



(Unofficial Translation)

Kingdom of Cambodia
Nation Religion King



NATIONAL COMMITTEE FOR SUB-NATIONAL DEMOCRATIC DEVELOPMENT

OPERATIONAL MANUAL ON SUPPLY-SIDE SOCIAL ACCOUNTABILITY

2022

Preface

The Royal Government of Cambodia has a strong commitment in promoting sub-national democratic development through approval and implementation of the national programs on sub-national democratic development aimed at improving public service delivery and local development with gender equality and social equity and inclusiveness and eventually will contribute to poverty alleviation and improve quality of life of the people.

Through the national program, sub-national administrations (SNAs), under leadership of the councils, established with main roles and responsibilities to provide public services and local development responding to people needs in accordance with the principles of democratic development as stipulated in the law on administrative management of the Capital, Provinces, Municipalities, Districts and Khans. In this sense, social accountability is an important factor for strengthening monitoring and participation of the people to improve effectiveness and transparency duties and services delivered by SNAs. As such, the social accountability has been mainstreamed throughout the national program and implemented in close partnership with CSOs.

The Operational Manual on Supply-Side Social Accountability has been formulated aiming to clearly identify mechanisms and process for implementing the social accountability which is facilitated and implemented by service provider units in order to provide public services and local development with more effective, transparent and accountable manner.

All service provider units and relevant stakeholders, therefore, should pay their attention and comply this manual carefully. NCDD welcomes all constructive comments from relevant stakeholders to further improve this manual.

Date.....

Deputy Prime Minister, Minister of MOI
and NCDD Chairperson

Samdech Kralahom Sar Kheng

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Abbreviations

Abb.	Full Meaning
NCDD	National Committee for Sub-National Democratic Development
ISAF PSC	Partnership Steering Committee of ISAF
SP-ISAF	Strategic Plan on the Implementation Social Accountability Framework
ISAF	Implementation Social Accountability Framework
AWPB	Annual Workplan and Budget
JAAP	Joint Accountability Action Plan
PBC	Planning and Budgeting Committee of Commune/ Sangkat
I4Cs	Information for Citizens
Post-on	Post-on (data on results of performance)
CAF	Community Accountability Facilitator
CSOs	Civil Society Organizations
NGOs	Non-Governmental Organizations
CS	Commune/ Sangkat
DMK	District, Municipality and Khan
CP	Capital and Province

Key Terms

Terms	Meaning
Supply-Side	Refer to service provider units of the state such as commune/ Sangkat administration, primary school and health center, and other organizations that are entitled or permitted by the Government in providing services such private sectors, CSOs, CBOs and others in accordance with type of service.
Demand-Side	Refer to the citizens and CSOs who benefit from the services provided by the supply-side.
Post-on	Refer to data on results of performance of the service providers compared to determined standards.
I4Cs	Refer to information about the public service delivery that the people should know such as their right, standards, performance of service providers etc.

CHAPTER I

OVERVIEW

1. Introduction

1.1. Democratic Development

The Royal Government, in 2005, approved a Strategic Framework on Decentralization and Deconcentration, aimed at establishing governance structures at sub-national level based on the principle of strengthening and expanding local democracy, promoting local development and reducing poverty, which is the foundation for the formulation and approval of the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khan in 2008.

The National Program on Sub-National Democratic Development, Phase I (2010-2020) and Phase II (2021-2030) were designed to implement the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khan, Law on Administrative Management of Communes/ Sangkats and policies related to decentralization and deconcentration reform. The national program is implemented under leadership and coordination of the National Committee for Sub-National Democratic Development (NCDD) and assisted by the NCDD Secretariat (NCDDS). Main roles and responsibilities of NCDD and NCDDS in relation to social accountability are provided in Chapter II on implementation mechanisms of this manual.

The national program phase II aimed at promoting inclusive, equitable and just democratic development through modernization of governance systems at sub-national level and improving the process and quality of service delivery in order to contribute to eradicate the poverty and better promote quality of life of the people.

In general, **Development** refers to progress in both economic and social aspects with gender equality and social equity and inclusiveness such as progress in sectors of education, health, work, transportation infrastructures, electricity, technology, respect of human right etc. The Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khan clearly identified characteristics of the democratic development which include:

- Public representation
- Local autonomy
- Consultation and participation
- Responsiveness and accountability
- Promoting quality of life of the local people
- Promoting equity
- Transparency and integrity and
- Measures for fighting against corruption and abuse of power.

Based on the definition and characteristics above, **Sub-National Democratic Development** means progress in both social and economic areas with gender equality and social equity and inclusiveness, and includes main characteristics such as (1) Public representation, (2) Local autonomy, (3) Consultation and participation, (4) Responsiveness and accountability, (5) Promoting quality of life of the local people, (6) Promoting equity, (7) Transparency and integrity and (8) Measures for fighting against corruption and abuse of power. This definition clearly shows that the social accountability is an important element and must be taken into account in the process of sub-national democratic development. As such, the social accountability has been mainstreamed throughout the national program phase II.

1.2. Social Accountability

Accountability is an obligation of the competent agencies such as state agencies, private agencies,

national and international financial institutions, development partners and civil society organizations to accept responsibility or to account for their actions.

Social accountability is a process for improving the relationship between the people and the government allowing the people and their representatives to participate to protect their benefits and monitor the performance of the councils, civil servants and service providers at sub-national level in the formulation and implementation of decisions related to rights, regulations, resources and delivery of public services and local development.

In summary, social accountability is an approach for strengthening the accountability through promoting engagement of the people and CSOs in the process of making decision, policy formulation, service delivery of the state agencies or the agencies that are licensed or permitted by the state in providing services such as private agencies and CSOs.

The importance of the social accountability is as follows:

- Strengthening power of the people to engage, access to information and benefit from planning process, service delivery and local development,
- Promoting governance of sub-national administrations. Through mechanisms of social accountability, relationship between the people and the government has been improved for example people can better access to information, raise their comment, concerns and needs to the SNAs, and demand the SNA councils to hold accountability to them.
- Improving effectiveness and transparency of public service delivery and local development.

1.3. Implementation of Social Accountability

To promote the implementation of social accountability in the national program, NCDD formulated and put in place a strategic plan on social accountability for sub-national democratic development in July 2013 as a roadmap for all relevant stakeholders to implement the social accountability for sub-national democratic development. This strategic plan aimed at providing power to the people to participate, strengthen the management and use of budget and provide public services by improving access to information and participation in monitoring the budget and performance of SNAs.

Based on the strategic plan on social accountability, NCDD formulated and implemented implementation plans on social accountability for sub-national democratic development, phase I (2016-2018) and phase II (2019-2023). The implementation plan on social accountability is a foundation for the formulation and implementation of the annual workplan and budget on the social accountability of all relevant stakeholders both supply-side and demand-side.

The strategic plan on social accountability for sub-national democratic development is implemented under leadership and coordination of the ISAF Partnership Steering Committee (PSC). Main roles and responsibilities of PSC are described in Chapter II of this manual.

2. Foundations of Social Accountability

In the implementation of social accountability, implementing agencies and other relevant stakeholders should hold the foundations of social accountability as follows:

1. Access to Information

People must have access to information such as public service delivery, local development, planning and budgeting etc.

2. Participation

All groups of people especially women and vulnerable groups should be allowed to participate in planning and monitoring on the implementation of plans and budget, public service delivery and local development.

3. Right of People	Right of all groups of people should be protected in participating in planning and monitoring on the implementation of the plans and budget, access to and benefit from public service delivery and local development.
4. Voice	All people should be encouraged and provided with opportunity to voice their interests and concerns through variety of mechanisms and means in planning and monitoring the implementation of the plan and budget, public service delivery and local development.
5. Collective Platform	Participation, access to public services and benefit from local development by majority of the people in the community.
6. Time Bound Action	Responsiveness and handling requests and problems for the people with effective, transparent and timely manner.
7. Information Dissemination	Information such as post-on and public service delivery must be widely disseminated to the people.

3. Scope

The scope of this operational manual is country-wide focusing mainly on procedures for supply side or service provider units of the sub-national administrations.

Besides, this manual also includes procedures for demand-side social accountability to be implemented and coordinated by the CS administration, DMK administration or CP administration in the areas where there is no support from CSOs to implement and coordinate the demand side.

Presently, the social accountability is implemented at CS level in the target area focusing on the delivery of 03 services which include administrative service delivery of CS administration, primary school and health center.

Additionally, the social accountability is also piloting in selected DMK administrations focusing on administrative service delivery.

The Partnership Steering Committee of the Strategic Plan on Social Accountability for Sub-National Democratic Development is responsible to review and approve the expansion of the target area and types of services for implementing the social accountability.

4. Objective of the Manual

The Operational Manual on Supply-Side Social Accountability (OMSSA) is formulated aimed at having a clear guideline for implementing both supply-side and demand-side social accountability. Essentially, this manual includes:

- Scope of the social accountability,
- Implementation mechanisms and responsibilities,
- Process, steps and procedures for implementing the supply-side social accountability,
- Process, steps and procedures for implementing the demand-side social accountability by the CS, DMK or CP administrations in the areas where there is no support from CSOs,
- Monitoring and evaluation of the Joint Accountability Action Plan.

5. Structure of the Manual

The OMSSA is divided into 3 chapters. Chapter I includes introduction describing the summary background of the social accountability such as objective, strategic plan and implementation plans, implementation partners and scope.

Chapter II contains introduction and implementation mechanisms including roles and responsibilities of relevant stakeholders that are responsible for the leadership, coordination and implementation of the social accountability.

Chapter III is the most important part of the manual describing process, steps and procedures for data collection and dissemination, preparation, implementation, monitoring and evaluation of the Joint Accountability Action Plan for implementing the supply-side social accountability (service providers) in partnership with CSOs who facilitate and implement the demand-side social accountability (service receiver).

Additionally, this OMSSA also includes 04 annexes:

Annex 1: Assessment on Results of Performance by the Citizens

Annex 2: Self-assessment by Service Providers

Annex 3: Method for Assessment on Results of Performance through Scoring

Annex 4: Operation of ISAF Monitoring Database

CHAPTER II

IMPLEMENTATION MECHANISMS

1. Introduction

The social accountability is divided into 02 inter-related parts: supply-side and demand-side social accountability.

The **supply-side social accountability (SUSA)** refers to the state service provider units and other organizations that are licensed or permitted by the state in providing services such as private agencies, CSOs, CBOs and other relevant organizations depending on type of services. The SUSA has the responsibility to support the social accountability through the formulation and issuance of the policies, laws, regulations, processes, procedures and standards related to the service delivery and local development as well as sharing information and promoting people participation in the process of developing policies, service delivery and local development.

The **demand-side social accountability (DESA)** refers to citizens and CSOs who are beneficiaries of the services provided by the supply-side social accountability. As such, the DESA needs to know their right and responsibility related to the to the formulation of policies, laws, regulations, processes, procedures and standards related to the service delivery and local development in order to contribute to the improvement of the performance of the service provider units.

The SUSA and DESA should be implemented in parallel and in close partnership with each other meaning SUSA can be implemented independently without DESA and vice versa.

In the past, the SUSA has been implemented and financed by the state budget with contribution from several DPs. Whereas the DESA has been implemented and financed by DPs and CSOs. In this regard, every year PSC-ISAF has to coordinate and cooperate with DPs and CSOs to discuss and agree with each other on the budget for supporting the implementation of the social accountability both SUSA and DESA in order identify common target areas for implementing together.

In the present, however the social accountability has been expanded and implemented country-wide in all CPs, DMKs and CSs. Therefore, in the target area without support from DPs and CSOs, the CP, DMK and CS administrations must be responsible for coordinating and implementing the social accountability both SUSA and DESA in accordance with the process and procedures described in the manual.

In general, main mechanisms that are responsible for leading, coordinating, cooperating, supporting and implementing the social accountability are as follows:

SUSA Mechanism

- National Committee for Sub-National Democratic Development (NCDD)
- Partnership Steering Committee for the Implementation of the Strategic Plan on Social Accountability for Sub-National Democratic Development (PSC)
- Relevant ministries and institutions
- CP administration
- DMK administration
- CS administration
- Relevant service providers.

DESA Mechanism

- NGOs

- CBOs such as Youth Group, School Management Committee, Health Center Management Committee, Village Health Support Group
- Individuals such as citizens, volunteers, retirees, pre-school teachers etc.
- Others.

2. Implementation Mechanisms and Duties

Main roles and duties of the organizations responsible for implementing the SUSA are as follows:

NCDD	<ul style="list-style-type: none"> ➤ Formulate and mainstream the social accountability in the national program on sub-national democratic development (NP-SNDD), policies and regulations related to decentralization and deconcentration (D&D) reform ➤ Develop and put in place the strategic plans and implementation plans on social accountability for sub-national democratic development ➤ Monitor progress and provide guidance and recommendations on the implementation of social accountability ➤ Review and approve policies, regulations and guidelines related to social accountability.
PSC	<ul style="list-style-type: none"> ➤ Take lead and provide recommendations in the formulation of medium-term and long-term plans on social accountability ➤ Review and endorse the annual workplan and budget on the implementation of social accountability ➤ Undertake monitoring on a regular basis on the implementation of social accountability including facilitation and addressing problems ➤ Review and comment on policies, regulations and guidelines related to social accountability ➤ Organize forums between ministries and CSOs on social accountability ➤ Review and approve the expansion of target area and type of service for implementing social accountability ➤ Coordinate, cooperate and mobilize resources from DPs and CSOs to support social accountability.
Relevant ministries and institutions	<ul style="list-style-type: none"> ➤ Cooperate and support the development of information about policies, regulations and standards on service delivery ➤ Cooperate and support the formulation of medium-term and long-term plans on social accountability ➤ Disseminate and build capacity of sectors in relation to social accountability ➤ Participate and support in raising awareness and capacity to SNAs on the social accountability ➤ Formulate activities and allocate budget to support annual workplan and budget on social accountability ➤ Undertake monitoring and provide support to service providers in responding to Post-on and activities related to social accountability.
NCDDS	<ul style="list-style-type: none"> ➤ Assign staff to be responsible for the social accountability in accordance with their roles and responsibilities

-
- Develop long-term, medium-term and annual plans on social accountability
 - Prepare and include activities of the social accountability in the Budget Strategic Plan and annual budget plan
 - Develop policies, regulations and guidelines on the social accountability
 - Disseminate and build capacity of ministries and SNAs on the social accountability
 - Prepare and produce information tools on social accountability
 - Prepare and put in place ISAF monitoring system including monitoring and capacity development to SNAs and service providers on the management and use of this system
 - Monitor and provide technical support to ministries and SNAs in the formulation and implementation of the social accountability
 - Coordinate, cooperate and link between SUSA and DESA
 - Consolidate and prepare reports on the social accountability on a regular basis to PSC.

CP Administration

- Identify and assign responsibility on social accountability to staff according to their roles and responsibilities
- Prepare and include activities of social accountability to the 5-year development plan and 3-year rolling investment program
- Prepare and allocate budget to support activities of social accountability in the Budget Strategic Plan, annual budget plan and the AWPB on decentralization and deconcentration reform
- Review and support projects and activities in the JAAP
- Formulate and implement AWPB on social accountability
- Prepare and implement the social accountability both SUSA or/ and DESA according to the determined procedures and roles and responsibilities
- Coordinate, cooperate and support CSOs in the implementation of social accountability
- Disseminate and build capacity of DMKs, CSs and service providers on social accountability including the use and management of ISAF monitoring system
- Monitor and support DMKs, CSs and service providers in the implementation of social accountability
- Coordinate and cooperate with DPs and CSOs to mobilize resources to support the social accountability
- Conduct quarterly, semester and annual reflection meeting on social accountability
- Prepare reports on social accountability for NCDDS.

DMK Administration

- Identify and assign responsibility on social accountability to staff according to their roles and responsibilities
 - Cooperate or select Community Accountability Facilitators (CAFs) or DMK accountability volunteers
 - Prepare and include activities of social accountability to the 5-year development plan and 3-year rolling investment program
 - Prepare and allocate budget to support activities of social accountability in the annual budget plan and the AWPB on decentralization and deconcentration reform
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<ul style="list-style-type: none"> ➤ Build capacity and support CSs and service providers in developing and producing Post-on ➤ Review and certify correctness and fulness of the collected data ➤ Prepare and entry data into the ISAF monitoring system as well as print and distribute data forms to service providers ➤ Review and support projects and activities in the JAAP ➤ Formulate and implement AWPB on social accountability ➤ Prepare and implement the social accountability both SUSA or/ and DESA according to the determined procedures and roles and responsibilities ➤ Coordinate, cooperate and support CSOs in the implementation of social accountability ➤ Prepare and build capacity of JAAP Committee (JAAPC) ➤ Coordinate and cooperate the capacity development for CAFs ➤ Disseminate and build capacity of CSs and service providers on social accountability including the use and management of ISAF monitoring system ➤ Monitor and support DMKs, CSs and service providers in the implementation of social accountability ➤ Coordinate and cooperate with DPs and CSOs to mobilize resources to support the social accountability ➤ Conduct quarterly, semester and annual reflection meeting on social accountability ➤ Prepare reports on social accountability for CP administration. 	
CS Administration	<ul style="list-style-type: none"> ➤ Identify and assign responsibility on social accountability to staff according to their roles and responsibilities ➤ Cooperate or select Community Accountability Facilitators (CAFs) or CS accountability volunteers ➤ Establish JAAPC ➤ Prepare and include activities of social accountability to the 5-year development plan and 3-year rolling investment program ➤ Prepare and allocate budget to support activities of social accountability ➤ Review and support projects and activities in the JAAP ➤ Formulate and implement AWPB on social accountability ➤ Coordinate and cooperate with relevant stakeholders on the implementation of social accountability ➤ Monitor and support the implementation of social accountability ➤ Prepare and implement the SUSA ➤ Prepare and implement DESA, in case there is no CSOs to support DESA, ➤ Prepare reports on social accountability for DMK administration.
Service Providers	<ul style="list-style-type: none"> ➤ Provide public services to the people with effectiveness, transparency and quality according to the procedures and technical standards ➤ Prepare and allocate budget to support activities related to social accountability ➤ Collect, fill and entry data and produce Post-on

	<ul style="list-style-type: none"> ➤ Prepare and post I4Cs with clear information and on a timely basis on the information board or other appropriate places at the service delivery office and some appropriate public places ➤ Disseminate I4Cs and Post-on to the people when they come to receive services ➤ Participate in the process of JAAP formulation such as assessment and scoring, problem analysis and formulation of priority projects and activities ➤ Monitor and support projects and activities in JAAP in accordance with roles and responsibilities.
JAAP Committee	<ul style="list-style-type: none"> ➤ Disseminate information about JAAP ➤ Include JAAP in the 3-year rolling investment program and present it the District Integration Workshop ➤ Formulate AWPB on JAAP implementation for review and approval by the council ➤ Conduct quarterly meeting and other meeting as necessary ➤ Monitor the JAAP implementation ➤ Communicate and cooperate with CPs and DMKs in handling problems related to JAAP implementation ➤ Coordinate and cooperate with government agencies, CSOs, private sector and philanthropists to mobilize resources to support JAAP.
CSOs	<ul style="list-style-type: none"> ➤ Represent the people, coordinate and implement the DESA in close partnership with SUSA ➤ Monitor and support both technical and budget for the implementation of SUSA ➤ Support and build capacity on the social accountability for both SUSA and DESA ➤ Cooperate and participate in the formulation of long-term, medium-term and annual plans on the social accountability.

3. Recruitment of Community Accountability Facilitators (CAFs)

In DMKs and CSs that do not have the support of civil society organizations to carry out the DESA, the Community Accountability Coordinators (CAFs) or Community Accountability Volunteers (CAVs) shall be recruited to assist the DMK and CS in implementing social accountability in accordance with the scope and scope of social accountability work of each DMK and CS.

The Capital and provincial administrations shall monitor and support DMK administrations in the selection of CAFs at DMK level.

The DMKs shall monitor and support DMK administrations in the selection of CAFs at CS level.

The CAFs must not be recruited from civil servants and staff working in government institutions. Eligible and potential human resources to consider in recruiting a CAF include:

- General population
- Members of CS Planning and Budgeting Committee (PBC) in each village
- Village Health Support Group
- Youth group
- Retired civil servants

- Community kindergarten teachers or non-formal education teachers
- Local volunteers
- Other stakeholders.

The CAF must work impartially in the coordination process to gather the opinions, suggestions and recommendations of the people for improving and enhancing the provision of public services and local development.

The main responsibilities of CAF include:

- Disseminate I4Cs on performance and JAAP to the people
- Facilitate the assessment by the people about the results of the service unit.
- Facilitate the self-assessment of the service providers
- Coordinate and support the preparation of the JAAP.

4. Capacity Development on Social Accountability

The Social Accountability Working Group of NCDSS has an overall responsibility for developing the capacity of SNAs on social accountability in close collaboration with government, private institutions, educational institutions and civil society organizations to ensure that SNAs can effectively implement social accountability. To achieve this work, the Social Accountability Working Group of the NCDSS shall prepare the annual capacity development plan on social accountability to SNAs based on training needs in each year.

4.1. Training for CP Trainers

Social Accountability Working Group of NCDSS is responsible for organizing and coordinating the training of trainers at the Capital and provincial levels in collaboration with relevant ministries and institutions.

Key topics to be trained include:

- Concepts on decentralization and deconcentration
- Accountability and social accountability
- System for monitoring the implementation of social accounting activities and social accountability mobile applications
- Social Accountability Mechanism
- Relevant service delivery policies and standards
- Process of building and implementing social accountability.

Then, the CP Trainers shall organize dissemination and training courses to the leaders and relevant officials of the CP Administration and various line departments and units.

4.2. Training for DMK Trainers

The DMK Training of Trainers is the responsibility of the trainers at the CP level, with technical support of the Social Accountability Working Group of the NCDSS.

Key topics to be trained include:

- Concepts on decentralization and deconcentration
- Accountability and social accountability
- System for monitoring the implementation of social accounting activities and social accountability mobile applications
- Social Accountability Mechanism
- Relevant service delivery policies and standards
- Process of building and implementing social accountability
- Facilitation skill etc.

Then, the DMK Trainers shall organize dissemination and training courses to the leaders and relevant officials of the DMK Administration and various line offices.

4.3. Training for CS Administration and Service Providers

The DMK Trainers are responsible for disseminating and training to CS officers and service delivery units within their jurisdiction, with the support of CP trainers.

Key topics to be trained include:

- Concepts on decentralization and deconcentration
- Accountability and social accountability
- System for monitoring the implementation of social accounting activities and social accountability mobile applications
- Social Accountability Mechanism
- Relevant service delivery policies and standards
- Process of building and implementing social accountability.

4.4. Training for the CAFs

The DMK Trainers are responsible for developing the capacity of CAFs within their jurisdiction.

Key topics to be trained include:

- Concepts on decentralization and deconcentration
- Accountability and social accountability
- System for monitoring the implementation of social accounting activities and social accountability mobile applications
- Social Accountability Mechanism
- Relevant service delivery policies and standards
- Process of building and implementing social accountability
- Process of SNA development planning and investment programming
- Facilitation skill etc.

CHAPTER III

IMPLEMENTATION OF THE SUPPLY-SIDE SOCIAL ACCOUNTABILITY

1. Cycle of Social Accountability

In general, the planning cycle is divided into 3 phases: 1). Planning (including data collection, assessment and analysis to identify problems and needs for planning) 2). Implementation of Plan and Monitoring and 3). Plan evaluation.

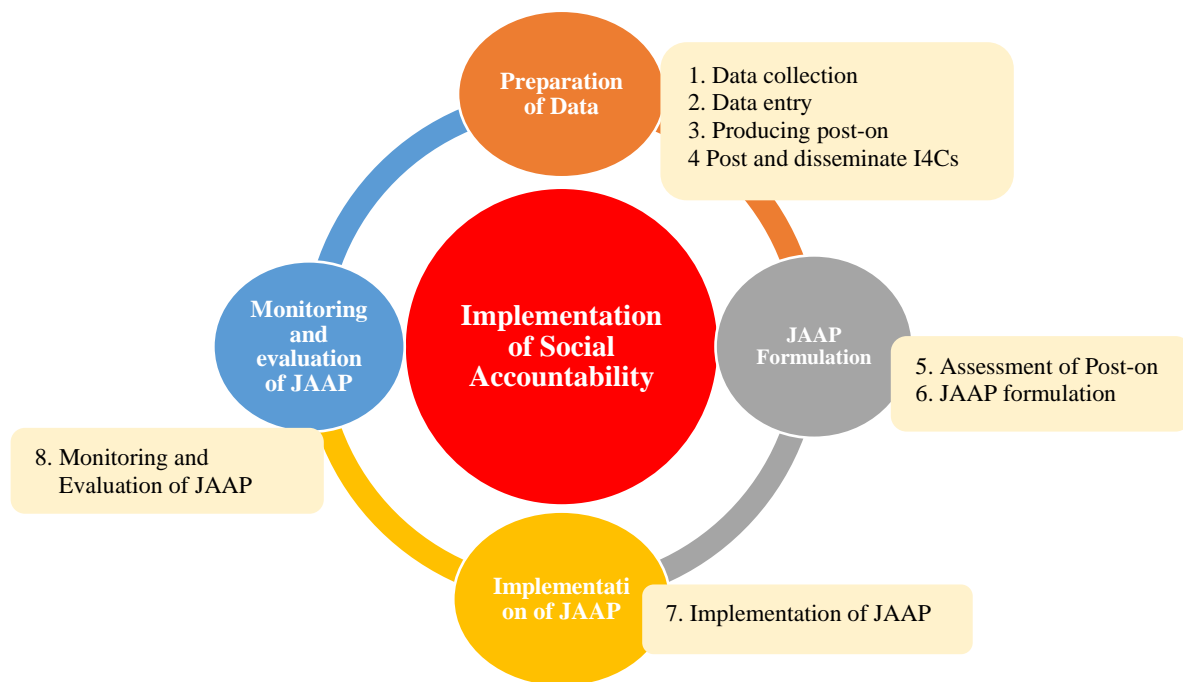
In line with this planning cycle, the planning process on social accountability is divided into 4 phases: the collection and dissemination of I4Cs, the preparation of the Joint Accountability Action Plan (JAAP), implementation of JAAP and monitoring and evaluation of JAAP. Each stage is divided into the following main activities or steps as follows:

Phases	Steps	Timeframe	
		Area without NGO Support	Area with NGO Support
1. Collection and Preparation of Data	1. Data collection	January	January-March
	2. Data entry	January	January-March
	3. Printing Post-on	January	January-March
	4. Post and disseminate I4Cs	February	January-March
2. Formulation of JAAP	5. Review and assess Post-on	February	April-July
	6. Formulation of JAAP	March-April	April-July
3. Implementation of JAAP	7. Implementation of JAAP	January-December	January-December
4. Monitoring and Evaluation	8. Monitoring and Evaluation of JAAP	January-December	January-December

Every year, the process of preparing the JAAP shall begin in January to ensure timely inclusion of this plan in the SNA three-year rolling investment program.

The process for preparing the JAAP shall be implemented in alignment with the development planning process and the three-year rolling investment program and other relevant planning processes of SNAs to ensure the sustainability of the preparation and support of JAAP.

Cycle of Social Accountability Implementation



2. Methods for the Preparation and Implementation of Social Accountability

As describe above, the process for the formulation of JAAP consists of 8 steps:

1. Data collection
2. Data entry
3. Producing post-on
4. Posting and dissemination of I4Cs
5. Assessment of post-on on service delivery
6. Formulation of JAAP
7. Implementation of JAAP
8. Monitoring and evaluation of JAAP

The preparation and implementation from step1 to step 4 is the responsibility of SUSAs. The method for performing the 4 steps is to follow this manual.

The preparation and implementation of steps 5 to 6 is the responsibility of the DESAs.

In target areas with financial support from development partners for implementation of the DESAs, the method for these two steps should be done in accordance with this OMSSA.

The preparation and implementation of steps 7 to 8 is the responsibility of the JAAP Committee. and Commune/ Sangkat Administration.

Each year, the target SNAs prepare a workplan for the implementation of social accountability (Form 1) to ensure that this work is organized and implemented in a timely and effective manner.

Each year, the target SNAs prepare and allocate its budget for the preparation and implementation of social accountability in accordance with its responsibilities (Chapter II).

Steps and methods for the preparation and implementation of the JAAP are described as follows:

Phase 1 † Collection and Preparation of Data

The collection and preparation of data consist of 4 steps:

- Data collection
- Data entry
- Producing post-on and
- Posting and disseminating I4Cs including post-on.

Step 1: Data Collection

Objective Collect and prepare results of performance and service delivery of commune/ Sangkat administrations and service delivery units (service providers).

Expected Output The results of performance of the commune/ Sangkat administration and service delivery units are prepared clearly and timely in accordance with the set procedures.

Process Key activities to be implemented include:

- Prepare data forms of each service provider
- Complete data by service providers
- Review, verify and send data to service providers.

Methods for organizing and implementing each activity are described below:

Preparation of Data Form

The preparation of the forms on results of performance is the responsibility of each service provider.

Based on various forms on results of performance prepared and placed in the ISAF Database by the NCDDS. All service providers must download from the database and prepare these data forms to complete the data on result of the performance performed in the past year.

DMK administrations must support and develop the capacity of service providers in preparing data forms and completing data.

The main tasks to be implemented are as follows:

- Download and prepare the data forms from the database:
 - ◆ Data forms of CS administrations
 - CS data (Form 2)
 - CS finance (Form 3)
 - CS projects (Form 4)
 - ◆ Data forms of primary school
 - Data of primary school (Form 5)
 - Finance of primary school (Form 6)
 - ◆ Data forms of health center
 - Data of health (Form 7)
 - Finance of health center (Form 8)
- Prepare and send data forms to the line offices and units responsible for completing the data.

Completing the Data Form

Completing the data form on performance is the responsibility of each service provider based on the prepared data form.

The main tasks to be implemented are as follows:

- Collect relevant documents, work results and service delivery in the past year, such as:
 - ◆ Report on the annual activities of each service provider
 - ◆ Report on the implementation of the annual budget of each service provider
 - ◆ Monthly, quarterly, semi-annual progress report on the implementation of the activities and budget of the service providers.
 - ◆ Reports and other relevant documents
- Examine and complete data on work results accurately and clearly in close cooperation with relevant offices and units
- Check and sign the completed data form by the service unit manager
- Prepare and send completed data forms to relevant offices and units:
 - ◆ Commune/ Sangkat administrative data forms must be sent to DMK administrations.
 - ◆ Primary school data form must be sent to DMK administration
 - ◆ Health center data forms must be sent to the OD health office or relevant unit.

Reviewing, Certifying and Sending the Data

Reviewing and verifying data is the responsibility of the relevant offices and units of DMK and CP administrations in order to ensure the accuracy of the completed data and to improve the relationship and accountability between the service provider and the relevant offices and the units.

The main tasks to be implemented are as follows:

- Check the accuracy of the completed data form
- Check and confirm the completed data form:
 - ◆ CS data forms shall be reviewed and certified by the CS Planning and Support Office or by the relevant units of the DMK administration.
 - ◆ Primary school data forms must be reviewed and certified by the Office of Education, Youth and Sports of the DMK Administration.
 - ◆ Health center data forms must be reviewed and verified by the OD health office or relevant unit.
- Prepare and send the reviewed and verified data forms to the relevant service providers. DMK administrations and relevant units must ensure that the reviewed and verified data forms are sent back to the service providers to enter data and produce data on work results in a timely manner.

Step 2: Data Entry

Objective

Enter data on the results of performance and service delivery of the service providers achieved in the previous year.

Expected Output

Data on the results of performance and service delivery of service providers achieved in the previous year are properly entered into the database.

Process

Main activities to be carried out include:

- Enter data on the results of performance and service delivery of the service providers in the previous year in the database.
- Check the accuracy of the data entered into the database.

Methods for organizing and implementing each activity are described below:

Data Entry

Data entry is the responsibility of each service provider based on data forms prepared and reviewed and verified by the DMKs and relevant units.

Key tasks to be implemented are as follows:

- Examine and enter data on the results of performance and service delivery in the database based on the data forms reviewed and certified by the DMKs and relevant units
- Review the accuracy and precision of the data entered.

Examine the Accuracy of the Entered Data

Checking the accuracy of the data entered is the responsibility of each service provider.

Key tasks to be implemented are as follows:

- Produce the draft of post-on from the database system to check the accuracy of the data entered in the system
- Organize internal meeting of the service unit chaired by the unit management and attended by some relevant officials to check and confirm the accuracy of the performance data entered into the database.

Step 3: Producing the Post-On

Objective

Produce the post-on of various service providers for posting to the people in each service provider office.

Expected Output

Post-on of service providers in the previous year produced and posted to the people.

Process

Key activities to be implemented include:

- Produce post-on from the database
- Review and approve the produced post-on for posting to the people.

Methods for organizing and implementing each activity are described below:

Producing Post-On

The production of performance data for publication is the responsibility of each service provider.

The main tasks to be performed are as follows:

- Produce post-on from the database that includes:
 - ◆ Post-on of Commune/ Sangkat
 - CS performance (Form 9)
 - CS revenue (Form 10)
 - CS expenditure (Form 11)
 - CS project (Form 12)
 - ◆ Post-on of Health Center

- Health center performance (Form 13)
- Health center revenue (Form 14)
- Health center expenditure (Form 15)
- ◆ Post-on of Primary School
 - Primary school performance (Form 16)
 - Primary school revenue (Form 17)
 - Primary school expenditure (Form 18)
- Prepare and submit to the management for review and approval for posting to the people.

Reviewing and Certifying the Post-On

The management of the service delivery unit must review and approve the post-on by stamping or initialing on the post-on to be posted on the I4Cs for public dissemination and assessment to prepare the JAAP in the next step.

The main tasks to be performed are as follows:

- Review and approve by stamping or initialing on the post-on by the management of the service delivery unit for posting on I4Cs
- Distribute and disseminate internally at service delivery units.

Step 4: Posting I4Cs including the Post-On

Objective	Publicly publish I4Cs that include post-on at each service provider and at appropriate public places.
Expected Output	I4Cs including post-on is produced from the database accurately according to the determined number and posted to the public in a timely manner at each service provider office and in some public places.
Process	<p>Key activities to be implemented include:</p> <ul style="list-style-type: none"> ➤ Post I4Cs in service delivery units and in some public places. ➤ Disseminate I4Cs to the people in each service provider unit ➤ Disseminate I4Cs to people in each village by service providers.

Methods for organizing and implementing each activity are described below:

Posting I4Cs

Posting I4Cs about performance results is the responsibility of each service provider unit. At the service provider unit, ensure that the posting of I4Cs is done at the location of each service provider unit and in some other public places that the public is interested and can easily check.

The main tasks to be performed are as follows:

- Prepare and post the pos-on on I4Cs poster in service provider units and in some appropriate public places:
 - ◆ Posting the post-on of commune/ Sangkat
 - CS performance (Form 9)
 - CS revenue (Form 10)
 - CS expenditure (Form 11)
 - CS project (Form 12)
 - ◆ Posting post-on of Health Center
 - Health center performance (Form 13)
 - Health center revenue (Form 14)
 - Health center expenditure (Form 15)

- ◆ Posting post-on of Primary School
 - Primary school performance (Form 16)
 - Primary school revenue (Form 17)
 - Primary school expenditure (Form 18)
 -
- Prepare and disseminate I4Cs in public places and appropriate in each service provider unit and in some other public places that the public is interested and can easily check.

Disseminating I4Cs at each Service Provider Unit

The dissemination is organized by the commune/ Sangkat administration and service provider units at the location of each administration and unit to raise public awareness of I4Cs related to their rights to access information, and results of performance of the service providers. This dissemination is organized frequently when people come to receive services or include it in various events organized by the Commune / Sangkat Administration and each service provider unit.

The main tasks to be performed are as follows:

- Prepare documents for disseminating such as:
 - ◆ I4Cs about citizens' right to access services and standards of services:
 - Right at Commune/ Sangkat (Form 19)
 - Right at Primary School (Form 20)
 - Right at Health Center (Form 21)
 - Criteria of Health Center (Form 22)
 - Other information about the service delivery.
 - ◆ Post-on of the service providers that must be posted on I4Cs:
 - Performance of CS council (Form 23)
 - CS Budget (Form 24)
 - Budget and Performance of Primary School (Form 25)
 - Budget and Performance of Health Center (Form 26)
 - Other relevant information.
- Implement the dissemination to people who come to receive services at appropriate times.

Disseminating I4Cs to the People in each Village

This outreach is organized by the commune/ Sangkat administration and service provider units in each village within its jurisdiction through various mechanisms and means in order to raise people's awareness I4Cs related to the rights of citizens to receive information about services and performance of service providers, as well as to help people to evaluate the performance of service providers units in the next step.

The main tasks to be performed are as follows:

- Prepare programs, documents, materials and requirements for village outreach meetings.
 - ◆ Meeting agenda includes:
 - Disseminate I4Cs regarding the rights of citizens that they need to understand about the provision of services and the performance of service providers

- Disseminate I4Cs related to the performance of the service providers
- Other relevant information.
- ◆ Participants:
 - All groups of people, including vulnerable groups, such as people with disabilities, indigenous peoples, youth, children, women headed families
 - Representatives of CBOs, etc.
- Prepare documents for outreach meetings, such as:
 - ◆ I4Cs posters about citizens' right to access services and standards of service:
 - Right at Commune/ Sangkat (Form 19)
 - Right at Primary School (Form 20)
 - Right at Health Center (Form 21)
 - Criteria of Health Center (Form 22)
 - Other information about the service delivery.
 - ◆ Post-on of the service providers that posted on I4Cs:
 - Performance of CS council (Form 23)
 - CS Budget (Form 24)
 - Budget and Performance of Primary School (Form 25)
 - Budget and Performance of Health Center (Form 26)
 - Other relevant information.
- Implement the outreach to villagers in the jurisdiction of each service provider unit through various mechanisms and means:
 - ◆ The main mechanisms are:
 - Members of PBC in each village
 - Village Chief, Village Assistant
 - Village Health Support Group
 - Teachers
 - CAFs
 - Community volunteers or focal persons in the village
 - Other appropriate mechanisms
 - ◆ The main means are:
 - Village meetings
 - Group meetings
 - Visiting people at their households
 - Broadcasting through loudspeakers
 - Village events
 - Other appropriate means.

Phase 2: Formulation of JAAP

Phase 2 on the formulation of the Joint Accountability Action Plan (JAAP) includes 02 steps:

- Assessment of the post-on of the service providers and
- Formulation of JAAP.

Step 5: Assessment of Post-On

Objective

Disseminate and assess results of the performance of service providers against the set service standards to identify problems, needs and solutions for improving public service delivery and local development.

Expected Output Problems, needs and solutions for improving public service delivery and local development are identified.

Process Key activities to be implemented include:

Disseminate information packages for citizens and performance data to service providers

- Preliminary evaluation at the commune level on performance.
- Self-assessment of service provider performance
- Evaluate the performance by the people.

Methods for organizing and implementing each activity are described below:

Disseminating Post-on to Service Providers

The dissemination of I4Cs and post-on to service provider units is the responsibility of DMK administration in order to provide information and knowledge to service provider units about the post-on of service providers as well as preparing for the meeting to promote and assess the performance of service providers at the commune/ Sangkat level. This outreach should be made in conjunction with the work of DMK administrations to guide commune/ Sangkat administrations in gathering priority needs for the formulation of a three-year rolling investment program.

The main tasks to be performed are as follows:

- Identify and organize requirements for outreach meetings, such as:
 - ◆ Meeting agenda
 - Dissemination of I4Cs related to citizens' right to know about services and standards of service delivery
 - Post-on of service providers
 - Methods for reviewing and assessing post-on which include:
 - ✓ Identify problems, needs and solutions through situation analysis
 - ✓ Identifying problems, needs and solutions through scoring
 - ✓ Other appropriate methods.
 - Program for assessing results of the performance of services at the commune level.
 - ◆ Meeting participants
 - Relevant officials of DMK administration
 - Commune Chief
 - Service providers
 - Other relevant stakeholders
 - ◆ Meeting materials and materials
 - I4Cs posters related to citizens' right to service and service standards
 - I4Cs posters related to results of the performance of service providers
 - Table for assessing the post-on
 - Other related tools and materials.
- Organize meetings to disseminate the post-on.

Preliminary Assessment at Commune/ Sangkat Level

The preliminary assessments at CS level shall be conducted at each commune/ Sangkat administration at the same time as the first meeting at CS at level to review and analyze the general situation of CS three-year rolling investment program development process. The main purpose of this assessment is to identify problems, causes, needs, and solutions related to each service delivery. The results obtained from this assessment shall be included in the list of problems, needs and solutions of the commune/ Sangkat (Form 27). Based on this list of problems, needs and solutions, the service delivery unit and CAFs in each village must list the problems related to their unit and village to present and discuss with their unit officials and with the people.

The main tasks to be performed are as follows:

- Prepare programs, documents and requirements for the assessment meetings
 - ◆ Meeting agenda
 - Dissemination of I4Cs related to citizens' right to know about services and standards of service delivery
 - Present post-on of the service providers.
 - Review and assess the post-on of the service providers
 - Programs for assessing the post-on of service delivery in each village and in each service unit and the preparation of JAAP.
 - ◆ Meeting participants
 - Commune Chief
 - Service Providers
 - Social Accountability Officer
 - CAFs
 - Other relevant stakeholders
 - ◆ Meeting materials and materials
 - I4Cs posters related to citizens' right to service and service standards
 - I4Cs posters related to the performance of service providers
 - Assessment Form
- Conduct the preliminary assessment meeting on the results of service delivery.

Self-Assessment by Service Providers

The self-assessment of the service providers shall be conducted at each service delivery unit in order to identify problems, needs and solutions related to the results of its services based on the needs and solutions extracted from the assessment meeting at CS level. In organizing this meeting, each service provider must present and discuss in detail with the relevant officials of their unit, using various methods and tools for assessment, such as problem identification, needs and solutions through situation analysis, problem identification of problems and needs and solutions by scoring, to ensure that the problems, needs and solutions identified are realistic and clear.

The results obtained from this evaluation shall be summarized at CS level.

The main tasks to be performed are as follows:

- Prepare programs, documents and requirements for the assessment meeting
 - ◆ Meeting agenda
 - Dissemination of I4Cs related to citizens' right to know about services and standards of service delivery
 - Present the results of the performance of the service providers
 - Perform self-assessment of work results to identify problems, needs and solutions related to each service delivery
 - ◆ Meeting participants
 - Management and relevant officials of service providers
 - Other stakeholders
 - ◆ Documents and materials for the meeting
 - List of problems, needs and solutions extracted from CS level meeting
 - I4Cs posters related to citizens' right to know about services and standards of service
 - I4Cs posters related to the performance of the service providers
 - Performance assessment table
 - Other related tools and materials.
- Organize self-assessment meetings at each service provider
- Summarize and prepare the results of the assessment meeting for discussion in the joint meeting on the preparation of JAAP.

Assessment of Post-on by the People

The assessment of the work results by the people shall be held in each village at the same time as the village meeting to determine the problems, needs and solutions for the three-year rolling investment program in the commune/sangkat. This meeting is facilitated by CAF. This assessment is designed to identify problems, needs, and solutions related to results of the service delivery based on problems, needs and solutions extracted from the assessment meeting at the CS level. In organizing each village assessment meeting, the CAF should present and discuss in detail with the people, using various methods and tools for assessment, such as identifying problems, needs and solutions through situation analysis, identification of problems and needs and solutions through scoring, to ensure that the problems, needs and solutions identified are realistic and clear.

The results of this assessment should be combined with the list of problems, needs and solutions of the village to be summarized at the CS level.

The main tasks to be performed are as follows:

- Prepare programs, documents, materials and requirements for the evaluation meeting.
 - ◆ Meeting agenda includes:
 - Dissemination of I4Cs related to citizens' right to know about the provision of services
 - Present the post-on of the service providers
 - Conduct the assessment process to identify problems,

needs and solutions related to each service delivery (Form 27)

- ◆ Meeting participants
 - All groups of people, including people who used to receive services at service delivery offices, vulnerable groups such as people with disabilities, indigenous peoples, youth, children, women, family heads
 - Representatives of CBOs, etc.
 - ◆ Documents and materials for the meeting
 - List of problems, needs and solutions extracted from communes/ Sangkats
 - I4Cs posters related to citizens' rights
 - I4Cs posters related to performance results
 - Posters for evaluation
 - Other related tools and materials.
- Organize citizen assessment meetings
- Summarize and prepare the results of the assessment meeting for discussion in the joint meeting on the preparation of JAAP.

Step 6: Formulation of JAAP

Objective	Prepare JAAP based on the problems, needs and solutions discussed and assessment of the performance results of the service providers in the villages and in the service delivery units.
Expected Output	JAAP formulated and disseminated to the people.
Process	Key activities to be implemented include: <ul style="list-style-type: none">➤ Organize a joint meeting on the preparation of the GDP.➤ Enter JAAP in the database➤ Produce and post JAAP on the I4Cs posters➤ Disseminate the JAAP to the people.

Methods for organizing and implementing each activity are described below:

Joint Meeting on JAAP Formulation

The joint meeting on the preparation of the JAAP shall be organized at CS level at the same time as the meeting to review, verify and edit the list of problems, needs and solutions, and to convert these problems, needs and solutions into activities and projects to be included in Table 1.1 A of the three-year rolling investment program.

Based on the results of the self-assessment of the service providers and the results of the assessment of the service delivery by the people, meetings shall be conducted to review, verify and revise the list of problems, needs and solutions of the communes/ Sangkats and convert these needs into activities and projects to be included in Table 1.1 A.

Based on Table 1.1. A and with the support of the CS Accountability Officer, the Commune/ Sangkat shall list projects and activities related to the social accountability in order to develop a joint action plan on the social accountability (Form 28).

The main tasks to be performed are as follows:

- Organize participants' programs, documents and requirements for the meeting
 - ◆ Main agenda of the meeting
 - Review and discuss the list of problems, needs and solutions of the service providers
 - Review and discuss the list of problems, needs and solutions of the villages
 - Consolidate and prepare a list of problems, needs and solutions of the commune / Sangkat
 - Preparation 1.1. A
 - Preparation of JAAP
 - ◆ Meeting participants
 - Members of PBC
 - Service provider representatives
 - Community Accountability Facilitators
 - Social Accountability Officer
 - Permanent member of CCWC
 - Citizens' representatives
 - Other stakeholders
 - ◆ Documents and materials
 - List of problems, needs and solutions as a result of discussions with villagers
 - List of problems, needs and solutions as a result of discussions by service providers
 - Form 1.1. A
 - JAAP Form.
- Organize a meeting on the preparation of the JAAP.
- Review and approve the JAAP.

Entering JAAP into the Database

The inclusion of JAAP in the database is the responsibility of the CS administration.

The main tasks to be performed are as follows:

- Enter the JAAP into the database
- Check the accuracy of the JAAP data entered
- Then provide information to service providers to produce and publish the JAAP on the I4Cs posters (Form 29).

Producing and Posting JAAP on I4Cs

The production and posting of JAAP on the I4Cs are the responsibility of the CS administration and the service providers. Posting of JAAP must be held at the CS administration and at various service delivery units.

The main tasks to be performed are as follows:

- CS administration and service providers produce the JAAP from the database
- CS administration and service providers post JAAP on the I4Cs posters in its office
- Present and explain to the people who come to receive services about the JAAP.

Phase 3: JAAP Implementation

Phase 3 consists of one step:

- Implementation of JAAP

Step 7: Implementation of JAAP

Objective	Prepare and implement projects and activities set out in JAAP with effective manner in accordance with the plan.
Expected Output	Projects and activities of the JAAP implemented effectively, with quality and achieved results as planned.
Process	Key activities to be implemented include: <ul style="list-style-type: none">➤ Prepare and implement the activities and projects set out in JAAP.➤ Prepare progress reports on the implementation of JAAP.

Methods for organizing and implementing each activity are described below:

Preparing and Implementing the Activities and Projects of JAAP

Preparation and implementation of projects and activities of JAAP are the responsibility of service providers and relevant implementing agencies to promote the performance, service delivery and local development to meet the needs of the people.

The main tasks to be performed are as follows:

- Prepare requirements for the implementation of projects and activities in accordance with the set regulations and guidelines, such as guidelines on the implementation of infrastructure projects, service projects and other related projects.
- Implement projects and activities by service providers and relevant implementing institutions in accordance with the plan.

Preparing Progress Reports on the Implementation JAAP

Preparation of progress report on the implementation of the JAAP are the responsibility of the JAAP Committee in accordance with the prescribed forms and guidelines.

The main tasks to be performed are as follows:

- Service providers and implementing institutions prepare progress reports on the implementation of activities and projects for which they are responsible and submit them to the JAAP Committee.
- Collect reports and other information related to the preparation of the report on the implementation of JAAP.
- Prepare the progress report on the implementation of JAAP in accordance with the prescribed forms and guidelines.

Phase 4: Monitoring and Evaluation of JAAP

Phase 4 consists of one step:

- Monitoring and Evaluation of JAAP

Step 8: Monitoring and Evaluation of JAAP

Objective	Undertake regular monitoring and evaluation of the implementation of the projects and activities of JAAP.
Expected Output	Projects and activities of JAAP implement effectively based on the resources and time set and achieve the planned results.
Process	Key activities to be implemented include: <ul style="list-style-type: none">➤ Prepare a workplan for monitoring and evaluation of the implementation of JAAP.➤ Carry out monitoring and evaluation of JAAP implementation.➤ Prepare the report on the monitoring and evaluation of JAAP implementation.

Methods for organizing and implementing each activity are described below:

Formulating a Workplan on Monitoring and Evaluation of JAAP

Preparation of a workplan on monitoring and evaluating the implementation of JAAP (Form 30) is the responsibility of JAAP Committee with the support of the CAF. This plan is an important tool for monitoring and evaluating the implementation of JAAP. The main purpose of this workplan is to ensure that JAAP implemented and achieved results as planned.

The main tasks to be performed are as follows:

- Organize discussion meetings to prepare a work plan on monitoring and evaluation of the implementation of the GDP.
 - ◆ Main meeting agenda
 - Introduce the JAAP
 - Discuss and determine the activities of monitoring and the activities of the implementation of JAAP such as:
 - ✓ Organize monthly, quarterly and semi-annual meetings to review the progress and challenges of the implementation of JAAP.
 - ✓ Organize annual meetings to review the results and challenges of the implementation of JAAP.
 - ✓ Undertake monitoring and evaluation at the site of implementation of projects and activities of JAAP.
 - ✓ Other related activities, etc.
 - Determine the budget needed for monitoring and evaluation
 - Set a timeframe for monitoring and evaluation.
 - Identify those responsible for monitoring and evaluation.
 - ◆ Participants
 - Members of JAAP Committee
 - Other stakeholders
 - ◆ Related documents
 - JAAP document
 - Workplan form on monitoring and evaluation of the implementation of JAAP (Form 29)
 - Related documents
- Develop a work plan on monitoring and evaluating the implementation of the JAAP.
 - ◆ Key elements of this work plan include:
 - Monitoring and evaluation activities

- Budget needed for monitoring and evaluation
- Location of monitoring and evaluation
- Timeframe
- Unit / responsible persons
- Review and approve the workplan on monitoring and evaluation of the implementation of JAAP.

Regular Monitoring and Evaluation of JAAP Implementation

JAAP Committee is responsible for monitoring and evaluating the implementation of JAAP to ensure that the projects and activities of JAAP are implemented effectively and achieve planned results based on available resources and timeframe.

The main tasks to be performed are as follows:

- Prepare and undertake monitoring of JAAP implementation in accordance with the set workplan. Monitoring activities include:
 - ◆ Hold monthly or quarterly meetings. This meeting can be held together or separately from the monthly meeting or quarterly meeting of the CS administration.
 - Meeting agenda
 - ✓ Report on the progress of the implementation of JAAP.
 - ✓ Challenges and solutions
 - ✓ Action plan for the next month or quarter.
 - Participants
 - ✓ JAAP Committee
 - ✓ Service provider representatives
 - ✓ Citizens' representatives
 - ✓ Other stakeholders
 - Prepare meeting report or minutes:
 - ✓ Introduction
 - ✓ Purpose
 - ✓ Meeting process
 - ✓ Results of the meeting
 - ✓ Conclusion
 - ◆ Monitoring the implementation of projects and activities of JAAP:
 - Prepare monitoring plan which includes:
 - ✓ Purpose
 - ✓ Monitoring location
 - ✓ Monitoring program
 - ✓ Monitoring team
 - ✓ List of questions and tools to use for monitoring.
 - Preparation of monitoring report
 - ✓ Introduction
 - ✓ Purpose
 - ✓ Monitoring program
 - ✓ Monitoring results
 - ✓ Conclusions and recommendations
- Prepare and conduct the evaluation of the implementation of JAAP in accordance with the set workplan. Evaluation activities include:
 - ◆ Organize annual meetings to review and reflect on the results of the implementation of JAAP. This meeting can be held together or

separately from the annual meeting of CS administration.

- Meeting agenda
 - ✓ Annual report of the implementation of JAAP.
 - ✓ Challenges and solutions
 - ✓ Identify priorities for next year
- Participants:
 - ✓ JAAP Committee
 - ✓ Service provider representatives
 - ✓ Citizens' representatives
 - ✓ Other stakeholders
- Prepare meeting report or minutes:
 - ✓ Introduction
 - ✓ Purpose
 - ✓ Meeting process
 - ✓ Results of the meeting
 - ✓ Conclusion
- ◆ Assessing the implementation of JAAP:
 - Develop an evaluation plan that includes:
 - ✓ Purpose
 - ✓ Evaluation location
 - ✓ Evaluation program
 - ✓ Evaluation team
 - ✓ List of questions and tools to use for evaluation
 - Preparation of evaluation report
 - ✓ Introduction
 - ✓ Purpose
 - ✓ Evaluation Program
 - ✓ Evaluation results
 - ✓ Conclusions and recommendations

Preparing the Monitoring and Evaluation Report

The preparation of reports on monitoring and evaluation is the responsibility of JAAP Committee.

JAAP Committee shall ensure that at all times of undertaking the monitoring and evaluation on JAAP implementation, report or minutes must be prepared including content as described in the activity above.

The main tasks to be performed are described below:

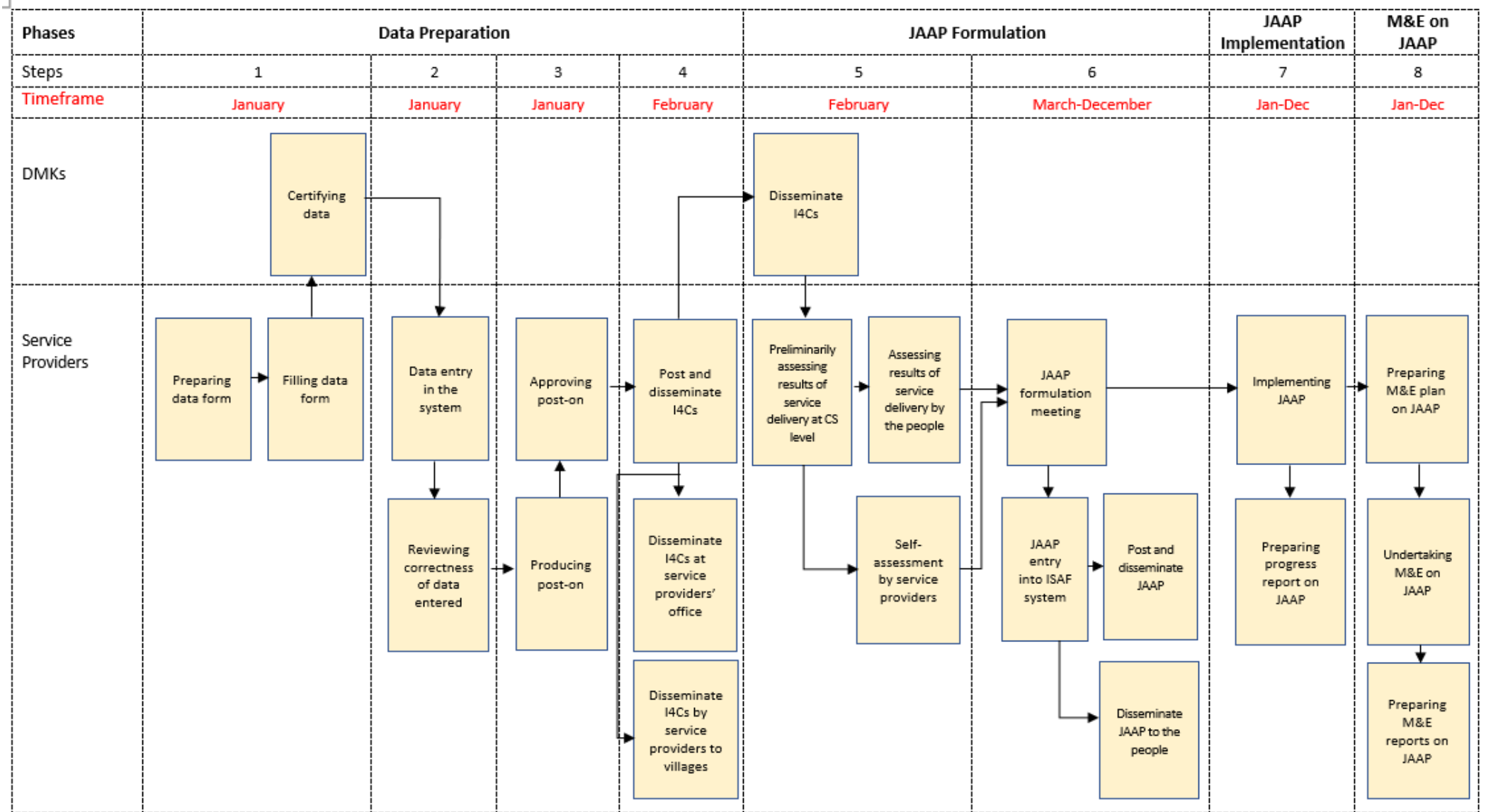
- Prepare report or minutes on monitoring
- Prepare evaluation report or minutes on evaluation
- Prepare reports or minutes on monitoring and evaluation
- Report to the council on the results of monitoring and evaluation
- Prepare and disseminate the reports on monitoring and evaluation through various means.



Summary Process for Social Accountability Implementation

Phase	Step	Activities
1. Data Preparation	1. Data collection	<ul style="list-style-type: none"> ➤ Prepare data form by the service providers ➤ Fill data form by service providers ➤ Review and certify data by DMKs
	2. Data entry	<ul style="list-style-type: none"> ➤ Enter collected data by service providers into the ISAF system ➤ Review correctness by the service providers on the data entered
	3. Produce post-on	<ul style="list-style-type: none"> ➤ Produce post-on by service providers ➤ Approve printed post-on by service providers for dissemination to the people
	4. Post and disseminate I4Cs	<ul style="list-style-type: none"> ➤ Post I4Cs at service providers ➤ Disseminate I4Cs at service providers' office by service providers ➤ Disseminate I4Cs in villages
2. JAAP Formulation	5. Assessment of results of performance and service delivery	<ul style="list-style-type: none"> ➤ Disseminate post-on by DMKs to service providers ➤ Conduct preliminary assessment at CS on results of performance and service delivery ➤ Conduct self-assessment at service providers office ➤ Conduct assessment on results of performance and service delivery in villages of CS
	6. JAAP formulation	<ul style="list-style-type: none"> ➤ Conduct joint meeting at CS level to formulate JAAP ➤ Enter JAAP into ISAF system by service providers ➤ Produce and post JAAP on I4C poster at CS ➤ Disseminate JAAP to the people by CS
3. JAAP Implementation	7. Implementation of JAAP	<ul style="list-style-type: none"> ➤ Implement JAAP by relevant service providers ➤ Prepare progress reports by service providers
4. JAAP M&E	8. Monitoring and Evaluation of JAAP	<ul style="list-style-type: none"> ➤ Formulate M&E workplan on JAAP implementation ➤ Undertake M&E on JAAP by JAAPC ➤ Prepare M&E reports by JAAPC.

Diagram on Process for Implementing the Social Accountability



Annex 1: Method for Assessment of Performance Result by the People

1. Introduction

Assessment on result of performance by the people is an examination of the actual results achieved and the challenges encountered in the past year in relation to the provision of services by service providers versus the rights of citizens in relation to provision of services and standards of service delivery.

This assessment by the people has the following main objectives:

- ◆ Reflect and analyze the performance and service delivery of various service delivery units in the past year, such as the performance of DMK and CS councils, primary schools, health centers, etc.
- ◆ Identify the strengths and weaknesses of their past performance and service delivery by the service providers.
- ◆ Based on strengths and weaknesses, identify problems, causes of problems, needs and solutions by each service provider.

2. Methods

When organizing CS meetings (the first step in preparation of a three-year rolling investment program of the commune/ Sangkat) to analyze the general situation and determine the problems, needs and solutions of the commune/ Sangkat, the commune/ Sangkat and the CAFs should include social accountability in this meeting based on the performance results of the service delivery disseminated at DMK levels in the fifth step of this manual.

Commune/ Sangkat chiefs and CAFs must ensure that problems, needs and solutions related to the provision of services within the framework of social accountability are identified and included in the list of CS problems, needs and solutions.

Table of Problem, Need and Solution

Problems	Location	Causes	Needs	Solutions

The assessment on the performance result of the service providers shall be conducted in each village and coordinated by CAFs. This assessment shall be conducted simultaneously with the village meeting (the first step of the preparation of the three-year rolling investment program of the commune/ Sangkat) to present and consult with the people about the problems, needs and solutions identified at the commune/ Sangkat level related to the provision of services by service providers and based on problems, needs and solutions identified at the commune / Sangkat level.

The CAF should include the problems, needs and solutions identified with the people in the villages in the common table of problem, need and solution of village to be consolidated at CS level.

Then, the commune/ Sangkat shall transform these problems, needs and solutions into projects and activities and put them in Table 1.1 A on priority projects and activities by component and in order of priority.

3. Required Documents and Materials

The key documents to be used as a basis for this assessment include:

- I4Cs posters on citizens' rights related to service delivery and standards of service delivery
 - ◆ Rights at Commune/ Sangkat (Form 19)
 - ◆ School Rights (Form 20)
 - ◆ Rights at the health center (Form 21)
 - ◆ Health center qualifications (Form 22)
 - ◆ Other information about the service providers
- Performance data of each sector
 - ◆ Performing Roles and Responsibilities of CS Councils (Form 23)
 - ◆ Commune/ Sangkat budget (Form 24)
 - ◆ Primary School Budget and Performance (Form 25)
 - ◆ Budget and Performance of Health Centers (Form 26)
 - ◆ Other relevant information.
- Other relevant data.

Annex 2: Method for Self-Assessment of the Service Providers

1. Introduction

Self-assessment of the performance result of the service providers is the review of the actual results achieved and the challenges encountered in the past year in relation to the provision of services of the service providers versus the rights of the people in connection to the service delivery and service standards.

This self-assessment has the following main objectives:

- ◆ Reflect and analyze the performance results and service delivery of various service provider units in the past year, such as the performance of DMK and CS councils, primary schools, health centers, etc.
- ◆ Identify the strengths and weaknesses of their past performance and service delivery.
- ◆ Based on strengths and weaknesses, identify problems, causes of problems, needs and solutions by each service provider.

2. Methods

After attending the dissemination meeting on the results of performance organized at the DMK level, each service delivery unit shall organize the self-assessment meeting to identify problems, needs and solutions related to the provision of services of their unit. This meeting shall be held at each service delivery unit during the implementation of the first step of the three-year rolling investment program of the commune/ Sangkat and shall be coordinated by the head of the unit.

Table of Problem, Need and Solution

Problems	Location	Causes	Needs	Solutions

Then, each service provider must send the table of problem, need and solution prepared to the commune/ Sangkat for consolidation.

Communes/ Sangkats shall review and translate these problems, needs and solutions into projects and activities and put them in Table 1.1 A on the priority projects and activities by component and in order of priority.

3. Required Documents and Materials

The key documents to be used as a basis for this assessment include:

- I4Cs posters on citizens' rights related to service delivery and standards of service delivery
 - ◆ Rights at Commune/ Sangkat (Form 19)
 - ◆ School Rights (Form 20)
 - ◆ Rights at the health center (Form 21)
 - ◆ Health center qualifications (Form 22)
 - ◆ Other information about the service providers
- Performance data of each sector
 - ◆ Performing Roles and Responsibilities of CS Councils (Form 23)
 - ◆ Commune/ Sangkat budget (Form 24)
 - ◆ Primary School Budget and Performance (Form 25)

- ◆ Budget and Performance of Health Centers (Form 26)
- ◆ Other relevant information.
- Other relevant data.

Annex 3: Method for Assessment on the Result of Performance through Scoring

1. Introduction

The assessment on the result of performance through scoring is an Objective-Oriented Approach of Planning that begins with defining what the target group/ beneficiaries want or want to see progress related to the development and provision of services in their community such as in the village there are good roads, electricity, water supply network and quality public services. After setting the desired goals, reflect the current state of development and service delivery as a basis for assessment to identify problems, needs and solutions.

In the context of social accountability, performance assessment through scoring has the following main objectives:

- ◆ Raise awareness of people and stakeholders about their rights in relation to the provision of services and standards of services, local development, budget implementation and the performance of sub-national administrations.
- ◆ Promote the participation of citizens and stakeholders in evaluating the service delivery and performance of sub-national administrations.
- ◆ Identify problems, needs and solutions related to the provision of services and the performance of sub-national administrations.

2. Methods

Scoring the result of performance can be used in meetings with villagers in each village to identify problems, needs, and solutions for formulating the three-year rolling investment program of the commune/ Sangkat, meeting on self-assessment of service providers and other meetings on the formulation of plans. In particular, people who used to receive services at service delivery unit should be invited to this assessment meeting.

The main activities of reviewing and assessment on results of service delivery and performance of sub-national administrations through scoring include:

- Present the rights of citizens in relation to the provision of services and standards of service delivery.
- Define the criteria or qualifications of a good service by using questions such as What are the qualifications of a good service provider? Then, brainstorm to identify those properties. A maximum of 5 or 6 key features should be identified for each service to ensure that the assessment is manageable and can be done more easily.

Criteria or Qualifications of Service include:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Example of Qualifications for Assessment

- CS Administration**
- CS management such as understanding the role to work full time
 - Information sharing
 - Responding to the needs or requests of citizens
 - Provide timely service
 - Quality of constructed infrastructures
 - Good security, etc.

- Health Center**
- Staff attitudes and behaviors
 - Come to work full time
 - Competent staff
 - No additional service charges
 - Disseminate clear information
 - Adequate infrastructures
 - Clean place, etc.

- Primary School**
- Teacher attitudes and behaviors
 - Adequate teachers
 - Materials available for students
 - There is space for students to play
 - Monitoring student attendance
 - Student support structure, etc.

- Assess the status of each service delivery based on the qualifications determined by scoring those qualifications. Scores can be determined from 1-5 with a very low "1" score, a bad "2" score, a normal "3" score, a very good "4" score and a very good "5" score. Scoring shall be made in a group by the members of the whole meeting through voting or raising hands or by other appropriate means.

Service Provider: _____

No.	Qualifications	Scores					Remarks
		1	2	3	4	5	
1.							
2.							
3.							
4.							
5.							
6.							

- Identify problems related to the provision of services based on the results of the assessment, paying particular attention to the lowest-scoring qualifications, using questions such as Why are these low-scoring qualifications? What problems or shortcomings occur?
- Next, identify the causes of problems, needs, and solutions for each identified problem to improve those services using the table below.

Table of Problem, Need and Solution

Problems	Location	Causes	Needs	Solutions

3. Required Documents and Materials

The key documents to be used as a basis for this assessment include:

- I4Cs posters on citizens' rights related to service delivery and standards of service delivery
 - ◆ Rights at Commune/ Sangkat (Form 19)
 - ◆ School Rights (Form 20)
 - ◆ Rights at the health center (Form 21)
 - ◆ Health center qualifications (Form 22)
 - ◆ Other information about the service providers
- Performance data of each sector
 - ◆ Performing Roles and Responsibilities of CS Councils (Form 23)
 - ◆ Commune/ Sangkat budget (Form 24)
 - ◆ Primary School Budget and Performance (Form 25)
 - ◆ Budget and Performance of Health Centers (Form 26)
 - ◆ Other relevant information.
- Other relevant data.

Annex 4: Operation of ISAF Database

1. Introduction

The ISAF Monitoring Database was developed and launched in 2016 with the aim of assisting in the preparation and implementation of social accountability activities such as data preparation, data collection and production of data on the work results performed by the service providers and planning for social accountability can be done easily and quickly, as well as to monitor the progress on the implementation of activities and report preparation.

In general, the use of the ISAF database includes:

- Collection of data, production and posting of post-on
- Collection of data, data entry, production and posting of JAAP.
- Database management
- Social Accountability Mobile App

Detailed steps and methods for using this database are described in the Manual on the Use of ISAF Monitoring System and the Technical Manual on the Use of the Social Accountability Performance Monitoring System for the Capital and Provinces, prepared by NCDDS.

2. Methods

Data collection, data entry and production of data are divided into three parts:

- Collection and entry of post-on in the database
- Monitoring the posting of post-on and I4Cs
- Collection and entry of JAAP

The main steps in collecting and entering data on the results of the performance of service providers are summarized as follows:

No.	Steps	Timeframe	Responsible Persons
1.	Prepare data forms	January	Service providers
2.	Complete the data forms	January	Service providers
3.	Review and certify the data	January	DMKs and relevant units
4.	Send back to service providers	January	DMKs and relevant units
5.	Data entry and produce Post-On	January	Service providers
6.	Post I4Cs	February	Service providers

The main steps in monitoring the posting post-on and I4Cs are summarized below:

No.	Steps	Timeframe	Responsible Persons
1.	Prepare reporting form on post-on and I4Cs posting	February	Service providers
2.	Complete the reporting form on post-on and I4Cs posting	February	Service providers
3.	Data entry of the reporting form on post-on and I4Cs posting	February	Service providers
4.	Undertake monitoring on posting of post-on and I4Cs	February	DMKs
5.	Enter data of monitoring on posting of pos-on and I4Cs	February	DMKs

The main steps in entering the JAAP and producing post-on of JAAP are summarized below:

No.	Steps	Timeframe	Responsible Persons
1.	Enter JAAP data	March	Service providers
2.	Produce post-on of JAAP	March	Service providers
3.	Post post-on of JAAP	March	Service providers

3. Management of ISAF Monitoring Database at national Level

The ISAF database entitles sub-national administrations, including service providers, to access, edit and produce data from the system in accordance with their roles and responsibilities by creating accounts to access the system.

The general public also has access to the system to download questionnaires, monitor and produce data on the performance of service providers.

4. ISAF Mobile App (ISAF Cambodia)

The ISAF database also includes ISAF Mobile App. This program is designed for:

- Display the performance and JAAPs of the service providers.
- Score and assess the service provider performance through an electronic system
- Display other reports.

To install the mobile application, follow the steps below:

- Log in to Play Store or AppStore ->
- Search for “ISAF Cambodia” ->
- And click "Install".

Forms

Form 1: Table of Social Accountability AWPB

Outputs and Activities	Budget	Location	Timeframe												Responsible Units	
			1	2	3	4	5	6	7	8	9	10	11	12		
Output 1:																
Activity 1.1:																
Activity 1.2:																
Output 2:																
Activity 2.1:																
Activity 2.2:																
Total Budget																

Other forms in English of this manual can be downloaded from the ISAF database

Form 2: Commune/ Sangkat Data

Commune/ Sangkat

Annual Report

Instructions: This form must be collected and completed by the Commune / Sangkat Clerk. Please record the data in each box, then be signed and stamped by the Commune / Sangkat Chief and handed over to the district level. Do not forget to fill in the name of the commune/ Sangkat and the data year (e.g. 2016).

#	Indicators	Instructions
1	Number of Ordinary Meetings of Commune / Sangkat Councils	
2	Number of villages in CS	Excluding annexed villages
3	Number of villages that held commune / sangkat investment program consultation meeting	
4	Total number of birth certificates issued per year	
5	Number of birth certificates issued within a maximum 3 days	Issued within 3 business days and with sufficient documents
6	Number of birth certificates issued in total per year	
7	Number of birth certificates issued within a maximum of 3 days	Issued within 3 business days and with sufficient documents
8	Total number of death certificates issued per year	
9	Number of death certificates issued within a maximum of 3 days	Issued within 3 business days and with sufficient documents
10	Total number of marriage certificates issued per year	
11	Number of marriage certificates issued within a maximum of 3 days	Issued within 3 business days and with sufficient documents
12	Has the commune / sangkat workplan been posted to the public?	
13	Is the annual budget posted publicly?	
14	Is information about all commune development projects posted to the public?	Project Information refers to infrastructure and social services projects that use commune budgets and funding from various sources.
15	Are commune / sangkat working hours posted to the public?	
16	Is the price list posted publicly?	
17	Have commune reports been posted publicly?	
18	Number of infrastructure projects using commune funds implemented	Includes all projects implemented
19	Number of Infrastructure Project Management Committees of Commune/ Sangkat funds	The committee meets at least once a month and reports to the commune council.
20	Has a joint accountability action plan been posted?	

Responsibilities: Data provided by Commune / Sangkat Chief and verified by Commune / Sangkat Planning and Support Office Chief

This is to certify that the data provided above absolutely accurate and complete

Checked and confirmed that the above data accurate and can be entered into the system

Signature and Stamp of CS Chief

Date

Signature of Chief of Planning and Support to CS Office

Date

Form 3: CS Finance

Commune/ Sangkat

Annual Report

Instructions: This form must be collected and completed by the Commune / Sangkat Clerk. Please record the data in each box, then be signed and stamped by the Commune / Sangkat Chief and handed over to the district level. Do not forget to fill in the name of the commune/ Sangkat and the data year (e.g. 2016).

Revenue

#	Description	Actual	Description
1	National budget	<input type="text"/>	CD Fund
2	Service fee	<input type="text"/>	Fees from admin services and others
3	Grants and donations	<input type="text"/>	Include in cash only
4	Community contributions	<input type="text"/>	Contribution from people
TOTAL		<input type="text"/>	

Expenditure

#	Description	Plan	Actual	Description
5	Infrastructure	<input type="text"/>	<input type="text"/>	Commune / Sangkat Fund projects, e.g. Construction of Drainage Road, Irrigation System and Other Repairs
6	Social services	<input type="text"/>	<input type="text"/>	Maternal and child health, nutrition, identification, education, disability, water and sanitation, gender equality, child protection and other social services.
7	Salary and allowances	<input type="text"/>	<input type="text"/>	Commune councilors, village chiefs and village assistants, administrative contract staff
8	Operational costs	<input type="text"/>	<input type="text"/>	E.g. Water, electricity, office equipment financed by commune funds
TOTAL		<input type="text"/>	<input type="text"/>	

Responsibilities: Data provided by Commune / Sangkat Chief and verified by Commune / Sangkat Planning and Support Office Chief

This is to certify that the data provided above absolutely accurate and complete

Signature and Stamp of CS Chief

Date

Checked and confirmed that the above data accurate and can be entered into the system

Signature of Chief of Planning and Support to CS Office

Date

Form 4: CS Project

Commune/ Sangkat

Annual Report

Instructions: This form must be collected and completed by the CS Clerk. Please list all projects implemented.

Projects	Status
.....
.....
.....
.....

Responsibilities: Data provided by Commune / Sangkat Chief and verified by Commune / Sangkat Planning and Support Office Chief

This is to certify that the data provided above absolutely accurate and complete

Signature and Stamp of CS Chief Date

Checked and confirmed that the above data accurate and can be entered into the system

Signature of Chief of Planning and Support to CS Office Date _____

Form 5: Primary School Data

Primary school

Annual Report

Instructions: This data is filled in by the principal. Please fill in each box, then be signed and stamped by the principal and handed over to the district education office. Please do not forget to fill in the name of the school and the data year (e.g. for the 2015-2016 school year, please fill in 2016 only).

#	Indicators		Instructions
1	Number of boys in the village aged 6 to 11 years	<input type="text"/>	In case of uncertainty about the figures, please discuss with the village chief.
2	Number of girls in the village aged 6 to 11 years	<input type="text"/>	In case of uncertainty about the figures, please discuss with the village chief.
3	Total number of classes in the school	<input type="text"/>	Include matching classes , if any.
4	Total number of practical teaching staff in the school	<input type="text"/>	Includes contract staff. If the principal teaches also counts.
5	Number of classes with 40 or less students	<input type="text"/>	
6	Number of students in 1st to 3rd grade	<input type="text"/>	1 st graders plus 2 nd graders plus 3 rd graders
7	Number of students in 1st to 3rd grade who received 3 textbooks	<input type="text"/>	Only students who have received all three textbooks.
8	Number of students in 4th to 6th grade	<input type="text"/>	4th graders plus 5th graders plus 6th graders
9	Number of students in 4th to 6th grade who received 5 textbooks	<input type="text"/>	Only students who have received all 5 textbooks
10	Number of classes received for a full 211 days	<input type="text"/>	
11	Total number of male students in the school	<input type="text"/>	
12	Total number of female students in the school	<input type="text"/>	
13	Total number of repeat students	<input type="text"/>	Total number of students repeating 1st grade, 2nd grade, 3rd grade, 4th grade, 5th grade and 6th grade
14	Number of students who attended first grade 6 years ago	<input type="text"/>	Excerpted from the enrollment list six years ago.
15	Number of students in 6th grade	<input type="text"/>	the children who enrolled in first grade six years ago, counting how many are currently in sixth grade.
16	Number of children in 6th grade	<input type="text"/>	

Responsibilities: Data provided by the principal and verified by education office

This is to certify that the data provided above absolutely accurate and complete

Signature and Stamp of Principal

Date

Checked and confirmed that the above data accurate and can be entered into the system

Signature of Chief of DMK
Education Office

Date

Form 6: Primary School Finance

Primary school

Annual Report

Instructions: This data is filled in by the principal. Please fill in each box, then be signed and stamped by the principal and handed over to the district education office. Please do not forget to fill in the name of the school and the data year (e.g. for the 2015-2016 school year, please fill in 2016 only).

Revenue

#	Description	Actual	Description
1	Program budget (PB)	<input type="text"/>	Budget transferred from the Royal Government
2	School Improvement Fund (SIF)	<input type="text"/>	Budget provided by international donors
3	Grants and donations	<input type="text"/>	
4	Community contribution	<input type="text"/>	Collected from community people
5	Service fees	<input type="text"/>	Exp. renting a place, restaurant, parking bicycles etc.
6	Annual budget plan	<input type="text"/>	Budget planned by the primary school principal. For example, budgeting PB and SIF.

Expenditures

#	Items	Actual	Description
7	Salary	<input type="text"/>	Principals, teachers and other staff
8	Supporting school operation	<input type="text"/>	Books, materials for exam and stationery
9	Allowances for teachers	<input type="text"/>	Meetings and overtime allowances
10	Supporting education quality	<input type="text"/>	Rewards for art lessons, society, finance, etc.
11	Maintenance, repair and water, electricity	<input type="text"/>	Electricity, water, playground, sanitation, tree
12	Construction	<input type="text"/>	Buildings, school fence, garden

List of donors contributing to the school budget (e.g. UNICEF ...)

Responsibilities: Data provided by the principal and verified by education office

This is to certify that the data provided above absolutely accurate and complete

Signature and Stamp of Principal

Date

Checked and confirmed that the above data accurate and can be entered into the system

Signature of Chief of DMK
Education Office

Date

Form 7: Health Center Data

Health center

Annual Report

Instructions: This data is filled in by the chief of the health center. Please fill in each box at the end, sign and submit to the OD office. Do not forget to fill in the name of the health center and your data year (e.g. 2016).

#	Indicators	Instructions
1	Actual number of health workers	Health centers must have 8-11 technical staff, including contract staff (according to the current guidelines on the minimum set of actions for the development of health centers, MPA Guidelines).
2	The average number of days per week that the health center provides 24 hours service Number of days in a year that the health center is open 24 hours a day	"24-hour service" means that the health center has staff on duty around the clock.
3	Number of times a year that the health center receives medicine from the OD	According to health center standards, must receive medicine 12 times a year from the OD
4	Expected number of pregnant women in the coverage area of the health center	In case of uncertainty about this figure, please discuss with the commune or OD.
5	Number of pregnant women who received at least 4 prenatal care (ANC4) by health center staff	This is the number of pregnant women who received services at the health center and at least 4 visits (ANC4)
6	Number of pregnant women who gave birth by skilled health workers at health centers	
7	Number of children under one year of age in the coverage area of the health center to be vaccinated	In case of uncertainty about this figure, please discuss with the village chief or commune / sangkat or OD
8	Three children under one year of age receive DPT/HepB-Hib3 vaccine three times	

Responsibilities: Data provided by the chief of the health center and verified by OD Office.

This is to certify that the data provided above absolutely accurate and complete

Signature and Stamp of HC Chief

Date

Checked and confirmed that the above data accurate and can be entered into the system

Signature of Chief of OD

Date

Form 8: Health Center Finance

Health center

Annual Report

Instructions: This data is filled in by the chief of the health center. Please fill in each box at the end, sign and submit to the OD office. Do not forget to fill in the name of the health center and your data year (e.g. 2016).

Revenue

#	Items	Actual	Description
1	Annual national budget	<input type="text"/>	Funding from the Royal Government (including medicines supplied from the national level)
2	Health equity fund	<input type="text"/>	Income from fees paid to recipients of Health Equity Fund
3	Grants and donations	<input type="text"/>	In cash or material?
4	Revenue from services	<input type="text"/>	Paid by patients who come to the health center

Expenditure

#	Items	Actual	Description
5	Monthly salary and staff bonus	<input type="text"/>	Salary, on duty and other incentives.
6	Medicine and medical equipment	<input type="text"/>	Pay for medicines and medical supplies supplied nationally and purchased by health centers. (Based on the national price list?)
7	Local service delivery	<input type="text"/>	Travel, meals and accommodation for health workers.
8	Operational expenses	<input type="text"/>	Water, electricity, office supplies, gasoline and maintenance.
9	1% to be paid to the provincial treasury	<input type="text"/>	1% of revenues from the payment of service fees shall be paid at the provincial treasury.

List of donors contributing to the health center budget (eg RACHA ...)

Responsibilities: Data provided by the chief of the health center and verified by OD Office.

This is to certify that the data provided above absolutely accurate and complete

Signature and Stamp of HC Chief

Date

Checked and confirmed that the above data accurate and can be entered into the system

Signature of Chief of OD

Date

Form 9: CS Performance

Commune _____ District _____ (Year ____)
--

Does your commune follow national policy?

National Policy	Yes/No	Performance Status
-----------------	--------	--------------------

Does your commune council hold monthly meetings?

Your commune council shall meet at least 12 regular meetings in its territory each year.

Does your commune have a consultation with the people?

Your commune must ensure that commune investment planning consultations are held in all villages

Does your commune issue a civil registration certificate within 3 working days?

Your commune must issue a birth certificate, marriage certificate and death certificate within 3 working days within at least 80% (if you have enough documents)

Has the commune established a project management committee?

Your commune must have an active project management committee for all infrastructure projects that use commune funds.

Has the commune posted the information?

**Communes must post 6 types of information, including:
Draft annual budget, annual budget, development project, working hours, service price and reports**

Has the commune posted information on the joint accountability action plan?

Your commune must post information on a joint accountability action plan

Form 10: CS Revenue

Commune _____ District _____ (Year ____)
--

How much budget does your commune receive?

Types of Budget Revenue	Budget (Riel)	%
-------------------------	---------------	---

In Your commune received a total budget:

Budget received from:

- Allocation from national level
 Exp. CS Fund
- **Service Fees**
 Fees from administrative services and others
- **Donations**
 In cash only
- **Community contribution**
 Contribution from the people

Has your commune budget increased?		
	- In ____ Your commune received	(Rield)
(Not yet)	- In ____ Your commune received	(Riels)
	- Increased/ Decreased	(%)

Form 11: CS Expenditure

Commune _____ District _____ (Year ____)
--

How does your commune spend budget?

Types of Expenditures	Planned (Riel)	Expenditure	%
-----------------------	----------------	-------------	---

Development

- **Infrastructure**

Commune/ Sangkat Fund Project
E.g. Construction of drainage road, irrigation system
and other repairs

- **Social Services**

Maternal and child health, nutrition
Identification, education, disability, water and
sanitation
Promoting gender equality, child protection and
other social services.
(E.g. Work of the CCWC Committee)

Administration

- **Salary and other allowances**

Commune / Sangkat Chief, Commune / Sangkat
councilor, village chief, village deputy chief and
village member, contract staff (E.g. social services)
community kindergarten teacher ...

- **Operating expenses**

E.g. Mission allowance, water, electricity, office
supplies using Commune/ Sangkat Funds

Total Expenditure

The commune plans to spend on development% of the total planned budget

Form 12: CS Project

Commune _____ District _____ (Year ____)

Each year, your commune/ Sangkat consults with you to plan and prioritize projects and activities. These projects include building infrastructure (roads, bridges, sewers), supporting social services such as health, education, and providing financial assistance to the poor. Most of the funds for these development projects comes from the Royal Government through the "Commune/ Sangkat Fund". Due to delays in budget transfer and due to the rainy season, some infrastructure projects take two years to complete.

Commune Project

Status

The projects financed by the budget in _____

1. Project _____

2. Project _____

Form 13: Health Center Performance

Health Center _____ Year _____

Does your health center follow national standards?

National Policy	Yes/No	Status
-----------------	--------	--------

Does the health center have enough staff? _____

Health centers must have between 8 and 11 technical staff, including contract staff

Does the health center have staff working 24 hours?

Your Health Center must provide emergency services 24 hours a day and 365 days a year, including holidays.

Does your health center receive regular medication?

Your health center needs to receive medication 12 times a year from the OD Health Office.

Do your health centers meet national goals?

Did the pregnant woman get four prenatal check-ups (ANC4) before delivery?

Pregnant women should have at least four antenatal check-ups (ANC4) at a health center. We expect at least 80% of pregnant women to have a pregnancy test.

Did all the pregnant women give birth at the health center?

Giving birth at a health center is safer than giving birth at home because there is a skilled midwife. According to the national target, 72% of all pregnant women in the area covered by the health center have given birth.

Have all children under 1 year of age in the village been vaccinated against various viruses?

Children under 1 year of age should be vaccinated three times. According to the national target, 97% of all children under one year of age should be vaccinated.

Form 14: Health Revenue

Health Center _____ Year _____

How much does your health center receive?

Types of Revenue	Budget (Riel)	%
------------------	---------------	---

In _____ the health center received a total budget:

The budgets come from:

▪ **Annual national budget**

Funding from the Royal Government, additional national budget package for health centers annually (including medicines provided by the national level)

▪ **Health Equity Fund, Social Security System**

Revenues from the Equity and Social Security Fund Program for Health Care and Occupational Accidents

▪ **Assistance**

Income received from philanthropists or organizations

▪ **Revenue from payment of service fee**

Revenue from direct payment by patients or clients who have used health center services

Has your health center revenue increased?		
	- In _____ the health center received	(Riel)
(Not Yet?)	- In _____ the health center received	(Riel)
	- Increased/ Decreased	(%)

Form 15: Health Expenditure

Health Center _____ Year _____

How much has your health center spent?

Types of Expenditures	Budget (Riel)	%
-----------------------	---------------	---

In _____ Your health center spent a total budget of:

The budget is spent on:

▪ **Monthly salary and staff bonus**

Salary, on duty and other incentives.

▪ **Medicines and medical equipment**

Pay for medicines and medical equipment supplied by the national level and buy more by the health center.

▪ **Providing services at locality**

Travel expenses, meals and accommodation for health workers

▪ **Operating expenses**

Water, electricity, office supplies, gasoline and maintenance.

▪ **1% to be paid to the provincial treasury.**

1% of the revenues from the payment of service fees shall be paid at the Capital and Provincial Treasury.

Has your health center expenditure increased?		
	- In _____ the health center spent	(Riel)
(Not yet)	- In _____ the health center spent	(Riel)
	- Increased/ Decreased	(%)

Form 16: School Performance

School _____ Commune _____ Year _____

Does your school follow national policies and achieve national goals?

National Policies	Yes/No	Status
-------------------	--------	--------

Did all the children in our village go to school?

All children on the school curriculum who are 6 years old or younger, at least 70 months old, must attend at least 90% of the primary school.

Are there repeat students?

Repeat students must not exceed 10%

Did the students at our school reach grade 6?

At least 80% of children who have completed 6th grade

Does your school follow national policies and achieve national goals?

Did all the children in our village go to school?

All children on the school curriculum who are 6 years old or younger, at least 70 months old, must attend at least 90% of the primary school

Are there repeat students?

Repeat students must not exceed 10%

Did the students at our school reach grade 6?

At least 80% of children who have completed 6th grade

Form 17: School Revenue

School _____ Commune _____ Year _____

How much money did your primary school receive?

Types of Revenue	Budget (Riel)	%
------------------	---------------	---

In Your school received a total budget of:

The budgets come from:

- **School Operation Fund (SOF) from Program Budget (PB)**

Funds transferred from the Royal Government by MEF

- **School Operation Fund (SOF) from International Donors**

Funding provided by international donors (e.g. Sweden ...)

- **School Operation Fund (SOF) from Grants and Donations**

Cases of donations and material donations are calculated in cash

- **School Operation Fund (SOF) from community contributions**

Collected from community members

- **School Operation Fund (SOF) from various fees**

For example, renting a place, restaurant, bicycle parking, etc.

Has school income increased?	Did the school receive the budget as expected?
(Yes/No) - In _____ the school received _____ (Riel) - In _____ the school received _____ (Riel) - Increased in % _____ %	(Yes/ Not yet) - In _____ the school planned _____ (Riel) - In _____ the school received _____ (Riel) - % of planned budget _____ (%)

Form 18: School Expenditure

School _____ Commune _____ Year _____

How did your school spend the budget?

Revenue	Budget (Riels)	%
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Yearyour school has a total expenditure:

Managed by school

- **Allowance for teachers**

Meeting and allowance for overtime, 2-time classes/ double classes, joint class

- **Support quality of education**

Equitable enrollment and prevention of students abandoning learning and teaching materials, improving the environment, education, life skills, sports, work, youth and children.

- **Maintenance, repair, water and electricity**

Electricity, water, playground, tree, hygiene

- **Construction**

School building, fence, garden etc.

Direct expenditure by MOEYS

- **Salaries**

School principal, teacher and staff

- **Support the school process**

Books, materials for exam and stationery

Have your school expenditures increased?

	- In year _____ school has spent	(Riels)
(Not yet?)	- In year _____ school has spent	(Riels)
	- Increase/ Decrease	(%)

Form 19: Rights of the People at Commune/ Sangkat

Your Rights at the Commune

Do you know?
Commune/ Sangkat councils are elected by the people of their commune for a term of 5 years.
<ul style="list-style-type: none"> • Citizens must go to the polls every 5 years to elect Commune/ Sangkat Councils to be public representatives who have the role of serving the local affairs for the benefit of the Commune/ Sangkat and the people in their Commune/ Sangkat and the role of state representative agency through the appointment or assignment of power by the state authority.
Commune/ Sangkat councils must listen to the opinions of the people
<ul style="list-style-type: none"> • Commune/ Sangkat councils shall meet at least once a month in a public and democratic manner with the participation of the people to listen to the opinions of the people on the performance and use of the budget of the commune/ Sangkat administration.
Commune/ Sangkat administration must invite citizens to participate in public meetings
<ul style="list-style-type: none"> • Listen to Commune/ Sangkat Council decisions • The Commune/ Sangkat shall inform and post publicly the date of the Ordinary Meeting, the agenda or the topic and the minutes of the meeting on the bulletin board of the Commune/ Sangkat Hall.
Citizens can attend public meetings of Commune/ Sangkat Councils and have the right to ask questions about services and projects.
<ul style="list-style-type: none"> • You can ask the Commune/ Sangkat Council to address the needs, respond to complaints, answer questions about services, development projects, and the process of identifying poor families in the commune. • Commune / Sangkat councils must present to the people the budget, action plan, commune development plan and action plan of the process of identifying poor families in the meeting.
Key social service activities of communes/ Sangkats
a). Maternal and child health care, nutrition, b). Identification, c), education, d). Prevention of gender-based violence, especially violence against women and children, e), child protection, f). water and sanitation, g). disability, h). the poor and the elderly, h) prevention of drug use (including alcohol) i). promoting gender equality and j) other social services.
Provision of birth certificate, birth certificate, marriage certificate, death certificate:
<ul style="list-style-type: none"> • You need to get a birth certificate, birth certificate, marriage certificate or death certificate from the commune administration for a maximum of 3 days (working days) after applying (if enough documents). • Commune/ Sangkat administration shall issue copies of all kinds of civil registration documents in the year upon your request. • Commune/ Sangkat administration shall not charge a service fee in excess of the service fee rate set by the standard letter in force. • Commune/ Sangkat administration must provide services equally, not discriminate or be partisan. • Commune/ Sangkat administration must educate, disseminate and increase awareness of the obligations and importance of civil registration and Khmer identity card.
Posting information
<ul style="list-style-type: none"> • Communes/ Sangkats must post publicly the draft of the annual budget plan, annual budget, development project, working hours, service price list, date of consultation with citizens on the identification process of poor families, benefits of using equity cards and reports of commune/ Sangkat
Please help improve your commune service delivery

Form 20: Rights of the People at School

Your Rights at the School

Do you know about the school?	
Children from the age of 6 or at least 70 months old must enroll in the first grade and continue their education until the end of the ninth grade free of charge	
<ul style="list-style-type: none"> • Parents or guardians of children over 6 years of age or at least 70 months, must bring all of their children to enroll in school • Teachers must teach students equally, are not discriminated against on the basis of race, color, ethnicity 	
One school per teacher for a class of no more than 45 or 50 students	
<ul style="list-style-type: none"> • A classroom with one teacher for 35 to 45 students from 1st to 3rd grade • A classroom with one teacher for 40 to 50 students from 4th to 6th grade 	
Teachers must teach 211 days in a school year	
<ul style="list-style-type: none"> • Teachers must teach students 190 days according to the national program and 21 days of life skills every year, • Teachers must be present in the classroom every teaching hour 	
Schools must have 3 or 5 textbooks for each student to borrow, free of charge	
<ul style="list-style-type: none"> • For 1st to 3rd grade, each student can borrow 3 textbooks • For 4th to 6th grade, each student can borrow 5 textbooks 	
Schools must have the infrastructure and facilities, clean water, toilets and hand washing facilities.	
<ul style="list-style-type: none"> • Each school must have a well-functioning toilet on a regular basis for female and male students. • Each school must have a hand-washing facility and adequate soap and water. 	
Teachers need to help students in study	
<ul style="list-style-type: none"> • Teachers must love students equally • Teachers must give equal respect to students • Teachers must not require students to pay informally. 	<ul style="list-style-type: none"> • Teachers must not physically or mentally punish students. • Teachers must provide information about student learning outcomes to parents or guardians of students upon request.
Please help improve your school	

Form 21: Rights of the People about Health

Do you know?

You receive timely, quality, safe and equitable health services

- Health center staff provide health services in accordance with medical standards and professional ethics with dignity, honesty and keep your confidentiality.
- Health center staff explain to you about health problems or diagnoses and treatment plans in simple, easy-to-understand terms, then provide treatment after your consent.
- The health center will prescribe a health problem or diagnosis and explain to you how to use the medication, possible problems, and the rules to follow. Medications are properly packaged at the time of delivery.
- The health center staff will explain and guide you to continue the examination, diagnosis and treatment, or help arrange for you to be referred to a referral hospital if necessary or emergency.

You get information about types of health service fee and exemption of service fee.

- Health centers post a list of available health services and prices for each service type at a location you can easily see.
- Health centers post a list of types of services which must be paid and services that should not be paid and groups of people who are exempt from paying or paid by the National Social Health Protection System.
- The health center staff will explain to you the service fee to be paid according to the price list without any additional charge or grace from you and how to pay the service fee if you are required to pay the service fee.

You get information about working hours at the health center and the mechanism of communication with the health center

- The health center posts information about daily working hours and after-hours schedules, with the telephone number and name of the health center staff for contact if necessary.

Participate in improving the provision of health care services at health centers

- Health center staff are happy to receive your honest and dignified comments or criticisms and take the necessary steps to improve the provision of better health care.

Participate to improve your health center

Form 22: Qualifications of Health Center

Qualifications of Health Center

What do you know about health center?

Your health center operates 24 hours a day, 7 days a week.

- The health center has 7 to 11 well-trained staff.
- Health center staff are present at all business hours and has staff on duty after working hours in the weekends and public holidays.

Your health center keeps clean and good hygiene and environment

- Keep the health center clean and hygienic in the health center premises and in the health center building for the safety of customers and staff of the health center, especially to prevent infection.
- The health center has separate bathrooms / toilets for women, men and people with disabilities. Bathrooms or toilets can be used regularly and have good hygiene.
- Join with the staff of the health center to maintain cleanness and good hygiene at your health center for the health and safety of all.

Your health center receives supplies of medicine 12 times a year

- OD Health Office supplies medicines and equipment on the health center's list of essential medicines on a monthly basis to your health center at the request of the director of the health center.

Your Health Center Management Committee meets 6 times a year

- The health center management committee meets regularly every two months to discuss and discuss the performance of the health center and solve challenges related to the provision of health services to the people.
- Meetings of the Health Center Management Committee are chaired by the Commune/ Sangkat Chief and are attended by a majority of the members, including the Director of the Health Center and the Village Health Support Group.

Help improve your health center

Form 23: I4Cs about CS Performance

Information for Citizens

Performing Duties and Responsibilities of Commune/ Sangkat Councils

Do you know what are the duties and responsibilities of Commune/ Sangkat Councils?

1) Public representation and decision-making	2) Civil registration	3) Development of development plan and three-year rolling investment program
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How the Commune/ Sangkat Councils fulfill their duties and responsibilities?

Monitor the performance of your commune administration

Your Commune/ Sangkat Performance Post here	Your Commune/ Sangkat Performance Post here
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Post commune information to the public

Posting publicly the program development plan and three-year rolling investment program, budget plan and all expenditures or your commune/ Sangkat

Form 24: I4Cs about CS Budget

Commune budget

Do you know the budget of your commune?

Commune/ Sangkat Revenue	Commune/ Sangkat expenses
<p style="text-align: center;">1</p> <p style="text-align: center;">The revenue of your Commune/Sangkat</p> <p style="text-align: center;">Post here</p>	<p style="text-align: center;">2</p> <p style="text-align: center;">The expenses of your Commune/Sangkat</p> <p style="text-align: center;">Post here</p>

The people should:

Participate in consultations in your villages	Monitor the revenue and expenses of the commune budget	Participate in discussing development projects and 3-year rolling investment program of your CS	Participate in monitoring the project implementation
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How did your commune budget spend?

After listening to your opinion, what did the commune decide to spend these funds for?

<p style="text-align: center;">3</p> <p style="text-align: center;">CS projects</p> <p style="text-align: center;">Post here</p>
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Participate all together: You can help improve the quality and efficiency of your commune services by monitoring the implementation of projects that use commune budgets.

Form 25: I4Cs about Budget and Performance of School

Budget and Performance of Primary School

Do you know about your school budget?	
Revenues of the school 1 Revenue of the school Display in this box	Expenses of the school 2 Expenses of the school Display in this box
How does your school perform?	
Check the performance of your school	
3 Performance outcomes of the school Display in this box	4 Performance outcomes of the school Display in this box
Post information about the school Post publicly the school development plan, school budget and all expenses.	

Form 26: I4Cs about Budget and Performance of Health Center

Budget and Performance of Health Center

Do you know about your health center budget?	
Revenue of health center 1 Revenue of the health center Display in this box	Expenses of the health center 2 Expenses of the health center Display in this box
How does your health center perform?	
Check the performance of your health center	
3 Performance outcomes of the health center Display in this box	4 Performance outcomes of the health center Display in this box
Post information about all health services	
Can provide you with information and help you understand services during business hours, fees and free services.	

Form 27: Table of Problem, Need and Solution

Problems	Location of Problems	Causes of Problems	Needs	Solutions	Others

Form 28: Joint Accountability Action Plan (JAAP)

JAAP, Year _____

Commune _____ District _____

This year, the development and service delivery of your commune/ Sangkat have been improved through the implementation of the activities below:

No.	Priorities Activities	Location	Output		Timeframe (Start-End)	Beneficiaries		Estimated Budget (R)	Responsible agency	Sector	Required Resources	
			Quantity	Unit		Total	Women				Inside	Outside
1												
2												
3												
4												
5												

Form 29: I4C on Joint Accountability Action Plan

Information for citizens

Joint Accountability Action Plan

Do you know about the Joint Accountability Action Plan?

1

Post the joint accountability action plan on
social accountability

Here

2

Post the joint accountability action plan on
social accountability

Here

3

Post the joint accountability action
plan on social accountability

Here

4

Post the joint accountability action plan on
social accountability

Here

5

Post the joint accountability action
plan on social accountability

Here

Participate all together: Monitor, resolve and respond to the joint accountability action plans of service providers, including: communes, Sangkats, primary schools and health centers ...

Form 30: Monitoring and Evaluation Workplan on JAAP

Activities	Budget	Location	Timeframe												Responsible Unit
			1	2	3	4	5	6	7	8	9	10	11	12	
1. Monitoring															
Activity 1: _____															
Activity 2: _____															
2. Evaluation															
Activity 1: _____															
Activity 2: _____															
TOTAL Budget															