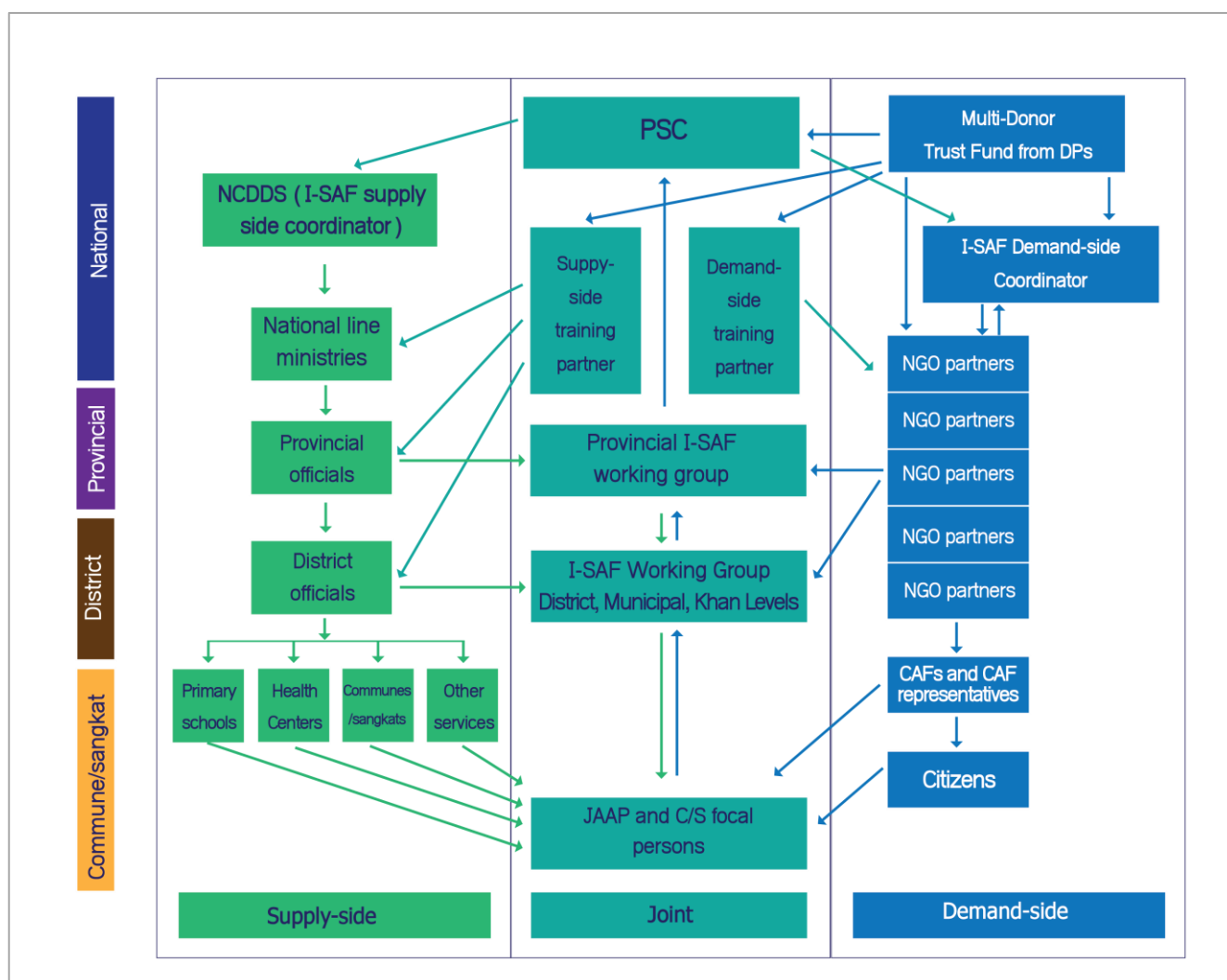
I-SAF demand-side coordinator: Under Phase II, the I-SAF demand-side coordinator will ensure effective, transparent, accountable coordination of demand-side I-SAF activities and liaise with NCDDS and the multi-donor trust fund partners as well as support and coordinate the activities of NGO implementing partners.

National training partners: National training partners (supply-side and demand-side), in consultation with implementing partners, will develop I-SAF-related training curricula, deliver training and ToT to supply-side and demand side actors and support the organization of annual I-SAF learning forums. The demand-side partner will support the CAFs.

National line ministries: Under Phase II, line ministries will take on increasing responsibility for I-SAF activities in their sector. This will include: issuing guidelines and instructions to ministry officials regarding participation in and support for I-SAF, supporting awareness-raising and capacity building of ministry officials and staff as required, allocating funds for the annual implementation of I-SAF

activities (including the production and dissemination of I4Cs for the sector and any costs associated with self-assessment meetings and joint meetings), and adopting procedures to strengthen responsiveness to I4C findings and the implementation of JAAP actions.

Capital and Provincial I-SAF working groups: These working groups will be chaired by capital and provincial officials (governor or deputy governor) and include representatives of line ministry and civil society. The working groups members will receive an initial 1-day "Introduction to I-SAF" training. And capital and provincial I-SAF working group members will meet quarterly to monitor the I-SAF implementation progress and challenges, coordinate, provide technical support on I-SAF implementation, disseminate I-SAF at capital and provincial level as well as to ensure effective multi-stakeholder communication and collaboration throughout the annual I-SAF cycle.

District, Municipal and Khan I-SAF working groups: These working groups will be chaired by district, municipal, ad khan officials (governor or deputy governor) and included representatives of each relevant sectoral office, district ombudsman office and civil society. The working group members will receive an initial 1-day "Introduction to I-SAF" training. The DMK I-SAF working group will meet quarterly to monitor the I-SAF implementation progress and challenges, coordinate, provide technical support on I-SAF implementation, as well as disseminate, discuss and respond to I4C and JAAP findings at district, municipal, and khan level,
monitor JAAP implementation and ensure effective multi-stakeholder communication and collaboration throughout the annual I-SAF cycle.

Public service providers: Public service providers are responsible for providing, posting and disseminating I4C post-on information, engaging in self-assessment and joint meetings to raise the demand for higher level interventions, participating in the JAAPC, and supporting the implementation of the JAAP.

Sub-national administrations (SNAs): District, municipal, khan, commune, sangkat administration is responsible for collecting, reviewing, submitting and posting I4C post-on information regarding their administrations, engaging in self-assessment and joint meetings to raise the demand for higher level interventions. As chair of the JAAP Committee must ensure that JAAP actions are integrated into district, municipal, khan, commune, and sangkat annual budget plan and investment program as well as coordinate efforts to improve governance and public services at SNA level to become more effective, transparent, and accountable.

I-SAF focal persons: I-SAF focal persons (capital, province, municipality, district, commune and sangkat) is responsible for coordinating with line ministries and stakeholders on general tasks, engaging in annual work plan and budget, engaging in posting and dissemination of I-SAF information, facilitating training courses to support the I-SAF and JAAP implementation as well as reporting annual progress and challenge of I-SAF implementation to management, supporting the process of filling out forms, data collection, verification, data entry, production and dissemination of I4C post-on as well as collaborating with demand side.

NGO implementing partners: Some local NGOs and development partners are responsible for implementing demand-side I-SAF activities such as recruiting, providing training, technical support, and mentoring to CAFs, and facilitating community scorecard meeting, interface meeting and collaborating with supply side in providing training courses to JAAP Committees as well as arranging I-SAF dissemination seminar.

Community Accountability Facilitators (CAF): CAFs play a crucial role in dissemination of I4C to citizen to raise their awareness about information and budget of service providers, rights, public service standards and performance, and in identification of actions to improve public services as well as collaboration with local authority and service providers in I-SAF implementation in order to enhance effectiveness, efficiency, transparency, and accountability of public service provision.

JAAP committees: JAAPCs are responsible for monitoring the I-SAF implementation progress and challenges. JAAPC comprised of local authority, service providers, citizen representatives and CAFs

especially representatives of women and vulnerable groups. JAAPC members are selected at the I-SAF interface meeting and subsequently receive training to help them effectively fulfill their roles. They are responsible for implementing and publicly disseminating the JAAP, designing detailed action plan, mobilizing resources, as well as coordinating, supporting and monitoring of the implementation of agreed JAAP and reporting publicly on progress and challenges.

Citizens: Citizens in I-SAF target communities attend meetings to learn about rights, service provision standards, performance and budget, participate in community scorecard meetings and interface meetings to voice their concerns and discuss improvements with SNAs and service providers as well as participate in JAAP implementation.

Media: I-SAF implementers work with local and national level media to disseminate I-SAF, I4Cs and JAAP information and share success stories of I-SAF implementation to the publics as well as enhance engagement in I-SAF implementation.

Private sector: I-SAF Phase II will seek to enhance communication and collaboration with private sector actors in order to mobilize resources and support I-SAF implementation. In case the I-SAF expands to more public services such as natural resource management, agriculture, clean water and sanitation, waste management, social protection, and local economic development etc., then interactions with private sector actors engaged in these issues will be important at all stages of the I-SAF process.

Multi-Donor Trust Fund Development Partners: Through the multi-donor trust fund, development partners provide financial and technical support to I-SAF Phase II activities. The multi-donor trust fund will ensure financial management and reporting, provide operational and technical supports as required to demand-side and supply-side actors, conduct studies, analyze data, coordinate, M&E and organize technical meeting regularly between development partners, supply side and demand side actors.

III. Sustainability

The I-SAF Phase II goal is to establish permanent mechanisms within both I-SAF supply side and demand side to ensure that social accountability activities can be sustainably implemented in the long term with the Government funds and financial support from stakeholders. Various strategies to ensure the sustainability of I-SAF have been incorporated into this implementation plan. These include the following:

Sustainability of supply-side I-SAF practices: A key element of I-SAF sustainability is the ongoing integration of supply side activities into the core guidelines, work plans and budgets of NCDD and line ministries and sectoral agencies (at national and SNA level). NCDDS will continue to play a central and coordinating role, and line ministries will also take on much more responsibility by incorporating I-SAF practices into their own work programs and budgets. To ensure I-SAF supply-side sustainability, a range of specific strategies need to be undertaken including:

1) Issuance of clear guidelines for supply-side actors (including I-SAF focal points, I-SAF working groups, service providers and JAAPC)

2) Institutionalization of the training and mentoring in relevant line ministries

3) Line ministries and service providers take on the responsibility for ongoing filling forms, data collection, data entry, compilation and posting of I4C data

4) Database improvement for analyzing results and challenges, and designing plans for improvement to respond to the JAAP priorities.

5) Mainstreaming I-SAF costs including costs on supply-side actor training, production and dissemination of I4Cs, maintenance of the I4C database, I4C revision, and costs associated with implementing and monitoring JAAPs into national and subnational work plans and budgets.

Sustainability of demand-side I-SAF practices: A key objective of I-SAF Phase II is to maximize the stability, efficiency and cost-effectiveness of these demand-side implementation. Numerous strategies have been built into Phase II design to achieve this goal, including:

       1) Recruiting and training CAFs

       2) Taking steps to ensure recognition of CAFs by stakeholders especially local authority

       3) Empowering supply side actors to take on increasing responsibility for demand-side activities (Annex 6)

Sustainability Strategies: The achievement of I-SAF sustainability is primarily depended on cost effectiveness. A goal of I-SAF Phase II is to streamline I-SAF practices and ensure maximum efficiency such as safeguarding the integrity and effectiveness of I-SAF principles and methodology – in particular, the independence of supply-side and demand-side actors who support CAFs and close collaboration with ombudsman office of sub-national administration. Sustainability strategy of I-SAF implementation will be gradually undertaken in target SNA as capacity and systems are built. I-SAF Phase II will serve to design and test models of locally-driven ongoing I-SAF implementation in over 3-year graduated communes. These include: 1) identifying opportunities for enhanced efficiency and cost-effectiveness in implementing the current I-SAF methodology; and 2) testing modifications to the I-SAF methodology with a view to reducing costs while maintaining effectiveness. It is, nevertheless, important to acknowledge that some level of on-going financial support will be necessary to sustain I-SAF supply-side and demand-side activities.

IV. Financing
1. Fund Flow and Financing

During Phase I, supply-side I-SAF activities had been supported by donor funds from EU, SDC, SIDA, UNICEF through their support to NCDDS. Demand-side I-SAF activities had been supported by the EU, USAID and World Bank and channelled through NGOs such as CARE, RACHA, Save the Children, World Vision, and Star Kampuchea. This system has worked well to date but the fragmented such as patchwork nature of financial support from a range of donors to individual NGO partners, each with different timeframes and modalities has been problematic, and financing significantly dropping off before the end of I-SAF Phase I, leaving much of the 2018 annual cycle unfulfilled according to the MoU between NCDDS and I-SAF Implementing NGOs.

Financial support from development partners will be critically important during Phase II as I-SAF expands its coverage to reach all communes and sangkats in the country, as well as to new services.

The creation of a World Bank-managed multi-donor trust fund to support I-SAF Phase II implementation for both supply side and demand side will ensure achievement of the objectives.

The establishment of a single fund will allow for I-SAF activities to be supported in a more coordinated and efficient manner. The trust fund will also support a specialized training partner, allowing for this role to be centralized and implemented in a consistent manner across the country.

The trust fund will primarily support demand-side I-SAF activities (civil society organization) and supply-side I-SAF activities (NCDDS and SNA) even though supply-side I-SAF activities have been integrated more in work plan and budget of SNA and line ministries.

EU had provided fund to support the expansion of demand-side I-SAF activities to 287 commune administrations of 30 target districts in 5 provinces such as Kampong Cham, Takeo, Kampong Speu, Battambang, Pursat from 2019-2020.

Oxfam has also identified social accountability as a priority and financed to Star Kampuchea in implementation of demand-side I-SAF activities to cover 22 commune administrations in 2 target districts (Chantrea District and Romeas Hek District) of Svay Rieng Province. Meanwhile, Oxfam also financed the Advocacy and Policy Institution (API) to support the implementation of I-SAF activities in 3 sangkat administrations (Sangkat Kouk Khleang, Sangkat Tuek Thla, and Sangkat Khmuonh) and 1 Khan (Khan Sen Sok) of Phnom Penh Capital.

World Bank will finance the piloting of I-SAF in the new service of water supply and sanitation project in 3 target municipalities (Krong Siem Reap, Krong Steung Sen, and Krong Monorom) of 3 provinces: Siem Reap Province, Kampong Thom Province, and Mondulkiri Province.

Multi-donor trust fund and mobilization of additional financing is currently underway. Furthermore, the Royal Government of Cambodia is also allocating fund for the implementation of supply-side I-SAF activities. Meanwhile, some provincial administrations have also budgeted to support I-SAF implementation; however, district administration's budget is insufficient to support I-SAF implementation.

2. Budget

As outlined below, the total budget for 5-year I-SAF Phase II (2019-2023) is estimated at US$32,522,623, with about US$12,360,881 (41%) for I-SAF **supply** side, US$17,613,046 (59%) for I-SAF demand side, US$1,000,000 for administration of the trust fund operation, and US$1,548,695 for other operations of the trust fund.

Table 4: I-SAF Phase II Estimated Budget (in US$)

Component	Implementor	2019	2020	2021	2022	2023	Total
Component 1: Transparency and access to information	Supply Side	121,449	95,000	130,000	100,000	100,000	546,449
	Demand Side	612,379	601,211	682,574	796,527	910,495	3,603,185
	Total	733,828	696,211	812,574	896,527	1,010,495	4,149,634
Component 2: Citizen monitoring	Supply Side	41,000	60,000	100,000	80,000	66,076	347,076
	Demand Side	633,711	722,189	850,526	890,799	888,114	3,985,338
	Total	674,711	782,189	950,526	970,79	954,190	4,332,414
Component 3: Implementation of JAAP	Supply Side	697,400	635,400	558,180	400,014	120,000	2,410,994
	Demand Side	291,575	294,621	180,111	173,549	292,148	1,232,004
	Total	988,987	930,021	738,291	573,563	412,148	3,643,998
Component 4: Training, Capacity Development and Communication	Supply Side	605,000	740,000	840,000	606,398	490,000	3,281,398
	Demand Side	1,194,248	1,018,410	976,316	786,215	746,015	4,721,204
	Total	1,799,248	1,758,410	1,816,316	1,392,613	1,236,015	8,002,602
Component 5: Program management, monitoring and Evaluation*	Supply Side	1,034,600	1,187,600	1,204,600	1,184,600	1,163,565	5,774,965
	Demand Side	692,572	829,767	761,470	844,829	942,677	4,071,315
	Total	1,727,172	2,017,367	1,966,070	2,029,429	2,106,242	9,846,280
Total	-	5,923,934	6,184,198	6,283,777	5,862,930	5,719,090	29,973,927
Sub-total for demand side	-	3,424,485	3,466,197	3,450,997	3,491,918	3,779,449	17,613,046
Sub-total for supply side	-	2,499,449	2,718,000	2,832,780	2,371,012	1,939,641	12,360,881
TF Administration, Coordination and TA	-	140,000	140,000	290,000	140,000	290,000	1,000,000

Total Cost	-	303,196	316,210	328,689	300,146	300,454	1,548,695
Financial commitment (by EU)**	-	6,367,130	6,640,407	6,902,465	6,303,077	6,309,544	32,522,623
Remaining cost	-	1,000,000	1,000,000	-	-	-	2,000,000

* Program management, monitoring and evaluation includes mostly supply-side activities related to coordination and support of I-SAF implementation (i.e. PSC meetings, PSC study visits, training courses, SNA coordination meetings, reflection meetings, monitoring and technical support to SNA and service providers etc).

**The exchange rate (US dollar and Euro) has not yet applied, since EU provides fund in Euro (2 million Euro).

V. Risk Mitigation and Management

I-SAF Phase II is a national program aims to achieve the outcomes and outputs; however, I-SAF Phase II implementation also faces risks. Some measures can be conducted to mitigate potential risks point out as following:

Risk	Level	Risk Mitigation Approaches
1. Implementing Agency Capacity	Low-Moderate	• Capacity and awareness of sub-national administration and service providers seems limited which require to provide additional trainning and hold dissemination forum from their line ministries and division and from NCDDS. • Risk related to capacity can emerge in civil society organization at local level when NGO implementing partners sub-finance to local CSO in order to implement I-SAF tasks, manage finance, and monitoring and evaluation. The risk can be mitigated by selecting NGO implementing agency with great experiences in capacity development and proficient financial management systems. • Capacity of CAF who were selected at local level might be limited. This risk can be alleviated by providing regular training and mentoring.
2. Politics	Low	• I-SAF dissemination through modern and traditional media, seminars, meetings, trainings, study visits, and public forums as well as the engagement from line ministries, institutions, sub-national administration, service providers, citizen and stakeholders can reduce misunderstanding about I-SAF is CSO program/actions, and budget and information disclosure as well as citizen monitoring is political party's activities.
3. Facilitation	Moderate	• Activities implemented by ministries, institutions (supply side) and CSO (demand side) must align with I-SAF cycle in order to contribute to the achievement of the objectives. Collaboration and coordination between supply side and demand side can be challenging as I-SAF implementation involving with many actors. PSC, which consists of ministries, institutions, Civil Society Organizations, Development Partners, is established in order to facilitate and manage the I-SAF implementation. NCDDS is also responsible in

		coordinating supply side; while civil society organization facilitator shall also be selected to coordinate demand side.
4. Government's ownership	Moderate	• Work plan and budget preparation process and government work plan's engagements may delay the implementation of I-SAF at local level. This requires guidelines and supports from national level.
5. Monitoring, Evaluation and Sustainability	Moderate-Moderately high	• Some sub-national administrations and service providers are still facing challenges in implementation of annual I-SAF cycle activities. Priority activity to solve these challenges is the establishment of a particular I-SAF working group to provide technical support and task management from the line ministries and organzations in order to ensure effective lesson learns and monitoring. • Sustainability risk for supply side activities is moderate as the tasks has been integrated in line ministries and SNA's AWPB. However, for demand side activities are moderately high since the activities require financing by Trust Fund that may delay in the implementation.
6. Limited Fund and wide coverage	Moderate-High	• The design of I-SAF is appropriate in expanding its coverages to new services and target area if there is sufficient fund. I-SAF shall not be implemented or expanded to new services or target area as planned if there is no adequate financial support. The government will allocate additional fund from development partners ; moreover, a trust fund will be established in order to implement I-SAF.

Annex 1: Refference

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45. World Vision. I-SAF-related progress reports, M&E reports, assessments, think pieces and learning notes.

Annex 2: List of Stakeholders Interviewed/Consulted

1. H.E. Ngy Chanphal   Secretary of State of the MoI, and Chair of PSC
2. H.E. Ngan Chamroeun   Under Secretary of State of MoI, Deputy Head of NCDDS
3. H.E. Khun Rachana   PSC member, MoEYS
4. H.E. Cheam Pe A   PSC member, NCDDS
5. Mr. Hok Khiev   PSC member, MoH
6. Mr. Lach Buntha   PSC member, MEF
7. Mr. Chet Kimchung   NCDDS
8. Mr. Khorl Yuthly   NCDDS
9. Mr. Sang Polrith   NCDDS
10. Mr. Roeung Sarom   NCDDS
11. Mr. Kuong Vutha   NCDDS
12. Mr. Ly Yasak   School of Local Administration, MoI
13. Mr. Keo Norin   MoEYS
14. Mr. Ouk Sok   MoEYS
15. Mr. Chy Terith   PSC member, The Asia Foundation
16. Mr. Thach Lykhann   PSC member, RACHA
17. Mr. Leng Virak   PSC member, World Vision International
18. Mr. Mot Sana   PSC member, Save the Children
19. Mr. Jan Noorlander   PSC member, CARE
20. Ms. El Sotheary   PSC member, CCC
21. Ms. Siv Seneh   RACHA
22. Mr. Tun Youheang   Save the Children
23. Mr. Ry Sotharith   World Vision International
24. Ms Chan Setha   World Vision International
25. Mr. Phoeunrn Sokchan   CARE
26. Ms. Soeung Chara   CARE
27. Ms. Chey Chea Sovanna   Star Kampuchea
28. Ms. Sok Heang   Star Kampuchea
29. Mr. Chhuom Mao   Provincial Staff, RACHA
30. Mr. Thet Sannthy   Provincial Staff, RACHA
31. Mr. Prum Thornin   Provincial Staff, World Vision International
32. Mr. Som Sopheak   AFD, WVI's partner
33. Ms. Chanthorn   AFD, WVI's partner
34. Mr. San Chey   ANSA, CARE's partner
35. Ms. Srey Sotheavy   ACT, CARE's partner
36. Ms. Hany Fiya   PSOD, SCI's partner
37. Mr. Chhim Povlot   PSOD, SCI's partner
38. Ms. Oum Sokhorn   WOMEN, SCI's partner
39. Mr. Pok Sokundara   Secretary General of National League
40. Ms. Tem Chanky   CAF, RACHA
41. Mr. So Chea   CAF, WVI

42. Ms. Sin Chhunna   CAF, WVI

43. Mr. Leng Lorn   CAF, SCI

44. Mr. Em Huy   CAF, SCI

45. Mrs. Srin Sreysdoeng   CAF, CARE

46. Mr. Sorn Borey   CAF, CARE

47. Ms. Duong Yi   CAF, Star Kampuchea

48. 18 Persons from the provincial level (I-SAF focal persons, Education, Youth, and Sport, and Health Department)

49. 12 Persons from district level (I-SAF focal point, Education, Youth, and Sport Office, Operational Health District)

50. 8 Persons from commune level (JAAP Committee Chief, I-SAF focal point, Primary School Director, and Heath Center Chief)

Annex 3: I-SAF Phase II Result Framework

Project Development Objectives (PDO) of I-SAF Phase II is to improve the performance of public service providers (primary schools, health centers and communes) through improved transparency, strengthened citizen engagement and responsive action. This will be achieved by local government officials and service providers engaging with community members (including marginalized groups) in the Implementation of the Social Accountability Framework.

Result: PDO							
Results	**Indicator**	**Base-line**	**Targe t YR1**	**Target YR2**	**Target YR3**	**Target YR4**	**Target YR5**
PDO1. Performance of public service providers (primary schools, health centers and communes) is improved.	PDO1a: % of target primary schools demonstrating improved performance (according to a composite indicator based on several impact survey questions).	0	50%	60%	70%	80%	80%
	PDO1b: % of target health centers demonstrating improved performance (according to a composite indicator based on several impact survey questions).	0	50%	60%	70%	80%	80%
	PDO1c: % of target communes demonstrating improved performance (according to a composite indicator based on several impact survey questions).	0	50%	60%	70%	80%	80%
PDO2. Responsiveness of public service providers (primary schools, health centers	PDO2a: % of primary school related JAAP activities completed or under implementation.	0	50%	60%	70%	80%	80%

Results	Indicator	Base-line	Target YR1	Target YR2	Target YR3	Target YR4	Target YR5
and communes) is improved.	PDO2b: % of health center-related JAAP activities completed or under implementation.	0	50%	60%	70%	80%	80%
	PDO2c: % of Commune Sangkat related JAAP activities completed or under implementation.	0	50%	60%	70%	80%	80%
PDO3. Citizen participation in monitoring public service providers and engaging in actions for improvement is enhanced.	PDO3a: % of communes that complete the full annual I-SAF process	55%	65%	80%	90%	90%	90%
	PDO3b: % of sangkats that complete the full annual I-SAF process	0	0	15%	40%	65%	90%
PDO4. Citizen voice in engaging with local public service providers is enhanced.	PDO4. % of citizen (men, women) engaged in JAAP process reported that their voice in engagement with service provision enhanced	0	30%	40%	50%	60%	70%

Intermediate Results							
Results	Indicator	Base-line	Target YR1	Target YR2	Target YR3	Target YR4	Target YR5
Component 1: Transparency and Access to Information and budget							
IR1. Transparency of public service providers (primary schools, health centers and communes) is improved.	IR1a. % of rural primary schools that post and annually update full and complete I4C information (including standards, performance data and budget information).	50%	50%	60%	70%	75%	80%
	IR1b. % of health centers that post and annually update full and complete I4C information (including	50%	50%	60%	70%	75%	80%

	standards, performance data and budget information).						
	IR1c. % of Communes that post and annually update full and complete I4C information (including standards, performance data and budget information).	50%	65%	75%	80%	85%	90%
IR2. Citizens are better informed about service delivery standards, and budgets.	IR2a. % of citizens (male/female) participating in the I-SAF process able to cite at least two (of 6) standards for each of the three services (primary school, health center and commune).	0	50%	55%	60%	65%	70%
	IR2b. % of citizens (male/female) participating in the I-SAF process able to cite year-to-year budget changes/patterns for at least 2 (of 3) services.	0	50%	55%	60%	65%	70%
Component 2: Citizen Monitoring							
IR3. Subnational government officials and service providers are better informed about the priorities and views of citizens regarding governance and public services.	IR3. % of officials and service providers in target districts report feeling better informed about citizens' priorities and concerns.	0	50%	55%	60%	65%	70%
IR4. Subnational government officials, service providers and citizens share a common understanding of priority actions needed to improve local	IR4a. % of officials and service providers in target DMK agree that priority actions captured in JAAP contributed toward the improvement of local service delivery.	0	50%	55%	60%	65%	70%

service delivery.							
	IR4b. % of citizen in target DMK agree that priority actions captured in JAAP contributed toward the improvement of local service delivery.	0	50%	55%	60%	65%	70%

Component 3: Implementation of Joint Accountability Action Plans (JAAPs)

IR5. Collectively agreed priority actions to improve the quality of public services are implemented.	IR5a: % of primary school–related JAAP activities completed or ongoing.	0	50%	60%	70%	80%	80%
	IR5b: % of health center- related JAAP activities completed or ongoing.	0	50%	60%	70%	80%	80%
	IR5c: % of commune–related JAAP activities completed or ongoing.	0	50%	60%	70%	80%	80%

Component 4 – Training, Capacity Development and Communication

IR6. Capacity of citizens to actively engage government in improving services and enhancing accountability is strengthened.	IR6. % of citizens (male/female) reporting enhanced capacity to actively engage government.	TBD	TBD	TBD	TBD	TBD	TBD
IR7. Subnational government and service provider capacity to actively engage with citizens is enhanced.	IR7. % of local officials & service providers reporting enhanced capacity to actively engage with citizens.	TBD	TBD	TBD	TBD	TBD	TBD
IR8. Community facilitators are able to effectively lead	IR8. Number of CAFs (male/female) that receive certification.	TBD	TBD	TBD	TBD	BD	TBD

accountability-related outreach, monitoring and engagement processes at local level.							
Component 5– Project Management, Monitoring and Evaluation							
IR9. Identifiable changes are made to the policies, guidelines and/or practices of state and non-state actors as a result of learning from social accountability activities.	IR9. Specific examples can be identified of changes/improvements made to policies, guidelines and/or practices of state and non-state actors as a result of learning from I-SAF.	Zero	1 or more example can be cited.	1 or more example can be cited.	1 or more example can be cited.	1 or more example can be cited.	1 or more example can be cited.

Annex 4: Geographic Coverage of I-SAF Phase I and II

(2015-2018 Estimated/Actual; 2019-2023 Projected)

% Communes* with :	2015	2016	2017	2018	2019	2020	2021	2022	2023
No I-SAF implementation experience	90%	80%	45%	45%	25%	10%	0%	0%	0%
At least 1-year I-SAF implementation experience	10%	20%	55%	55%	70%	80%	90%	100%	100%
At least 2-year I-SAF implementation experience	2%	10%	0%	55%	55%	70%	80%	90%	100%
At least 3-year I-SAF implementation experience	0%	2%	0%	20%	55%	55%	70%	80%	90%

Total Number of Communes : 1410

% Sangkat* with	2015	2016	2017	2018	2019	2020	2021	2022	2023
No I-SAF implementation experience	100%	100%	100%	100%	90%	75%	50%	25%	0%
At least 1-year I-SAF implementation experience	0%	0%	0%	0%	10%	25%	50%	75%	100%
At least 2-year I-SAF implementation experience	0%	0%	0%	0%	0%	10%	25%	50%	75%
At least 3-year I-SAF implementation experience	0%	0%	0%	0%	0%	0%	10%	25%	50%

Total number of sangkats is 236. If I-SAF is unable to cover all sangkats during Phase II, the program will start by targeting the poorest sangkats (based on ID Poor data) and expand gradually. Sangkats without ID Poor data will be left for last.

Annex 5: I-SAF Phase I and II Service Coverage

(2016-2018 Estimated/Actual; 2019-2023 Projected)

% of Rural Primary School* with:	2016	2017	2018	2019	2020	2021	2022	2023
I-SAF supply side activities**	34%	57%	57%	60%	70%	80%	90%	100%
I-SAF demand side activities ***	15%	20%	20%	30%	50%	70%	90%	100%

Total number of rural primary school is 6110.
*** Posting of I4C data *** Awareness-raising, Citizen monitoring & JAAPs*

% of Rural Health Center with:	2016	2017	2018	2019	2020	2021	2022	2023
I-SAF supply side activities	30%	51%	51%	60%	70%	80%	90%	100%
I-SAF demand side activities	27%	48%	48%	60%	70%	80%	90%	100%

Total number of rural health centers is xxx,xxx.

% of DMK Administration with:	2016	2017	2018	2019	2020	2021	2022	2023
I-SAF supply side activities	0%	0%	1%	1%	10%	35%	65%	100%
I-SAF demand side activities	0%	0%	0%	0%	10%	35%	65%	100%

Total number of district administrations, including Municipalities and Khans is 203

Annex 6: Transition of I-SAF Responsibilities in "Graduated" Communities

Commune-level I-SAF demand-side responsibilities	In "new" communities (during first 3 years of I-SAF implementation)	In "graduated" communities (from Year 4 of I-SAF implementation)
(i) Conduct initial outreach and groundwork for introduction of I-SAF	NGO partner	JAAPC (with support of "master CAFs"
(ii) Conduct district/commune-level inception workshop	NGO partner	JAAPC (with support of "master CAFs"
(iii) Recruit, train, mentor and supervise CAFs	NGO partner	"Master CAFs" (with support from NGO partner)
(iv) Recruit and train and "super CAFs"	NGO partner	"Master CAFs" (with support from NGO partner)
(v) Mentor and supervise "master CAFs" and provide refresher training as required	N/A	NGO partner
(vi) Review I4Cs and ensure follow up as required	CAFs (with support from NGO partner)	CAFs (with support from "master CAFs")
(vii) Organize and facilitate commune-level I-SAF activities (i.e. I4C awareness-raising, CSC assessment and interface meetings)	CAFs (with support from NGO partner)	CAFs (with support from "master CAFs")
(viii) Ensure coordination and trouble-shooting at DMK and C/S level	NGO partner	"Master CAFs" (with support from NGO partner) and concerned service providers
(ix) Ensure public dissemination of JAAP	JAAPC (with support from NGO partner)	JAAPC (with support from "master CAFs") and concerned service providers
(x) Integrate JAAP into CIP and present at DIW	JAAPC (with support from NGO partner)	JAAPC (with support from "master CAFs")
(xi) Train/support JAAPC members	CAFs (with support from NGO partner)	CAFs (with support from "master CAFs")
(xii) Support and monitor JAAP	JAAPC (with support from	JAAPC (with support from

Annex 7: Detail Activities, Outputs, and Outcomes

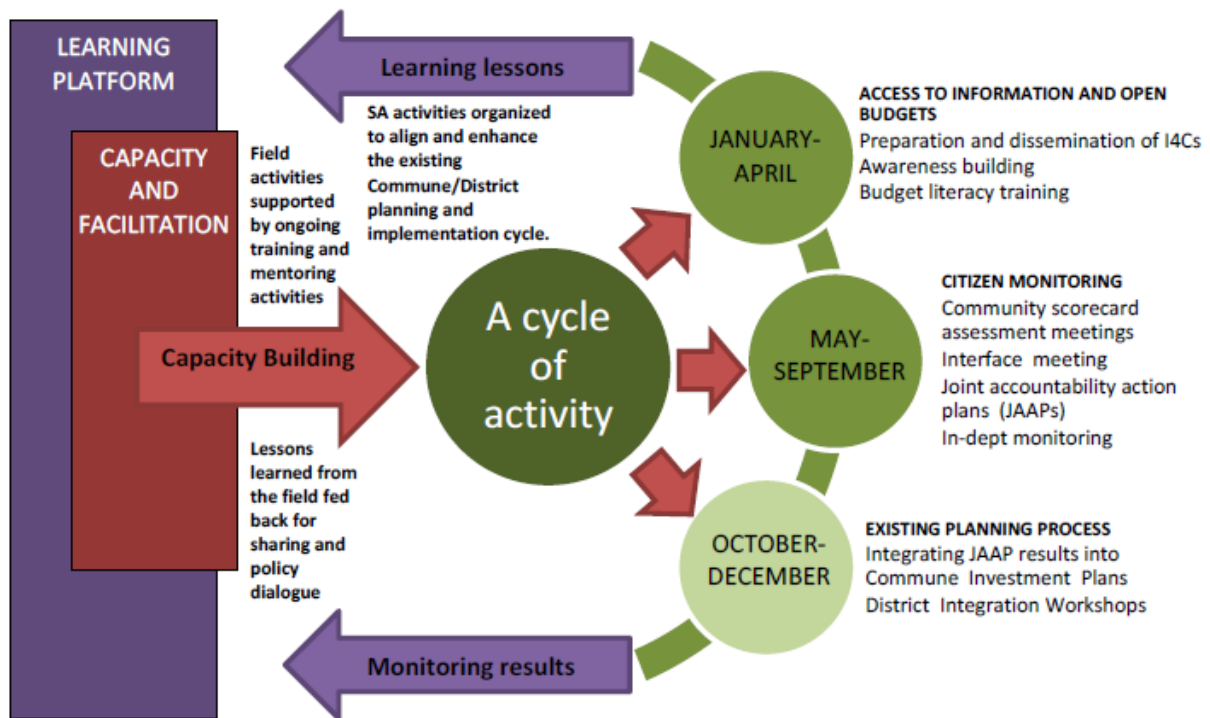| OUTCOMES	OUTPUTS AND ACTIVITIES
COMPONENT 1: TRANSPARENCY AND ACCESS TO INFORMATION AND BUDGETS	
1.1. Budget transparency and performance of service providers are enhanced.	**1.1.1. Opening information and budget** • Conduct inception meeting on I-SAF • Produce and distribute I4Cs to service providers • Post-on of performance and budget are printed, distributed, filled, collected and entered into online database. • Guidelines for the review of I4C post-on data by CAFs and NGOs are developed. • A system for collecting I4C post-on data from service centers by phone/electronic means is developed, piloted and rolled out. • Line ministries introduce systems and guidelines and allocate budget for the production and distribution of I4C posters and the collection, database entry and public posting of post-on data. • I4C content and budget formats are reviewed by line ministries and the PSC, and revisions/additions are made as appropriate. • I4C post-on data is publicly posted at all service provider locations. • A system for disseminating key I4C messages electronically by SMS, e-mail, internet, and social media is developed, piloted and rolled out. **1.1.2. Information is widely and deeply used.** • Preparing annually review and discuss between line ministries, I-SAF-PSC, NCDDS and relevant institutions on analysis report of I4Cs. • Show and discuss on I4Cs in C/S, DMK, C/P, and public forums with attending by service providers.
	1.2.1. Citizens widely access information on rights, performance standards, and budget • Citizen a Preparing meeting and raising citizens awareness on I4Cs. • Enhancing citizens awareness on post-ons of performance and budget through modern and traditional media.

OUTCOMES	OUTPUTS AND ACTIVITIES
	• A methodology for helping citizens to better understand public budgets is developed, tested and rolled out. • Prepare regulations to ensure the citizen's rights for access to information.
COMPONENENT 2: CITIZEN MONITORING	
2.1. SNA and service providers widely access information on citizens' priorities and perceptions on good governance and public service delivery	**2.1.1. Citizen Monitoring** • An adapted, ICT-enabled citizen monitoring methodology is developed, tested and rolled out. • Citizen monitoring (community scorecard and self-assessment) is annually in I-SAF target and services. **2.1.2. Regulations are prepared to support citizen monitoring.** • Guidelines endorsing the I-SAF citizen monitoring process and mandating service providers' active participation and support are issued by line ministries. • Compliance with the I-SAF citizen monitoring guidelines is monitored and incentivized through line ministry performance evaluation systems.
2.2. Priority actions are jointly identified by SNAs, service providers, and citizens to improve quality and effectiveness of public service delivery at local levels	**2.2.1. Interface meeting is conducted.** • Prepare interface meeting to demonstrate budget information, I4Cs, and to discuss on budget preparation and service providers' fund usage in order to respond to the priority actions set in I-SAF • Arrange interface meeting and establish JAAP in each target area and service • Create JAAP Committee in each target area
COMPONENT 3: IMPLEMENTATION OF JOINT ACCOUNTABILITY ACTION PLAN	
3.1. JAAP is implemented and monitored to improve quality and effectiveness of public service delivery	**3.1.1. JAAPs are implemented.** • Implement JAAP actions in each target area • JAAP committee in each target area support and monitor JAAP implementation. • Demonstrate JAAP of each target area in district, municipal, khan integration workshop. • Issue guidelines on the use of sub-national funds to support I-SAF implementation • Create systems and procedures supported by line ministries in order to provide funds and monitor JAAP actions

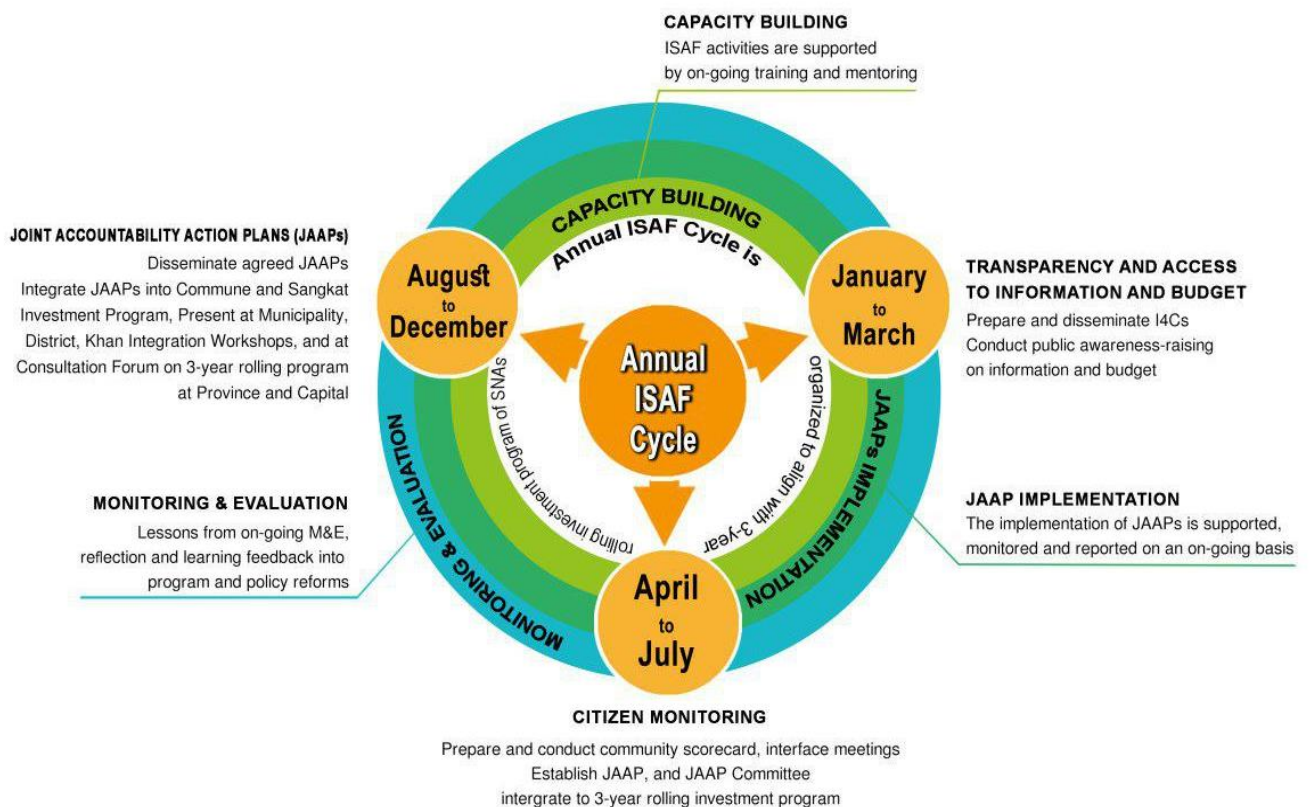| OUTCOMES	OUTPUTS AND ACTIVITIES
	• Design and implement matching fund to support JAAP actions **3.1.2. JAAPs are monitored.** • JAAP committee member regularly participate in process of district, municipal, khan, commune, sangkat annual planning and budgeting. • Publicly disseminate JAAP through I4C post-on, media, and other forums • JAAPC publicly reports about the monthly progress of JAAP implementation through electronic systems and sub-national council meetings.
3.2. Data on priority actions for sectoral service improvement is analyzed and used in design policies.	**3.2.1. JAAP data is analyzed and widely used.** • Update and upgrade database systems to ensure JAAP data is utilized and analyzed by national institutions and sub-national administrations.
COMPONENT 4: TRAINING, CAPACITY DEVELOPMENT AND COMMUNICATION	
4.1. CSOs' capacity developed to actively participate and contribute to the enhancement of quality and effectiveness of public service delivery and accountability.	**4.1.1. Training, mentoring, and capacity development to CSOs.** • Recruit specialized demand-side training institute and provide training • Design and provide training to new NGO partners' trainers • Revise training materials in accordance with social inclusion and equity strategy, and provide training to implementing partners and CAFs.
4.2. SNAs and service providers' capacity developed to actively engage with citizens to improve quality and effectiveness of public service delivery and accountability.	**4.2.1. Training, mentoring, and capacity development to service providers and SNAs.** • Raise awareness and develop capacity of service providers in the process of citizen monitoring and guideline on form completion, data collection, entry, I4C post-on dissemination by line ministries • Incorporate key themes into I-SAF training materials for sub-national administration by MoI's School of Governance, Training Department, or National School of Local Administration • Design and provide training on I-SAF for capital, provincial, district, municipal and khan I-SAF working group members. **4.2.2. Training to JAAP committee (JAAPC) members.**

OUTCOMES	OUTPUTS AND ACTIVITIES
	• Review and revise guidelines and update training materials for JAAPC members • Provide training to JAAPC members
4.3. CAFs are willing and leading in effective I-SAF dissemination, citizen monitoring and engagement at local level.	**4.3.1. CAFs are trained, guided, and mentored.** • Recruit and provide training to CAFs • Provide training certifications to CAFs who completed training courses • Update training materials for CAFs • Additionally guide and mentor CAFs at community through learning by doing. **4.3.2. CAF representative is formulated and proceeded.** • Develop Term of Reference and selection criteria for CAFs • Provide trainings to CAF representatives • Provide training certification to CAFs who successfully completed the courses
4.4. I-SAF is broadly disseminated.	**4.4.1. I-SAF is widely disseminated in relevant ministries, institutions, and SNAs.** • Make short term contract with ICT specialist to establish I-SAF dissemination tools (e.g., data collection and I4C dissemination and electronic citizen monitoring) • Create dissemination materials and tools, and carry out publicly I-SAF dissemination campaigns
COMPONENT 5: MANAGEMENT, MONITORING AND EVALUATION	
5.1. Ensure effectiveness and efficiency of I-SAF Implementation	**5.1.1. I-SAF implementation is supported and managed effectively and efficiently to ensure better results.** • I-SAF multi-donor trust fund is established to finance I-SAF Phase II activities • NCDDS cooperates with civil society resources person and stakeholders provide advisory service and technical support to other line ministries interested in implementing I-SAF in their sectors • Select and provide trust fund to demand side facilitators • Establish SNA I-SAF teamwork based on the team's ToR, which is issued by NCDDS, and Social Inclusion and Equity Strategy is designed to enhance the engagement of marginalized groups (such as: ethnic minorities, the elderly, people with

OUTCOMES	OUTPUTS AND ACTIVITIES
	disabilities, people living with HIV/AIDS and the LGBTQI+ community)
5.2. Some policies and guidelines are revised base on I-SAF implantation lessons learned.	**5.2.1. Lesson Learned and feedback are collected.** • Revise supply side and demand side I-SAF operation manuals • Partnership Steering Committee field visit is organized to I-SAF implementing target area **5.2.2. Monitoring and evaluation and compiling lesson learned.** • Revise M&E plan which prepared and implemented in I-SAF phase I. • Conduct I-SAF phase II baseline, mid-term and end-line surveys • Organize quarterly meeting of capital, provincial, district, municipal, and khan I-SAF working groups • Organize PSC meeting on semester or annual basis and as required • Organize technical meeting on semester basis or as required between NCDDS, CSO coordination team, and trust fund team to monitor I-SAF implementation progress and prepare, document, and revise I-SAF implementation documents. • Organize regular meeting between I-SAF implementing CSOs and NGO partners which locally operate relevant sectors.

Annex 8: I-SAF Phase I (2016-2018) Annual Cycle

Annex 9: I-SAF Phase II (2019-2023) Annual Cycle

Annex 10: Glossary of Terms

Terminologies	Definitions
Information for Citizens (I4Cs)	It is the information set being made available to promote accountability. The I4C will contain material for public display (posters) and distribution (booklets) that provide citizens with key information about local public services. They cover commune and sangkats administration, primary schools and health centers services and include information about user rights, service standards, performance, budgets and expenditures. I4Cs are designed to be user-friendly and accessible even to those with limited literacy.
Citizen Engagement	It refers to a process in a community in which citizens are engaged to provide their suggestions in preparation and making decision processing of SNAs' policies, regulations, and legal documents.
Civil Society Engagement	It refers to a process in a community in which citizens are assembled to realize their local common goals. They can work as individual or collectively through non-governmental organizations to influence in any decision-making process.
Responsibility	It is referred to responsibilities and obligations in which providing by laws or regulations to each individual, organization or sub-national administration.
Democratic Development	It is referred to development process which have manners including: (1) Public representation; (2) Local autonomy; (3) Consultation and participation; (4) Responsiveness and accountability; (5) Promotion of equality of life of the local residents; (6) Promotion of equity; (7) Transparency and integrity; and (8) Measures to fight corruption and abuse of power.
Capacity Development	It is a process led to enhancing skills (both generic and specific) which contribute in improving processes and strengthening institutions. Capacity building refers to investment in human, institution, and implementation procedures.
Interface Meeting	It takes place in the context of citizen monitoring. They are facilitated meetings where service users and citizens come together with service providers (i.e. commune and district level officials and staff from communes, sangkats, health centers and primary schools) to share their views about the quality of services and to develop joint action plans for improvement.
Accountability	It refers to obligations of power-holders to responsible to answer for their actions, including any consequence caused by those actions (extracted from the National Programme on Sub-national Democratic Development 2010-2019, page 162).
Social Accountability	It is referred to citizens' activities and mechanisms to demand administration accountable to them, and including activities of government, civil society, and other stakeholders to improve citizens engagement activities and mechanisms.
Non-State Actor	It refers to citizens, community-based organizations (CBOs), civil society organizations (CSOs) but may also refer to media and academia in this context.

Terminologies	Definitions
State Actor	It refers to government institutions, agencies, officials and staff, including provincial line departments and district offices, communes and local service delivery officials in commune and sangkat councils, primary schools, and health centers.
Inclusion	Promotion of individual or group's existence to participate and benefit from any social activities without any discrimination.
Community Scorecard	It is the social accountability monitoring tool which enables citizens and users to assess the quality of local services and to collaborate with officials and service providers in identifying and implementing actions for change.
Joint Accountability Action Plans (JAAP)	They are the main product of the community scorecard monitoring process. They are the list of actions that citizens, service providers and commune and district officials collectively agree to implement to improve the quality of commune, primary school and health center services and functions. JAAPs are discussed and agreed at the final interface meeting.
Demand Side	It is a term that refers to the role of citizens and CSOs in social accountability. These actors have a responsibility to know their rights and duties, to be informed about government policies and services and to constructively engage Sub-National Administrations and service delivery agencies to improve their performance.
Supply Side	It is a term that refers to the role of state actors in social accountability. National government has a role in supporting social accountability by establishing processes, rules, standards and regulations. Sub-National Administrations and service delivery agencies are responsible for sharing information and engaging with citizens and their representatives at local level.
Gender	Refers to the mindset or behavior of the family, community and society related to the division of labor, education, right, hierarchy, status and role to daughters and sons or women and men. It is including family policy on daughters and son's education, work, housework.
Expected Result	The final products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes. Organizations are accountable to produce outputs on time, of the desired quantity and quality (QQT)
Social Accountability Cycle	It refers to the annual implementation of planned ISAF activities. This cycle includes: (i) producing or updating I4C materials; (ii) conducting public awareness and budget literacy activities; (iii) citizen monitoring of local public services; (iv) dissemination and implementation of the resulting JAAP, and; (v) monitoring progress and documenting lessons learned.
Decentralization	It is referred to process of government transfers ownership of functions, powers, resources to councils to response local needs. The councils have accountable to citizens.
Deconcentration	It is referred to process of government and ministries delegates functions, powers, and resourses to their line organizations or councils to implement those function. Organizations or councils have accountable with government, ministries align to delegation needs.
Activity	It refers to any action to be taken or any task to be fulfilled by using inputs such as fund, technical assistance, and other resources which are mobilized to produce any expected outputs.

Terminologies	Definitions
Service Standard	It refers to the level and quality of service that government has determined through policy and regulation and citizens can expect to receive.
Social Equity	It is referred to fairly of rights to use and benefit on services delivery, local development according to physic, social, political situation and fully engagement rights in political and culture activities in the society.
Powers	It is referred to ability by law which are responsibility to functions transferred to sub-national administrations to defines and response citizens needs in their authorized boundary.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor
Public Service	It is referred to activities of authorized organization and competented organization on purpose to serve public benefit. Authorized organization refer to all level of organizations, agencies, and authorities of state who are assigning in their authorized boundary. Competented organization refer to private sectors or civil societies who have rights, assign and under monitoring by state.
Service User	It refers to citizens who use local public services such as those provided by the sub national administrations, primary schools and health centers.
Community Accountability Facilitator (CAF)	They are community volunteers who are selected and trained by local NGOs to lead communities in the implementation of local level ISAF activities and mobilize community participation in social accountability processes.
Civil Society Organization	It is non-governmental and non-lucrative organization presented in a society to represent benefits and values of their members or others based on code of conduct, culture, politics, sciences, religion or humanity.
National Implementing NGO partners	They refer to non-governmental organizations (national or international) which sign the Memorandum of Understanding with the Secretariat of the National Committee for Sub-national Democratic Development (NCDDS) to implement ISAF.
Sub-national Implementing NGO partners	They refer to non-governmental organizations which enter into Memorandum of Understanding or any form of agreement with national Implementing NGO to implement ISAF at sub-national level.
Service Provider	It refers to actors who are directly responsible for the delivery of public services. They include, for example, commune officials, school principals, teachers, health center chiefs and staff.
Governance	It is referred to approach or process of ministries, organizations, agencies to use their power, functions, and resources to manage, social and economic development, and security in which engage stakeholders to serve citizen benefits.