

Implementation of Social Accountability Framework (ISAF)

Eleventh Implementation Support Mission (ISM)

Preliminary Results

Wrap-up Meeting

June 3, 2026



**SOCIAL ACCOUNTABILITY
AND SERVICE DELIVERY
TRUST FUND**



Objectives of the mission



1. Review implementation progress towards **achievement of the projects' development objectives** and **overall project status** across all components and fiduciary aspects:
 - Monitoring and Evaluation (M&E)
 - Financial Management (FM)
 - Procurement
 - Environmental & Social (E&S) risk management
 - Communication & visibility
2. Review measures being put in place towards the **sustainability of project outcomes**; and
3. Discuss preparation for project closure in December 2026, including the projects' End Evaluations.



Key data of the mission

Dates: May 25 – June 3, 2026

Field visits to Kampong Thom and Kampong Cham provinces – incl. to communes/sangkats, health centers, primary schools

Meetings with:

- Joint Accountability Action Plan Committees (**JAAP-C**), commune **councilors**, health centre **staff**, primary school **principals**, Community Accountability Facilitators (**CAFs**)
- **Subnational Authorities:** Provincial and District (deputy) governors and ISAF/Social Accountability Focal Points
- **NCDDS and World Vision teams:** E&S risk management, Procurement, Financial Management, Visibility & Communication, and M&E
- Participation of **development partners:** DFAT, SDC



Key messages



- Good **progress toward achieving** Program Development Objectives (PDO)
 - Projects **expected to meet all PDO** targets, but room to **improve** achievement of intermediate outcomes.
 - Most important: there is **room to improve efforts towards sustainability** of outcomes
- In **project management**, there are **areas for improvement**
- **Promising examples for the sustainability** of social accountability, e.g.:
 - **Substantial increases in funding allocation** by subnational administrations to support social accountability:
 - **73% of C/S**, and over >64% of DMKs and Provinces – including outside project areas!
 - Total of US\$1.7 million in 2026 – 19% increase from 2025
 - In the C/S directly supported in 2026, **66%*** of **JAAP actions that require funding are included in the draft CIPs** (Commune Investment Programs) – but **more data analysis is needed** to understand the trends
- **Overall, good collaboration** between supply & demand side projects, volunteers/CAFs and service providers



Key messages: findings from field visits

- In C/S with **more experience** doing social accountability:
 - **Greater institutionalization** of social accountability practice – **growing funding allocations**, even without NCDDDS direct support! – **more improvements** in service delivery
 - Social accountability is **contributing to other achievements (Model Schools)**
- In C/S **completing the third cycle** of Social Accountability in 2026:
 - **Recognition** of the value of social accountability - increasing budget allocations – good supply/demand side engagements
 - But implementation **not fully progressing as discussed** during the project extension:
 - **alignment** with CIP timeline but **not regular C/S Council procedures**
 - **not aligned with DIP timeline**





Key findings on Project Development Objectives/PDO:

Very good progress towards achieving the Development Objectives

- **74%** (supply side) and **78%** (demand side) of target service providers **meeting key national standards** (close to end target: 80%)
 - Revised methodology raised the level of ambition!
- **61%** of JAAP actions on (supply side) **completed or ongoing** so far (end targets: 70%)
- **80%** of target C/S (supply side), and **81%** of target C/S (demand side) **completed three annual ISAF cycles** (end targets: 95%)
 - Expectation to reach 100% by end 2026
- **76%*** of graduated target C/S have a **CAF network that is operational** (end target: 90%)

➔ Projects expected to **meet or surpass development objectives** in 2026



Key findings on Component 1:

Very good progress on Transparency and Access to Information

Supply Side (NCDDS)

- Service providers in urban areas greatly improved data entry in Social Accountability database by themselves (100% achieved, surpassed end target: 70%)
- Dissemination through the Social Accountability mobile App can now be tracked (6,799 clicks received on target service providers' post-on information, surpassing end target: 6,000)

Demand Side (World Vision)

- I4C dissemination taking place now

ISAF mobile App

- Over **10k active users**
- Upgraded App launched November 11, 2025:
 - Easier access to menu, *post-ons*, Notifications, Search function, and improved feedback form
 - 32 cases of feedback received so far → sharing info with TWG focal persons, also relevant DMK offices in the future
- Further upgrades to App to enable greater transparency and responsiveness to feedback → links to database



Key findings on Component 2:

Good progress on Citizen Monitoring

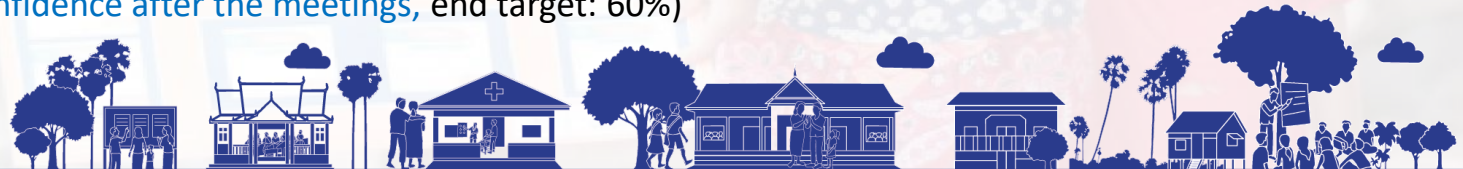
- All C/S supported in 2026 established a JAAP on time:
 - 4,205 actions in 178 C/S (supply side) (68% require funding) – 3,086* actions in 208 C/S (demand side) (66% require funding)
 - More than 35k citizens participated in citizen monitoring activities (68% women*)

Supply Side (NCDDDS)

- **Officials and service providers agree** that JAAPs **satisfactorily capture priority** actions to improve service delivery (98%*, end target: 95%)
- **Some progress** in 2026 in helping service **providers conduct self-assessments** by themselves (14% vs. 86% did it with support of CAFs; end target: 30%)

Demand Side (World Vision)

- **Citizens agree** that JAAPs **capture priority actions** to improve service delivery (92% achieved, well above end target: 80%)
- Efforts to **capture results for disadvantaged citizens** (in 41%* of meetings, JAAP actions are proposed by disadvantaged citizens, below end target 80%)
- Citizens have **confidence** that their **voice and actions can impact** public service delivery (23% already had strong confidence before the meetings, while **21%** reported **increased confidence after the meetings**, end target: 60%)



Key findings on Component 3:

Good progress on Implementation of JAAPs

- Target C/S are **increasingly allocating more resources** to support social accountability (87% achieved, end target: 95%)
 - Average allocation per C/S in target areas (supply-side) is US\$1k - 20% increase since 2025
- Substantial growth in allocation of **government resources to implement JAAP actions** that require funding (63%/supply side, well above end target: 40%)
- No data yet on **JAAP Committee meetings** in 2026 – but concern about these **separate parallel meetings** posing a **risk for sustainability**

 *Good progress on **funding allocations** for JAAP implementation **related to CIP alignment**, with **some challenges** for monitoring of implementation*



Improved progress on Capacity Development

Supply Side (NCDDS)

- No trainings on ISAF for service providers or JAAP committees yet in 2026:
 - Delays in finalization of new Guidelines for C/S (CIP alignment)
- Launched **e-Learning platform** in February 2026, with all trainings available online:
 - **Wider dissemination** is needed
 - Discussions with **NASLA**: joint pilot training by October 2026
- **Peer Learning Exchanges** (PLE) started in March 2026 for service providers**

Demand Side (World Vision)

- **838 active CAFs** in 2026 (69% women), **most have received certification** (77% achieved, end target: 80%) – building local capacity, a **good basis for sustainability**
 - In total project area, 86.5% certified CAFs
- **eLearning platform** for CAF trainings – digital skills trainings

NCDDS: training needs assessment on **gender inclusion** revealed a few priorities:

- gender mainstreaming,
 - gender-responsive budgeting,
 - M&E,
 - inclusive public service delivery
- Due to underbudgeting of PLE, **gender inclusion** will be integrated in the next sets of PLEs (instead of delivering specific trainings)



Key findings on Component 4:

First set of joint Peer Learning Exchanges: service providers, CAFs

First set of joint Peer Learning Exchanges (PLE) for service providers and CAFs:

- March 18, 19, 20
- 60 participants/day
- Hosted by 3 C/S in Samraong Torng District (Kpg Speu)
- Participants from: Kampg Speu, Kampot, Kampg Cham, Tboundg Khum
- Mostly service providers!

Second set of PLE:

- July 7, 8
- Battambang Province

What worked very well:

- Key topic: Focus on alignment of Social Accountability & CIP
- Mix of presentations (CIP alignment), site visits, discussions
- Guiding questions and facilitation*
- Survey of participants' feedback and debrief
- Communication materials, Telegram Group + Video stories

What can be improved for the next PLE:

- Smaller groups (up to 40 each day)
- Facilitation: active listening, guiding questions
- Sharing program with participants ahead of visit
- More intentional and explicit engagement with Provincial Govs for follow-up PLEs
- Selection of hosts: providers led by women
- Topic: CIP alignment, inclusive services



1-year Extension in 2026: focus on sustainability

The extension allows the projects to consolidate results and prepare for sustainability:

- Finalize **Sustainability Strategy** and guidelines for C/S level**
 - Concerns about strategy: not focused on sustainability, i.e. institutionalization
 - Exit Plan
- Implement **3rd cycle** of ISAF/Social Accountability in 178-208 C/S, **aligned with CIP****
 - Monitoring of JAAPs in C/S Council meetings
- Implement new guidelines for Social Accountability in 10 Districts/Municipalities**
 - Not aligned with DIP development
- Advance **digital solutions** for Social Accountability:
 - Launch and promote **e-Learning platforms** (supply & demand sides)
 - Develop and pilot-test digital scorecard tool (supply side)
 - Continue disseminating & upgrading Social Accountability mobile App as a tool for citizen engagement
- Organize series of **Peer Learning Exchanges**** for service providers
- Efforts to institutionalize social accountability in government systems:
 - Working with **NASLA**** to integrate Social Accountability into core curriculum (supply side), eLearning
 - Work with **line ministries** on institutionalization of social accountability



Key findings on overall project status:

Mixed results on Project Management

Supply side (NCDDS)

- Moderately **unsatisfactory**
- **Shortcomings in implementation** of sustainability measures agreed during the restructuring
- There is **room to improve the focus on sustainability** and institutionalization of social accountability

Follow-up technical discussions in 2026:

- on the contents of **Sustainability Strategy, Exit Plan, and ISAF III**: to ensure **coherence and alignment**
- With **NASLA, line ministries**: institutionalization

Demand side (WVI)

- Satisfactory
- Team is focused on achieving the best possible outcomes with the resources available



Key findings on overall project status:

Good performance on Fiduciary aspects

Financial management: supply & demand side

- Satisfactory performance
- Projects maintain **adequate financial management** arrangements and internal controls
- **Timely submission** of reports/audits (of acceptable quality)
- Bank made a few **recommendations to further enhance internal controls** related to contract management, and maintenance of transaction records

Procurement: supply & demand sides

- Satisfactory performance
- Red flags found in previous ISM have been resolved
- Supply-side: 36 of 38 packages procured; 2 pending packages related to ongoing/delayed consultancies
- Demand-side: 58 of 59 packages procured; 1 package under procurement



Key findings on overall project status:

Satisfactory performance on E&S Risk Management

Supply side (NCDDS)

- Satisfactory performance
- Adequate implementation of Environmental and Social measures – all contract staff signed the Code of Conduct
- No grievances reported, no accidents reported
- Upgraded Social Accountability mobile App can collect feedback more effectively
- All feedback received must be recorded

Demand side (WVI)

- Satisfactory performance
- Adequate implementation of Environmental and Social measures
- Traffic safety awareness is regularly enforced – all CAFs covered by accident insurance, use helmets
- No grievances reported, no accidents reported
- All feedback received must be recorded



Key findings on overall project status:

Good performance on M&E

Supply side (NCDDS)

- Satisfactory
- In 2026, NCDDS is facing challenges in collecting data from subnational authorities **quarterly** – due to unusual frequency, also **“cascading” system**
- Also some challenges related to interpretation of standards
- Ongoing discussions with WVI and WB on **sustainability of M&E of social accountability** – updates to the ISAF/Social Accountability **database**

Demand side (WVI)

- Satisfactory
- Some misunderstanding of new methodology for PDO 1, also intermediate indicators clarified during the mission
- Challenge in 2026: delay in getting data on some indicators due to different schedule of activities

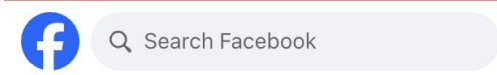


Key findings on overall project status:

Very good progress on Visibility & communication

- **NCDDS & WVI:** very active on [social media](#)
 - Good collaboration on co-production of audiovisual contents
- **NCDDS highlights:**
 - Communication materials to support field visits
 - [Animated videos](#) on service standards, using sign language – to start dissemination in June
 - Supporting dissemination of [eLearning platform](#), mobile [App](#)
 - 7 video stories on lessons learned featuring participants at the PLE – **2 million views** on Facebook!

- **WVI highlights:**
 - Supporting dissemination of [eLearning platform](#)
 - Publication of impact stories and videos
 - Continue [Digital dissemination training](#) for CAFs/volunteers (and supply side) in 10 DMKs
 - Will start second series of [Social Accountability pod/videocast](#) in July: 4 episodes, incl. on CIP alignment



Key challenges and proposed solutions

Key challenges

1. Border conflict still affecting implementation (delays in some C/S)
2. Data collection is a challenge for both projects
3. Delays in availability of C/S funding affects implementation on the ground
4. Social Accountability/ISAF as a parallel process is a concern for sustainability

Suggested solutions / next steps

1. Implementation continues as possible
2. NCDDS and WVI working closely on the planning for M&E sustainability – also updates to ISAF/Social Accountability database
3. WB and DPs providing detailed comments/guidance on plans for sustainability – Exit Plan



The way forward – Next steps

NCDDS and WVI will:

- Finalize three deliverables related to sustainability of Social Accountability:
 - Implementation Plan for Social Accountability – IP5-II
 - Sustainability strategy and revised guidelines for C/S
 - **Exit Plan**
- Organize **two PSC meetings**, TWG meetings as needed
- Organize 1 more **ISM (ICR)**
- Make further improvements/upgrades and continue disseminating the **mobile App**
- Make further improvements/upgrades to Social Accountability **database**
- Continue engaging with **NASLA, line ministries** to advance concrete steps for **institutionalizing**
- Prepare End Evaluations for the two operations (first drafts by end September 2026)
- Request additional data from line ministries

WB will:

- Finalize **Aide Memoires** of 11th ISM
- Plan to produce 2-3 feature stories: Model Schools, PLE, overall impacts
- Continue to provide technical support to planning of activities in 2026, e.g., Peer Learning Exchanges
- Plan 12th (and last) ISM
- Start preparing Implementation Completion Reports (ICR)

