



# ISAF-II

**Supporting Meaningful Civic Engagement  
For Improved Accountability  
By Leveraging Digital Technologies**



# TABLE OF CONTENTS

<b>1. DESCRIPTION</b>	<b>4</b>
<b>2. IMPLEMENTATION OF ACTION ACTIVITIES AND RESULTS</b>	<b>4</b>
2.1. Executive summary of the action	4
2.2. Results and activities	6
<b>KEY LESSONS LEARNED</b>	<b>37</b>
<b>KEY CHALLENGES</b>	<b>39</b>
Utilization of Learnings	39
Ensuring sustainability	40
<b>CROSS-CUTTING ISSUES</b>	<b>41</b>
<b>MONITORING AND EVALUATION</b>	<b>43</b>
<b>ACTION AND LEARNINGS</b>	<b>43</b>
<b>CASE STUDY</b>	<b>45</b>
The importance of volunteer work	45
Joint Action Plan of Social Accountability Framework promotes better Education Services	47
The Advantages of Teaching Online During the Covid-19 Pandemic	49
Indigenous People and Local Public Services	50

## List Of Acronyms Used In The Report

API	The Advocacy and Policy Institute
CAF	Community Accountability Facilitator
CBO	Community Based Organisation
CIP	Commune Investment Plan
CIPL	Conserve Indigenous Peoples Languages Organization
CSC	Community Score Card
CSO	Civil Society Organisation
DCSC	Digital Community Score Card
DCSC App	Digital Community Score Card Application
DFAT	Department of Foreign Affairs and Trade (Australia)
EM	Ethnic Minority
EoP	End of Project
EU	European Union
FHI 360	Family Health International 360
InSTEDD	Innovative Support to Emergencies Diseases and Disasters
ISAF	Implementation of the Social Accountability Framework
I4C	Information for Citizen
JAAP	Joint Accountability Action Plan
JAAP-C	Joint Accountability Action Plan Committee
LNGO	Local Non-Governmental Organisation
M&E	Monitoring and Evaluation
NCDD	National Committee for Sub National Democratic Development
NCDD-S	National Committee for Sub-National Democratic Development Secretariat
NGO	Non-Governmental Organisation
MOI	Ministry of Interior
MoEYS	Ministry of Education, Youth and Sport
MoH	Ministry of Health
PSC	Partnership Steering Committee
PwD	People with Disability
ROM	Result Oriented Monitoring
SA	Social Accountability
USAID	United States Agency for International Development
YLI	Youth Leadership Index

# 1. DESCRIPTION

<b>Name of coordinator of the grant contract</b>	CARE Deutschland e.V.; Advocacy and Policy Institute (API), Innovative Support to Emergencies Diseases and Disasters (InSTEDD) and CARE International in Cambodia
<b>Title of the action</b>	Supporting meaningful civic engagement for improved accountability by leveraging digital technologies' (ISAF-II)
<b>Contract number:</b>	EIDHR/2019/410-632
<b>Start date and end date of the reporting period</b>	09 December 2019–31 January 2024
<b>Target country(ies) or region(s):</b>	Kingdom of Cambodia, five provinces: (i) Ratanak Kiri, (ii) Mondul Kiri, (iii) Koh Kong, (iv) Kratie and (v) Stung Treng
<b>Final beneficiaries</b>	900,000 citizens (470,000 female) in five provinces, particularly women, youth and ethnic minorities (population of targeted districts).
<b>Target groups</b>	543 youth (272 women) as Community Accountability Facilitators (CAFs) who are trained to facilitate dialogue in communities with local government, 14 local Non-Governmental Organisation (NGO) partners and CBOs who received financial support, local government officials in 33 districts and the Cambodia Indigenous Youth Association (CIYA) with thousands of members of Indigenous youth across Cambodia.

## 2. IMPLEMENTATION OF ACTION ACTIVITIES AND RESULTS

### 2.1. Executive Summary Of The Action

The project “Supporting meaningful civic engagement for improved accountability by leveraging digital technologies (ISAF II)”, conducted over a period of 49 months (December 2019 – January 2024) in five target provinces (Ratanak Kiri, Mondul Kiri, Koh Kong Kratie, and Stung Treng) has made important progress in promoting community engagement, accountability, and the utilization of digital platforms for communication and civic participation. Thereby, the project made a significant contribution to the enhancement of institutional effectiveness, transparency, and public access to information, aligning with Sustainable Development Goal 16.



Key indicators were employed to measure impact, outcomes, and outputs over the course of the project, demonstrating significant progress. The results indicate a notable increase in satisfaction levels with public services, particularly among citizens, persons with disabilities, women, and youth, rising from 67% at the baseline to 83% at the endline despite challenges posed by the COVID-19 pandemic. Commune offices, primary schools, and health centers recorded the highest satisfaction rates. Furthermore, the project successfully engaged youth and ethnic minority participation in development planning, surpassing targets with a final participation rate of 75%. The digital platform developed during this project played a crucial role in providing and receiving feedback, with participation rates increasing to 85% and exceeding the 40% target. In terms of outputs, improvements were observed in public access to information and open budgets, with 100% of targeted service providers posting digitized information. Additionally, there was an increase in understanding of Information for Citizens (I4C) data among the target groups, reaching 70% awareness for citizens overall, and in average 58% among sub-group including women, youth, and ethnic minorities (EM) and persons with disabilities (PwD) at the endline. Capacity strengthening efforts were successful with local NGOs and CAFs effectively applying tools such as CARE's Youth Leadership Index (YLI) and supporting the implementation of social accountability processes. Despite challenges such as turnover rates of CAFs and varying confidence levels, progress was evident, with CAFs demonstrating increased capabilities in leading social accountability activities. Digitized citizen-led service feedback mechanisms yielded promising results, with 19,820 participants engaging (over the 14,400 targeted) through the Digitalised Community Score Card (DCSC) by the end of the project. Moreover, average Youth Leadership Index scores increased from 58.2% to 61.9%, indicating enhanced leadership skills among youths, even if the target of 70% could not be fully reached. Efforts to improve youth-friendly service delivery by linking Joint Accountability Action Plans (JAAPs) with Commune Investment Plans (CIPs) and District Integration Plans (DIPs) were largely successful. Most local authorities who participated in the end of project evaluation acknowledged that it was a priority to include JAAP actions in the CIP and other related development plans. Furthermore, the project facilitated youth, people with disability and indigenous people participation in CIP/DIP meetings, exceeding targets and fostering inclusivity.

Overall, the project thus successfully fostered progress in several areas, including increasing institutional transparency, promoting citizen engagement, and empowering youth, and people with disabilities as well as indigenous people participated in planning mechanisms at sub-national level. Despite encountering challenges – such as the ones linked to the COVID-19 pandemic or also delays caused by administrative challenges with local NGO partners as well as the contractual re-arrangements needed for introducing a new budget-line for sub-contracting IT-services that were crucial for guaranteeing the continuation of the development, testing and finalization of the DCSC public dashboard and the training of project partners in the implementation of this tool –, with the support of EU the project found responses to address these challenges and to successfully promote civic engagement, accountability, and the use of digital technologies to improve citizens-local government dialogue and service delivery.



## 2.2. Results And Activities

### A. RESULTS

The overall objective (Impact) the project was striving for was to develop effective, accountable, and transparent institutions at all levels, while ensuring public access to information and fundamental freedoms, as outlined in SDG 16. One of the indicators used to measure progress towards this objective was the percentage of the population satisfied with their last experience of public services, broken down by gender, persons with disabilities (PwD), youth, and ethnic minorities.

Citizens and youths were surveyed to gauge their satisfaction levels regarding various public services including commune offices, district offices, primary education, lower secondary education, health centers, hospitals, waste disposal, land titling, and environmental management. The target was to increase the indicator values for all citizens, persons with disabilities, women, ethnic minorities, and youth satisfaction. The results showed that the satisfaction levels for all citizens across all target groups increased from baseline to endline from 67% to 83%.

It is worth noting that despite the challenges posed by the COVID-19 pandemic, the average satisfaction level for all citizens increased thus by 16 percentage points on the endline assessment. This increase indicates, therefore, the positive impact of adaptive programming and coordination throughout the project in response to unexpected changes and challenges cause by the pandemic. These figures also highlight the substantial impact of the project implementation and indicate that the efforts directed towards improving these services have yielded significant positive results.

For a review of the focus on the three services—commune offices, health centers, and primary schools, the average levels of satisfaction were much higher; all citizens – 83%;

persons with disabilities – 83%; ethnic minorities – 83%; women – 84.3%; youth – 77%, thus showing the high impact of the implementation. Amongst citizens, on average across the various target groups, environmental management (55%) and waste management (51%) continued to have the lowest satisfaction levels, although it should be noted that satisfaction levels had improved from the midterm findings. Amongst citizens, on average across the various target groups, commune offices (87%), followed by primary schools (81%), district offices (81%), and health centers (81%) had the highest satisfaction levels. Amongst youth, on average across the various target groups district offices (82%), primary schools (81%) health centers (78%) and lower secondary schools (77%) had the highest satisfaction levels. Youth has the lowest satisfaction on waste management (59%) and environmental management (53%).



**Table 1. Levels of satisfaction with last experience of public services<sup>1</sup>**

Level of satisfaction	Baseline	Mid-term	Endline	% Change
All citizens (overall)	67%	61%	83%	16%
Persons with disabilities	59%	62%	83%	24%
Ethnic Minorities	69%	76%	83%	14%
Women	67%	65%	84.30	17%
Youth	68%	70%	77%	9%

The second indicator used to measure progress towards the overall objective (Impact) was the percentage (%) of JAAP action items implemented within 12 months by end of the project (EoP).

In regards of this indicator, the end of project evaluation measured the percentage of implemented Joint Accountability Action Plan (JAAP) action items within 12 months by the End of Project (EoP), and revealed positive results: Overall, for the four years of project implementation, 71.17% of JAAP action items had been implemented, while according to project data 58.68% were completed in 2020, 71% in 2021 (this value rises to 92% if COVID-19 actions were included), 78% of actions in 2022, and 77% in 2023. The endline evaluation confirmed further that 64% of those actions were implemented by using the local service providers' internal budget.

The information provided by the LNGOs involved indicated in fact several positive outcomes, such as the construction of health center infrastructure, improved access to education, faster commune administration services, and enhanced communication between service providers and citizens. However, the evaluation also highlighted challenges that the project had to overcome during project implementation. Citizens' limited participation in

<sup>1</sup> These figures are based on the project baseline report 2020, the project mid-term evaluation report 2022, and the project endline evaluation report 2024.

monitoring and evaluation committees, the lack of involvement of local authorities in the planning process, and difficulties in collaboration among service providers were identified as obstacles. The government and Civil Society Organizations (CSOs) working on social accountability noted, in that regard, two main issues: (1) the misalignment between the timelines of the CIP and JAAP, and (2) limited involvement, in some cases, from service providers and local communities.



To address these challenges, the program stepped up efforts on the engagement with service providers and improved ways of monitoring of JAAP action items to ensure effective implementation and integration into local authorities planning. As an example, social media platforms such as Telegram channels and Facebook were used to share information or updates and to engage with the community, while the established data dashboard aggregates feedback from community members on services with other relevant data, providing an accessible overview of progress on JAAP action items. This multi-faceted approach enables local authorities and stakeholders to monitor tasks more efficiently, identify bottlenecks and ensure timely completion of objectives while keeping the community informed and involved.

The project's specific objective (Outcome) has been to empower young ethnic minority citizens to make government more participatory, transparent, responsive and accountable, including by leveraging digital technologies.

This, in turn, was measured by the following indicators:

**% of youth and ethnic minorities (m/f) participate in development planning (CSC process, interface meetings, digital dashboard).**

Based on the endline evaluation conducted by an external consultant, participation had reached 75%, thus exceeding the 60% target at the end of the project. On the other hand, the project internal activity tracking system (ATS) also saw a steady increase in youth and ethnic minority participation in development planning activities over the course of implementation: data recorded 30% of participation (52% female) in 2020; 33% of participation (53% female) for 2021; 52% of participation (62% female) in 2022; and 55% of participation (58% female) for the year 2023.



In further detail, CARE's Activity Tracking System (ATS) recorded the following statistics:

- ☑ In 2020, 30% (816 people, 52% women) of young ethnic minorities participated in development planning. This percentage was low in the first year of the project because of the delay in the start of the ISAF cycle, in addition to the ban on large gatherings as part of the preventative measures to slow down the spread of the COVID-19 virus.
- ☑ In 2021, 33% (3,800 people, 53% women) of young ethnic minorities participated in the development planning at commune level.
- ☑ In 2022, 52% (3,241 people, 62% women) of young ethnic minorities participated in the development planning at the commune and district level.
- ☑ In 2023, 55% (16,457 people, 58% women) of young ethnic minorities participated in development planning at the commune and district level.

Over the course of the years, according to the baseline, midterm and endline findings, the project target of 60% has been exceeded, with a final participation rate of 75% among young ethnic minorities:

- ☑ Baseline Findings: 50% of young ethnic minorities participated in an ISAF/development planning activity.
- ☑ Midterm Findings: 85% of young ethnic minorities participated in an ISAF/development planning activity.
- ☑ Endline Findings: 75% of young ethnic minorities participated in at least one or more ISAF/development planning activities, exceeding the 60% project target.

At the endline survey, young and ethnic minorities were asked which ISAF or development planning activities they had participated in, and 75% (n=118) of the participants responded that they had participated in one or more of the activities, meeting the project target of 60%. The main activity that young and ethnic minorities had attended were the Community Investment Plan (CIP) meetings, or the District Integration Plan (DIP) meetings and interface meetings.

## % of inputs of ideas from participants via digital platforms.

The use of digital platforms for participants to provide feedback and input ideas showed significant progress throughout the project via the Digital Community Score Card (DCSC): while in 2021, 15% of participants had used digital platforms, by 2022 such kind of participation had increased to 70%, with 62% of those being women. In 2023, the respective data showed that even 85% of inputs came through digital platforms, with 7,542 participants using the DCSC.

In light of the above, the project thus clearly exceeded the target of 40% for inputs via digital platforms. The recently published report on the Community Digital Scorecard and JAAP Analysis (included in the annex) provided insights into the issues raised through digital platforms, such as building latrines, discipline of service providers, Gender Based Violence, safety and security in the community, clean water, lack of textbooks, and working hours.

## OUTPUTS

In what follows, the progress reached over the course of the project regarding the indicators assigned to the respective outputs will be detailed and assessed. For that purpose, the outputs as well as the respective indicators are listed below:

### Op 1.1 Improved Public Access For Our Target Groups To Information And Open Budgets.

#### % of targeted service providers post (and annually update) digitised I4C (including standards, performance data and budget information) via social media.

The monitoring and findings over the course of the project indicate a positive trend in the digitization of I4C data by service providers, and the target of 75% on that regard was exceeded. The targeted service providers (including communes, schools, and health centers) posted digital information on the ISAF app, Facebook, and Telegram channels.

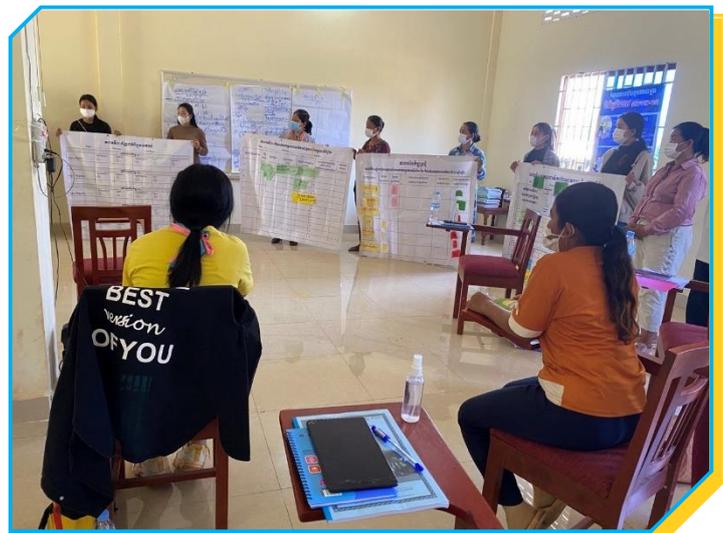
The endline evaluation conducted by the external consultant found that digital information on I4C had been 100% posted and updated by service providers in the target communes. Additionally to that, over the course of the project the following values stood out:

- ☑ According to the second-year narrative report in 2021, the value was 65% (151 out of 181 targeted communes posted digitised I4C data).
- ☑ From the midterm findings, the respective value was 95%, as 63 out of 66 interviewed communes posted digitised I4C data.
- ☑ According to the third-year narrative report, a total of 79% of the targeted service providers (128 communes, 405 schools, and 70 health centers) had updated their digital I4C via social media in 2021-2022. And 87% of the targeted service providers (160 communes, 416 schools, and 90 health centers) placed the I4C posters on information boards.

- ☑ In mid-2023, we recorded that a total of 96% of the targeted service providers (174 communes, 539 schools, and 98 health centers) had updated their digital I4C information boards.
- ☑ The endline findings demonstrated that 100% of all communes (10 out of 10) interviewed had digitised I4C data posted, noting however that not all health centers and schools did so. Moreover, 80% of District officers interviewed, 70% of Commune representatives and primary schools, but only 38% of health center representatives confirmed they posted digitised I4C data.

### % of target groups understand the frequently updated I4C (including standards, performance data and budget) by EoP.

By the end of the project, citizens were more aware and better able to understand the I4Cs materials (including standards, performance data and budgets) as compared to the beginning of the project. The endline evaluation demonstrated that 70% of citizens and 71% of youth were aware of and understand public services information, while the total average among all groups lies at 57,5%. This is a considerable increase compared to the baseline survey results, which indicated that 21% of citizens and 17% of youth understood I4C information. In comparison to these data, the mid-term evaluation showed a notably slower increase, as there 44% of citizens and 38% of youth were aware and comprehensively understood the I4C material.



In that regard, it is important to point out that the baseline defined three elements for the concept of understanding, namely: 1) decoding, 2) connecting and 3) analysing. The study found out that citizens and youth can make use of the information to their benefit as they can decode by breakdown the meaning of information, connecting the information to their daily life, and analyzing the information for their purpose of usages. The endline evaluation found that the accessibility to the information was still limited, with particularly the low literacy rates of the community members creating barriers. Citizens with low literacy found that in-person public meetings and videos via social media were more effective for them to understand. To alleviate barriers for access, the project also conducted home visits to individual households in order to reach the most vulnerable community members, such as persons with disabilities. Moreover, CARE also collaborated with the BBC Media Action to conduct a media campaign in Mondul Kiri, Ratanak Kikri, Stung Treng and Koh Kong provinces in order to generate increased engagement with youth and to promote the visibility of the project in the target provinces.

## Op 1.2 Increased Capacities Of Civil Society Actors, CAFs, And Local Government, In Facilitating Dialogue Between Local Authorities And Youth

### # of local NGOs and CAFs able to apply CARE's Youth Leadership Index (YLI) tool after Y1

This indicator had already been achieved prior to the endline of the project. In fact, the CARE Youth Leadership Index (YLI) tool was successfully applied by 14 local NGOs and an internal CAF capacity assessment in November 2022 indicated that 100% of CAFs (543 CAFs were targeted, and 545 CAFs effectively trained) have completed the training modules which increased their understanding on how to effectively engage youth in communities for the social accountability process, and were able to develop and implement a team workplan and carry out the activities in their communes. Supporting this output data, during the endline survey CAFs were asked about their confidence levels to train youths, with 72% (66/92) reporting that they had average or high confidence to do so. While this value is somewhat reduced from the 83% measured at the midterm, it must however be noted that at the endline-evaluation there was a relatively high percentage of CAFs interviewed with only one or two years of experience within the program.



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### # of local NGOs completed a training package to support ISAF process after Y1

This indicator was met, as shown by the project monitoring data and the mid-term evaluation, which demonstrated that 14 local NGOs (100%) had completed the ISAF training package and were capable of supporting the implementation of the social accountability process.

### # of certified CAFs able to lead ISAF process after Y1

With regards to this indicator, a total of 545 CAFs have completed the modules and understand how to effectively engage youth in the social accountability process, and they also were enabled to develop and implement a team workplan and carry out the respective activities in their communes. However, over the course of the project there has been a relatively high turnover in CAFs resulting in a large percentage of them having only 1-2 years of experience in the matter. And when comparing confidence levels compared to length of experience, the results showed that the longer the CAF was in the position, the higher the level of confidence. In fact, for those with less than one year of experience, around 60% reported confidence; for 1-2 years of experience, this increased to 66%, and to 75% for those with 2-3 years of experience; finally, up to 88% of those CAF with more than 3 years of experience reported being confident to lead the ISAF activities.

## Increase in the average CAF YLI score

The average CAF YLI score of 69% (58/84) at the endline had increased from the baseline (by 12%) and the midterm (4%), with minimum and maximum scores reached by individual CAFs also increasing. One can also argue that the target of 74% has been achieved, given that the target result of 74% falls within the range of 64.9% to 83.1% (which is the standard deviation of 9.1 from the value identified at the end of the project).

The YLI can be used to measure youth's self-confidence, decision-making, problem solving and organizational skills, their sense of voice, and their ability to motivate others. The 21 individual-level questions on the YLI are items that can be summed up to create an overall leadership score. The survey response options for the 21 individual questions are quantified as follows: **Rarely = 1; Sometimes = 2; Most of the Time = 3; Almost Always = 4**

As the possible range of answers for each question is from one to four, the lowest possible leadership score is 21 (when a respondent answers "1" to each of the 21 questions), and the highest possible leadership score is 84 (when a respondent answer is "4" to all of the 21 questions).

Following the midterm assessment, the respective indicator was adapted as the original one ("the % of CAFs achieving a YLI score of 75 points") was considered too ambitious, and thus a more realistic revised target of a 20% increase from the baseline was set following the midterm assessment. The endline evaluation found that this target of 62/84 points could not be achieved, as the average score of all participants in the survey resulted to be 58/84. Even so, both minimum and maximum scores had increased on midterm showing improvement. Moreover, the YLI tool indicates that scores are likely to drop after initial leadership training, due to the increased awareness of self-confidence/voice, decision-making, problem-solving and organizational skills, and only increase following the further engagement and participation of CAFs in activities that allow them to actively practice their skills in facilitation, networking, leadership, and project implementation. However, as indicated above, in connection with the endline survey, over 50% of CAFs interviewed had held their position for 2 years or less, and 22% even for 1 year or less, possibly accounting for targets not being completely reached.

## % of CAFs turnover per year

CARE started measuring CAFs turnover in 2022 following the ROM mission done at the request of the EU, and it was aimed at keeping the turnover rate to equal or less than 25% annually. Monitoring in the course of 2023 reported 17% CAF turnover, and for the endline, LNGO/CSO partners were asked to provide the figures of CAF turnover. The endline evaluation found a CAF turnover rate of 23.4%, based on the values and indications provided by the 11 LNGO partners that participated in the survey. In fact, high turnover occurred particularly in those geographical areas where the NGOs were replaced at some point while overall, the average turnover met the target of being equal to or less than 25%.

## Op 1.3. Strengthened Young Citizen Voice Through Digitised Citizen-Led Service Feedback.

### # of participants in digital CSC process through dashboard, digital platforms by EoP

The project exceeded the target of 14,400 participants, with a total 19,820 participants (63% female). API, InSTEDD and CARE also recently published the Report on Digital Community Score Card and the JAAP Analysis, in December 2023 (included in the annex). There were 1820 digital scorecards submitted (160 in 2021, 824 in 2022, and 836 in 2023). These were related to commune administration (641), primary schools (800) and health centers (379) respectively, in the five provinces covered by this project (Stung Treng 441, Ratanak Kiri 457, Kratie 427, Mondul Kiri 192 and Koh Kong 303) and 19,820 participants in total (63% female).

### Increase in the average youth YLI score

The average youth YLI score saw an increase from 58.2% at baseline to 61.9% at endline, and with a standard deviation of 9.1.

This indicator has been revised after the midterm assessment, from the requirement of a YLI score of 77% (65/84), to a more realistic one, and a target of 70% or an average score of 59/84 was set. The endline findings showed that the average YLI score among youths interviewed was 52 or 61.9%, a value that did not meet the target, but had increased compared with baseline and midterm results.

As can be seen from the figure below, the distribution of scores shows that the majority of youths (73% (86/118)) scored between 41 to 60 points, with just one youth scoring above 75.

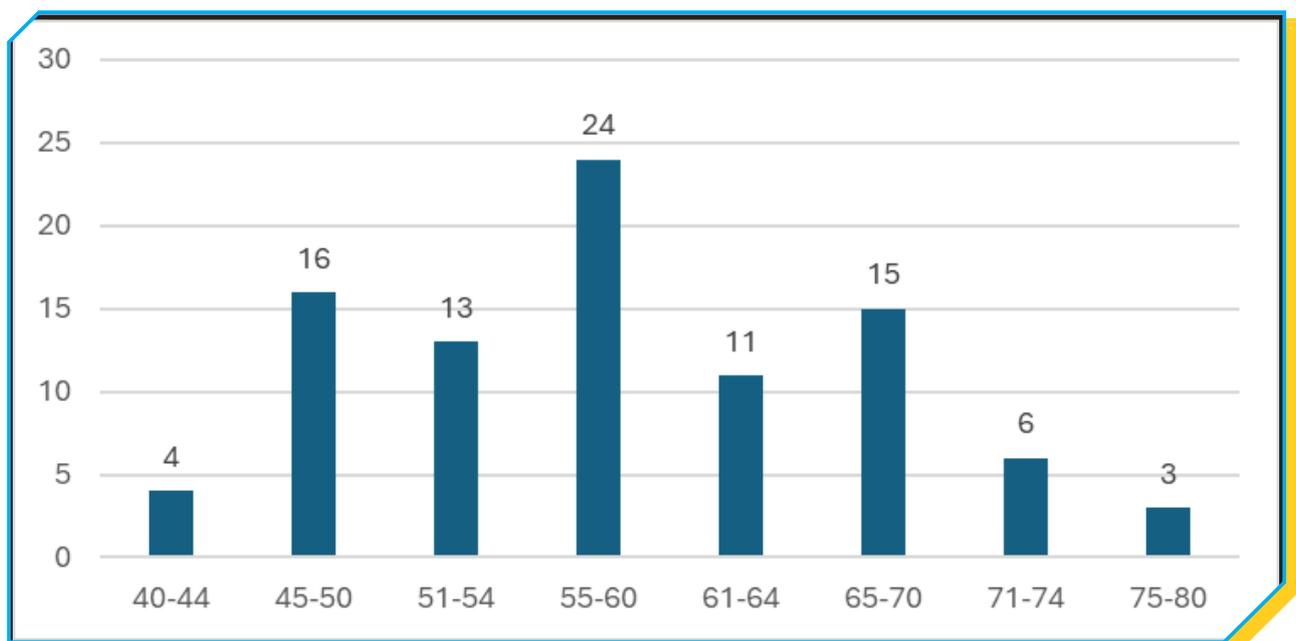


Figure 1. Distribution of individual YLI scores for CAFs

## Op.1.4 Improved Youth-Friendly Service Delivery By Public Service Providers

### % of JAAPs which reflect priorities of youth and ethnic minorities are linked with Commune Investment Plans (CIPs) and District Integration Plans (DIPs)

The 70% target of JAAPs which reflect priorities of youth and ethnic minorities and are linked with Commune Investment Plans (CIPs) and District Integration Plans (DIPs) was met, based on the project activity tracking system (ATS) and baseline evaluation.

In fact, the project data showed values of 78% in 2022 and 77% in 2023, respectively. While 100% (61/61) youth think that JAAPs reflect priorities of youth and ethnic minorities (increased on 54% at midterm), 77% (17/22) of local authorities consider that JAAPs reflect priorities of youth and ethnic minorities (50% at baseline, 64% at midterm). However, local NGOs during the survey expressed concern and feel that only 39% of the JAAP action responded to the needs of youth and ethnic minorities, and they feel that Community Based Organization (CBO) and LINGOs should increase their role to participate and advocate more with regards to social accountability at sub-national level. On the other hand, and also importantly, 100% (22/22) of local authorities state that JAAP priorities are included in Commune Investment Plans and District Integration Plans (99% at baseline, 87% at midterm).

### # of youths invited by LAs to attend a CIP/DIP meeting

During the project implementation period, a total of 3,576 youth (1,535 in 2023, 1,929 in 2022, and 112 in 2021) participated in CIP/DIP meetings. This indicator has clearly exceeded its target of 2,400 youths, because local authorities especially invited youth to attend CIP/DIP meetings.

### # of youths attend a CIP/DIP meeting

During the entire project implementation period, the number of 3,333 youth (101 in 2021, 1,642 in 2022, and 1,590 in 2023) attended the CIP/DIP meetings, exceeding by 2,133 the 1,200 attendees targeted in this indicator.

### # of persons with disabilities (PwD) attend a CIP/DIP meeting

During the project implementation period, a total of 490 persons with disabilities (281 in 2023, 205 in 2022, and only 4 in 2021) attended the CIP/DIP meetings. Just like the previous ones, this indicator has also exceeded its initial target (250).

From the endline evaluation, 91% (61/67) of people with disabilities attended the CIP/DIP meetings, which was a vast improvement on the midterm results of 37% (19/51) of persons with disabilities attending. Notably also, 95% of persons with disabilities had been invited to the meetings by the village chiefs at endline.

Following the above assessment of results, the section below elaborates on all the and activities covered during the project implementation period.

## B. ACTIVITIES

### 1. Preparatory activities at the start of the project

In the first year of the project, significant preparatory activities were undertaken to effectively respond to the COVID-19 pandemic. With strong support from national and international development partners, the Cambodian Government swiftly responded by collaborating closely with the UN Residence Coordinator’s office, particularly with the WHO and UNDP. Together, they developed a three-phased National COVID-19 Response Plan. CARE, as a key stakeholder, developed its own response plan and engaged in dialogue with donors to repurpose or suspend grants as necessary. Integration of COVID-19 prevention activities into existing projects, such as the Integrated Social Accountability Framework (ISAF), was ensured to increase awareness and mitigate the impact of the pandemic, including preventing early and/or child marriage.

CARE worked with the NCCD-S and successfully completed the signing of the Memorandum of Understanding (MOU) for this new grant on 20 April 2020. The MOU describes the strategy, target areas, and the division between the demand side and supply side of the social accountability framework implementation. It was also agreed that CARE and the CSO partners would not provide Daily Subsistence Allowances (DSA) for government counterparts, in alignment with the commitment of Development Partners to let the Government provide adequate financial support to their officials.

CARE was responsible for implementing the project in 33 districts in five target provinces, with two co-applicants (API and InSTEDD), and with 14 local NGO implementing partners.

**Table 2: Coverage of ISAF implementation in 2020**

No	Name of CSO	Number of Implementing Partners	Capital/ Provinces	Municipality/ Khan/District	Sangkat/ Commune	Primary School	Health Centre
1	OXFAM	2	2	3	25	29	19
2	RACHA	0	6	11	89	179	74
3	FHI360	6	6	5	51	96	49
4	WVI	11	5	30	292	569	225
5	<b>CARE</b>	14	5	33	183	732	101
<b>Total</b>		<b>31</b>	<b>24</b>	<b>82</b>	<b>640</b>	<b>1605</b>	<b>468</b>

**Table 3: Breakdown of CARE Coverages<sup>2</sup>**

	Province Name	#District/ Municipality	Com- munes	#Primary School (PS)	#Health Center (HC)	#LNGO Partners	Funding Source
<b>CARE</b>							
1	Ratanak Kiri	9	52	163	24	3	European Union (EU)
2	Mondul Kiri	5	21	86	14	2	
3	Koh Kong	7	29	89	13	3	
4	Kratie	6	47	242	33	3	
5	Stung Treng	6	34	152	17	3	
	Sub-total	33	183	732	101	14	

## 2. Civil Society Organisation (CSO) Coordination

CARE played a pivotal role as the temporary demand-side CSO Coordinator in 2019-2020, leading national-level coordination efforts for ISAF Phase II. This included communication with donors such as World Bank, European Union (EU), USAID, Swiss Agency for Development and Cooperation (SDC), and coordination among demand-side and supply-side actors such as NCDD, FHI360, DAI, WVI, STAR Kampuchea, the Asia Foundation, InSTEDD, API, VBNK, Oxfam, Save the Children, Cooperation Committee for Cambodia (CCC), STAR Kampuchea, RACHA and other 114 local NGOs who participated in the Partnership Steering Committee (PSC) election in 2020.

In its role as ISAF demand-side CSO Coordinator, CARE facilitated establishing the ISAF Technical Working Group to facilitate collaboration among implementing partners and stakeholders at a technical level. Notably, CARE successfully organized PSC elections, securing re-election as a PSC member, and ensuring representation of prominent advocates for inclusive governance to advance the ISAF phase II design and implementation.

Moreover, a series of inception meetings at the start of the grant engaged local stakeholders to introduce project objectives and foster collaboration. The meetings organized at provincial levels joined by districts and communes' representatives, provided a platform for dialogue and cooperation between project implementers and community representatives.

After the preparatory activities at the start of the project, the project activities as such were implemented as follows:

### **Activity 1.1.1 Specialised training partner and InSTEDD, together with civil society actors, develop digitised youth-friendly Information for Citizens (I4C) packs.**

Throughout the project implementation period, the consortium consisting of CARE, API, and InSTEDD made significant progress in promoting social accountability and inclusive information dissemination through the use of Information for Citizen (I4C) packages. The project engaged people via social media channels, reaching a total of approximately 7,068 people (approximately 1,208 people in 2022, 3,660 people in 2022, and 2,200 people in 2023).

<sup>2</sup> The planned target for implementation in 2020 shown here has been agreed under the MOU.

## Here are the key highlights in that regard:

Year 1: The consortium collaborated with the National Committee for Sub-National Democratic Development Secretariat (NCDD-S) and CSO partners to update the I4C packages. They conducted reviews of training guidelines, the ISAF Cambodia app, and relevant studies to formulate recommendations for digital ISAF products. InSTEDD conducted field studies to understand user preferences and challenges in information dissemination.

Year 2: CARE, API, and InSTEDD continued their collaboration with the NCDD-S and ISAF demand-side to update information posters for citizens. The team printed and distributed these posters to target communes. Additionally, with funding attribution support from Oxfam, API, CARE and Epic Arts (who assisted on the matter without any financial support) produced a series of learning videos and training material with sign-language to make ISAF more inclusive and accessible. The videos were used for online learning and training workshops.

Year 3: The consortium focused on creating the Information for Citizens Hub. It conducted a digital I4C design workshop and established a Facebook page as the public social media hub for promoting information for citizens. Monthly content planning meetings were held to ensure relevant content creation and dissemination. The Digital Community Score Card (DCSC) App was updated and made available to local NGO partners. The consortium also worked on developing a public dashboard that integrates the DCSC App and the NCDD App.

Year 4: A local sub-contractor, Kawsang<sup>3</sup>, provided maintenance and technical support to local NGO partners and CAFs. They engaged with the public through social media channels and developed a prototype for the Public Dashboard of the DCSC, offering comprehensive visualization of citizen priorities and local service provider performance. (For more details see Figure 2 below).

The consortium's efforts have resulted in improved access to information, enhanced citizen engagement, and strengthened social accountability. Key links mentioned in this section of the report include:

Episode 1: Social Inclusion and Disability Inclusion - YouTube (<https://www.youtube.com/watch?v=encCPN0rliE&feature=youtu.be>)

Episode 2: Accessible Information for Citizens - YouTube (<https://www.youtube.com/watch?v=S3MMR43J7cU&feature=youtu.be>)

Episode 3: Inclusive Citizen Monitoring Process - YouTube (<https://www.youtube.com/watch?v=dqQhzupR9WU&feature=youtu.be>)

Episode 4: Inclusive Joint Accountability Action Plan - YouTube (<https://www.youtube.com/watch?v=lhhREBaix8A&feature=youtu.be>)

Episode 5: Stakeholders Capacity Building and M&E for Inclusion - YouTube (<https://www.youtube.com/watch?v=yMraGMxZFSs&feature=youtu.be>)

Facebook page for Information for Citizen Hub (-i4C) ([https://www.facebook.com/\[page\\_id\]](https://www.facebook.com/[page_id]))

Link to the YouTube Channel: <https://www.youtube.com/watch?v=JRfHpM15XDo&t=286s>;

Link to the youth user-friendly guidelines for DCSC app: [https://www.canva.com/design/DAFBx\\_qV5VE/jzESL2DFhV87TunvRmAe6A/edit?utm\\_content=DAFBx\\_qV5VE&utm\\_campaign=designshare&utm\\_medium=link2&utm\\_source=sharebutton](https://www.canva.com/design/DAFBx_qV5VE/jzESL2DFhV87TunvRmAe6A/edit?utm_content=DAFBx_qV5VE&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton)

<sup>3</sup> Kawsang was initially a part of InSTEDD in Cambodia, and it became an independent entity in the course of the project.

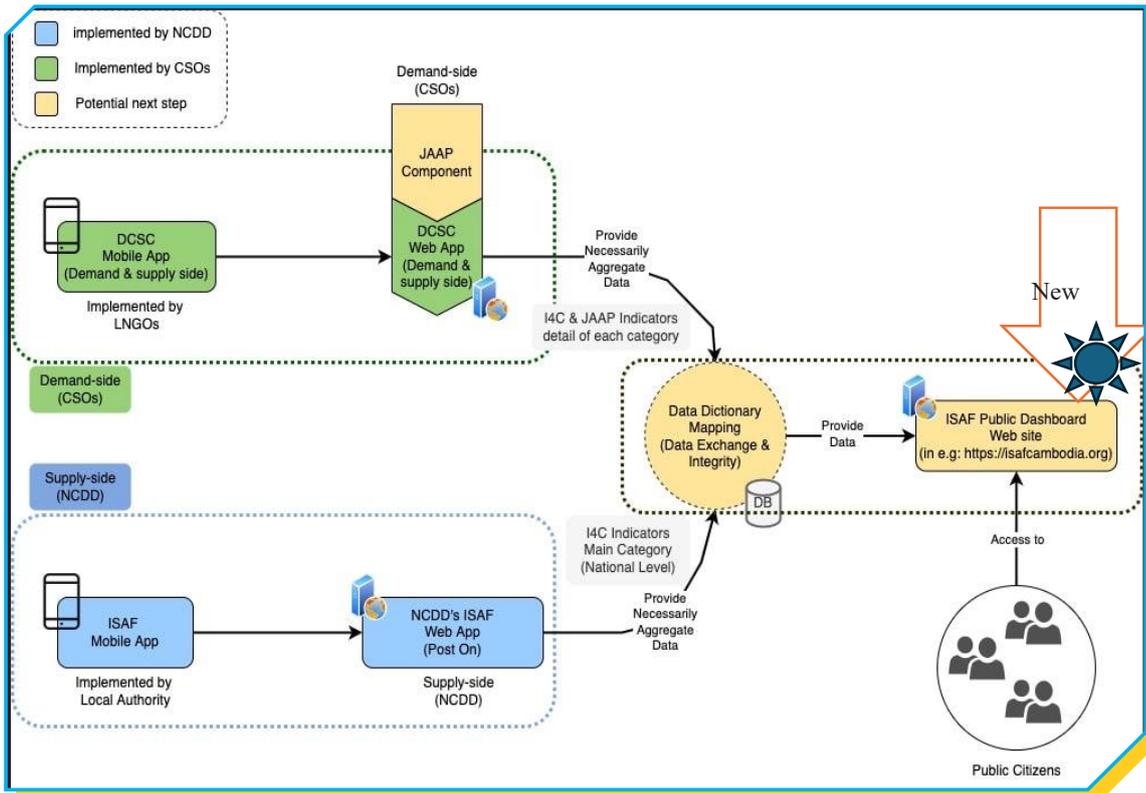


Figure 2. The technical approach for a public dashboard for social accountability in Cambodia

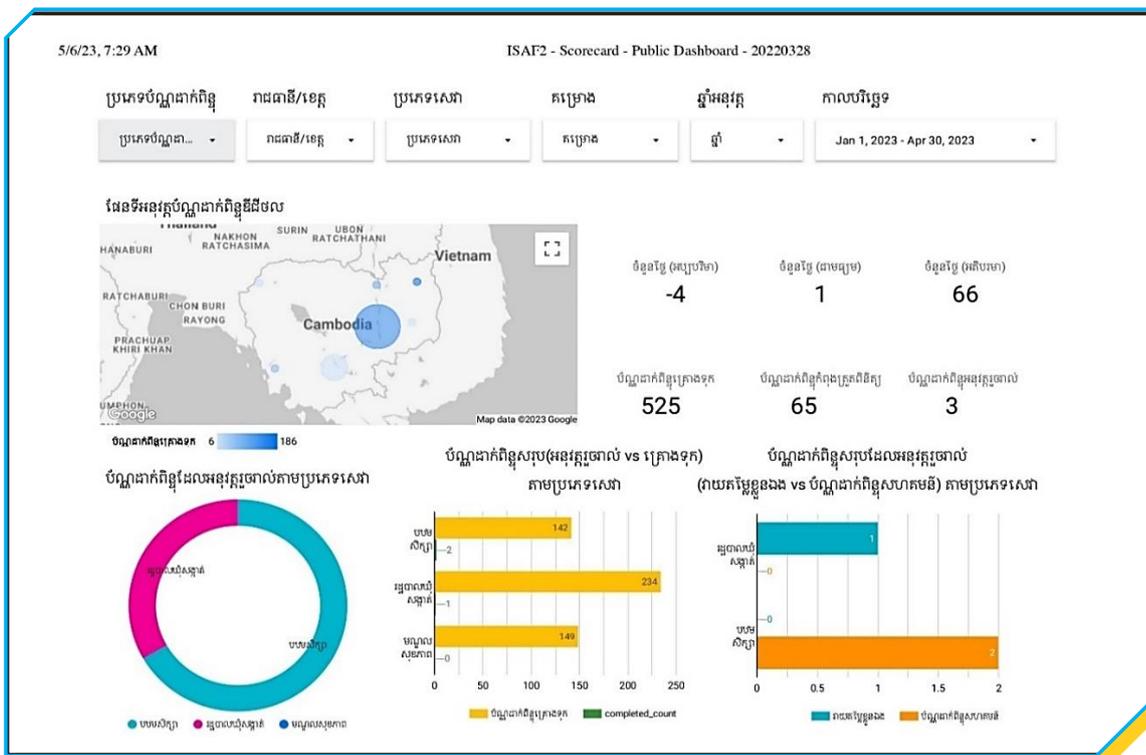


Figure 3. Screenshot on the cover page of the Public Dashboard (currently available in Khmer language) <sup>4</sup>

<sup>4</sup> ISAF-II Dashboard URL: <https://dashboard.digital-csc.org>, login info: email: guest@instedd.org, testing password: [https://Guest@instedd.org/#ISAF2!@#%\\$](https://Guest@instedd.org/#ISAF2!@#%$)

**Activity 1.1.2 CSOs prepare and update simplified audio-visual budget information and CAFs conduct outreach activities to enhance budget literacy for citizens.**

This activity was led by 14 local NGOs partners, with technical support from CARE and API, to enhance budget literacy for citizens by preparing and updating simplified audio-visual budget information. This involved collaboration with Civil Society Organizations (CSOs) and Community Accountability Facilitators (CAFs) to engage citizens effectively in understanding budget processes and participating in social accountability initiatives.

In Year 1, the groundwork for this activity was laid. Efforts focused on the development of simplified audio-visual resources for budget information. Four videos and four audio resources were produced, alongside consultative meetings with CSOs to ensure the effectiveness of these materials. Additionally, nine video clips were recorded and made accessible for CAFs and local NGOs (materials can be found in the digital folder in the annex). Outreach activities commenced, aligning with the ISAF-II implementation plan, targeting urban and rural communities.



Substantial progress was made in Year 2, with a focus on producing engaging multimedia content. Two music videos and an audio recording were created, addressing various aspects of citizen rights and service standards at the commune level. CARE also worked in partnership with Community Media Group, a local youth social movement in Ratanakiri province that created a centre to train and produce video contents. The group supported to facilitate broader dissemination, reaching rural populations effectively. Furthermore, educational publications and video tutorials were developed to deepen understanding and usage of digital tools for social accountability.

Year 3 marked the completion of planned activities, with an emphasis on community engagement and planning. Local NGO partners organized numerous meetings across provinces, facilitating updates on project progress and planning social accountability activities at the commune level.

The final year saw a continuation of engagement efforts, with a focus on strengthening social accountability practices. Meetings were conducted to update stakeholders on project achievements and plan future activities. Notably, the participation of women officials increased, indicating progress towards gender transformative practices. Collaborative efforts between API and CARE enhanced the dissemination of the Improved Information for Citizens (I4C) platform, empowering communities to advocate for improved social services.

In conclusion, this activity successfully achieved its objectives of enhancing budget literacy and promoting citizen engagement in social accountability processes. Through strategic partnerships and community-focused initiatives, significant progress was made in empowering citizens to participate actively in governance and demand accountability from service providers. The project's impact extends beyond the project's life, laying the

groundwork for sustained civic engagement and transparent governance practices. Details of project planning meetings are provided in Table 4.

**Table 4. Project update and planning meeting with CAFs and local authorities**

Province	Commune	Number of meetings	Number of participants	
			Total	Female
Stung Treng	45	20	454	169
Kratie	25	13	186	106
Ratanak Kiri	17	17	230	84
Mondul Kiri	6	6	40	13
Koh Kong	42	15	357	148
<b>Total</b>	<b>135</b>	<b>71</b>	<b>1267</b>	<b>520</b>

**Activity 1.1.3 CSOs disseminate digitised youth friendly I4C packs and CAFs conduct outreach activities to raise citizen awareness**

Over the course of the project duration, Activity 1.1.3 focused on the dissemination of digitized youth friendly I4C packs by local NGO partners and the conduct of outreach activities by CAFs to raise citizen awareness. This aimed to empower communities by providing them with information on their rights, service standards, and budget plans for commune development. The strategy employed a multi-faceted approach, combining face-to-face meetings, door-to-door home visits, and mobile loudspeaker broadcasts. This approach ensured broad and inclusive engagement, reaching a total of 1,006,703 citizens (34% youth, 19% ID-poor, 35% ethnic minorities, 6% persons with disabilities). Throughout the project, there was a consistent effort to adapt and respond to evolving needs, including incorporating COVID-19 prevention measures into awareness-raising activities.

Key progress achieved each year can be recapped as follows:

In Year 1, a total of 34,348 citizens were reached through a range of activities, including face-to-face meetings, home visits, and mobile loudspeaker broadcasts. This comprehensive outreach exceeded expectations and empowered communities to hold service providers accountable for their actions.

Year 2 continued the momentum of awareness-raising activities, reaching 512,084 citizens across the target provinces. The engagement of local partners and the utilization of social media platforms further expanded the reach of the initiative, with a focus on improving citizen awareness of their rights and local service standards.

Efforts in Year 3 built upon previous achievements, with a total reach of 304,113 citizens reached through in-person meetings and mobile broadcasts. Emphasis was placed on inclusivity, with home visits ensuring that people with disabilities were effectively reached. Communities demonstrated increased confidence in expressing their ideas and engaging with local authorities.

Year 4 saw a continuation of efforts, maintaining a focus on face-to-face meetings, home visits, and mobile loudspeaker broadcasts. The activity remained consistent in its goal of empowering communities and fostering accountability among service providers. The total number of participants reached remained steady at 156,158, reflecting sustained

engagement and impact.

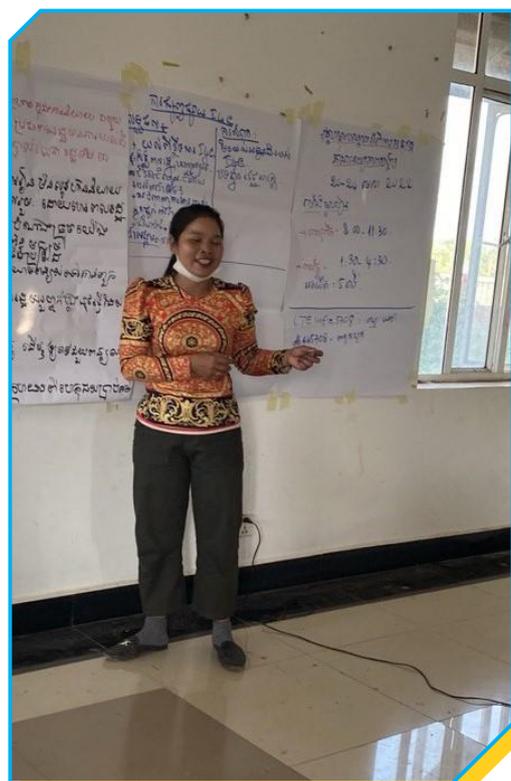
**Table 5. Awareness raising on I4Cs by year. (Covid-19)<sup>5</sup>**

No.	Year	Number of events	In-persons face to face meetings						Mobile kiosk/ loudspeaker broadcasts
			Total participants	Women	Youth	ID-Poor	Ethic Minority	PwDs	
1	2020	134	3,179	1,659	847	317	918	13	31,169
2	2021	423	5,027	1,783	3,244	1,462	672	1,945	241,291
	Covid-19 <sup>7</sup>	608	11,338	6,195	2,879	1,489	4,174	72	254,428
3	2022	439	10,489	7,045	3,112	1,793	3,213	73	293,624
4	2023	494	11,653	7,797	4,008	2,753	5,795	205	144,505
	<b>Total</b>	<b>2098</b>	<b>41,686</b>	<b>24,479</b>	<b>14,090</b>	<b>7,814</b>	<b>14,772</b>	<b>2,308</b>	<b>965,017</b>
				59%	34%	19%	35%	6%	

**Activity 1.2.1. CARE selects CSOs and conducts tailor-made capacity-building in financial management**

CARE's work on Activity 1.2.1 has resulted in significant progress over the course of the project. In the first year, CARE carefully selected 14 local NGO partners out of 27 applicants based on thorough criteria evaluating their competence to work with ethnic minorities, address gender equity, and engage youth. CARE then provided comprehensive training to these partners on program and financial management.

In the second year, CARE continued to closely monitor the performance of the local NGO partners through quarterly expenditure verifications, management review meetings, field visits, and annual performance assessments. This process allowed CARE to identify areas for capacity strengthening, with a focus on improving feedback accountability mechanisms and financial management. CARE provided mandatory training, orientation, and ongoing coaching and support to the local partners. An annual performance review was conducted, assessing criteria like financial management, program delivery, and accountability. The review found that the majority of partners (85%) mostly met the requirements, with 15% fully meeting them. Areas identified for further capacity building were feedback and accountability mechanisms and financial management. By the end of the year 2022, 13 out of the 14 local NGO partners were deemed to have met the requirements, allowing them to continue the partnership, while one partner was severed the ties. Specifically, an internal investigation found that this local NGO partner, HEAD, had been involved in conflicts of interest, violating hereby the terms of their partnership agreement with CARE (the investigation is included in the annex). Upon terminating this relationship, CARE contracted a



<sup>5</sup> COVID-19 Prevention Measures Awareness Raising Activity.

new local NGO partner to take over target areas of HEAD and increased oversight and quality control measures.

In years 3 and 4, CARE continued monitoring partners through expenditure verification visits, monthly reflection meetings, and an organizational management meeting. This helped identify areas for improvement, such as compliance with EU visibility requirements, documentation of procurement and cash payments, and archiving. In 2023, while 13 partners met the requirements, one partner was found to not meet the standards and the partnership contract was terminated. In this concrete case, FHD was released from their contract due to conflicts of interest and the failure to meet the financial and programmatic requirements outlined in the partnership agreement (the internal investigation and an external investigation report is included in the annex). Following this termination, the continuation of project activities in the target areas of Sre Ambel and Kiri Sakor districts, Koh Kong province, was ensured by CARE's direct engagement in the social accountability work and with the CAFs at local level, until a new suitable partner could be identified and contracted. This temporary measure allowed to maintain the project's momentum and service delivery to the beneficiaries without disruption. Further on, the local NGO partner PFDA took over the activities to be implemented previously by FHD.

Overall, CARE's capacity building support enabled the local NGO partners to effectively implement social accountability activities, with a focus on program quality implementation, strengthening their financial management and compliance with donor requirements.

**Table 6: List of local NGO partners (PFDA<sup>6</sup>, FHD<sup>7</sup>, HEAD<sup>8</sup>)**

No.	Name of the Organization	Province	Period of Partnership
1	Action for Health Development (AHEAD)	Koh Kong	2020-2023
2	Partners for Development in Action (PFDA) <sup>8</sup>	Koh Kong	2021-2023
3	Family Health Development (FHD) <sup>9</sup>	Koh Kong	2020-2022
4	Conserve Indigenous Peoples Languages Organization (CIPL)	Ratanak Kiri	2020-2023
5	Building Community Voice (BCV)	Ratanak Kiri	2020-2023
6	Save Vulnerable Cambodians (SVC)	Ratanak Kiri	2020-2023
7	Alliance for Conflict Transformation (ACT)	Mondul Kiri	2020-2023
8	My Village (MVi)	Mondul Kiri	2021-2023
9	Kampuchea Women Welfare Action (KWWA)	Kratie	2020-2023
10	Nak Akphivath Sahakum (NAS)	Kratie	2020-2023
11	Community Development Centre (CDC)	Kratie	2020-2023
12	Youth Council of Cambodia (YCC)	Stung Treng	2020-2023
13	Prom Vihear Thor (PVT)	Stung Treng	2021-2023
14	Khmer Association For Development Of Country-side (KAFDOC)	Stung Treng	2020-2023
15	Health and Development Alliance (HEAD) <sup>10</sup>	Koh Kong	2020

**Activity 1.2.2. API trains CSOs in access to information, community-led monitoring and selection and capacity development of CAFs**

The project has significantly built the capacity of CAFs and local NGO partners to facilitate social accountability processes at the community level, with a focus on inclusivity and sustainability.

In the first year (2020) of the project, CARE supported 12 local NGO partners to recruit 474 CAFs across the 5 target provinces. These CAFs were 65% female and 77% youth. API provided training to the CAFs on the Implementation of the Social Accountability Framework (ISAF), including modules on information access, open budgets, citizen monitoring, and community scorecards. By the end of the first year, 117 CAFs (25% of the total) had completed the ISAF training.

In the second year (2021), the project expanded its capacity building efforts, training 14 local NGO partners on access to information, community-led monitoring, CAF selection and capacity development. By the end of 2021, 535 out of 552 CAFs (97%) had been trained on ISAF Phase II concepts, including information dissemination, citizen monitoring, interface meetings, and social inclusion. Monitoring data showed that 80% of CAFs were able to effectively facilitate the ISAF process, with 30% being highly confident in doing so. The project retained 543 active CAFs (65% female, 76% youth, 37% ethnic minority) across the 5 provinces.

<sup>6</sup> PFDA was the local NGO partner who replaced HEAD in late 2020.

<sup>7</sup> FHD was suspended in 2022 and officially terminated in early 2023, due to compliance issues and mismanagement.

<sup>8</sup> HEAD was terminated the contract in late 2020 due to compliance issues and mismanagement.

In the third year (2022), the project team revised the training materials and methodology based on the mid-term assessment and the Results Oriented Monitoring (ROM) (see annex). The training shifted to a mix of classroom learning and field practice, allowing CAFs to apply ISAF concepts in their communities. A total of 545 CAFs (63% women) successfully completed the training programs. The training results showed that CAFs understood and could demonstrate key ISAF activities, such as I4Cs dissemination, community scorecards, interface meetings, and integrating the Joint Accountability Action Plan (JAAP) into Commune Investment Plans (CIP) and District Investment Plans (DIP). According to a CAF survey, 82% had enhanced leadership and facilitation skills for commune-level development planning and social accountability.

During the fourth year (2023), the project focused on follow-up and coaching for CAFs and local NGO partners. A total of 446 CAFs, including 237 youth and 156 members of ethnic minorities, received follow-up and coaching on information dissemination, citizen monitoring, and on the use of digitized scorecards. Field monitoring showed that trained CAFs worked effectively as a team, coordinating with local service providers, and understanding the importance of pre-meeting preparation. Additionally, 48 new CAFs, including 33 women, 31 youth, and 24 members of ethnic minorities, received practical training on ISAF concepts and tools. A 3-day training was also provided to 25 participants, including 20 CAFs and 5 technical staff from local NGOs, on creating criteria for municipality-level services and developing proposed actions through citizen monitoring and interface meetings.

**Table 7: Breakdown data of CAFs trained and retained in the project's life.**

Province	Number of CAFs							
	Total	Female	Youth	ID Poor	Ethnic Minority	People with disability	CAFs retained from Phase I	Newly recruited CAFs to replace drop-outs
Stung Treng	103	72	87	2	16	0	5	28
Kratie	141	96	74	5	9	0	47	9
Ratanak Kiri	150	85	141	16	130	1	19	9
Mondul Kiri	63	39	48	3	41	0	9	26
Koh Kong	88	63	61	3	5	0	27	21
<b>Total</b>	<b>545</b>	<b>355</b>	<b>411</b>	<b>29</b>	<b>201</b>	<b>1</b>	<b>107</b>	<b>93</b>

**Activity 1.2.3 API trains local government and service providers on youth engagement, youth and women-friendly services and capacity self-assessment**

Activity 1.2.3. focused on training of local government and service providers on youth engagement, youth and women-friendly services, and capacity self-assessment. Over the project implementation period, the project team conducted a series of workshops and trainings to build the knowledge and skills of stakeholders in implementing social accountability frameworks.

In the first year, ISAF team staff conducted training on youth engagement, capacity self-assessment, social inclusion, and citizen monitoring for 297 government participants (68 female) across 5 provinces. This contributed to improved relationships between CAFs, local NGO partners and government, and increased stakeholders' understanding of ISAF implementation.

In the second year, two training workshops were organized: One on social accountability and youth-friendly services for 34 government officials (11 women) in Kratie, and another workshop sensitizing 91 participants (25 women) on ISAF operational guidelines and social inclusion. Two additional refresher training sessions in Kratie and Battambang reached 210 government official participants from provincial, district and commune levels (89 women), focusing on ISAF roles, monitoring, and joint action planning. Participants showed improved understanding and confidence in facilitating the social accountability process.

In the third year, API and CARE organized reflection workshops to gain inputs on improving local authorities' capabilities and collaboration. CARE did not conduct any direct training, but rather supported the responsible government focal points at provincial and district levels on training evaluation, materials review, and practice sessions. Overall, 371 local officials and service providers (86 women) were trained across 10 sessions in the four provinces of Koh Kong, Ratanak Kiri, Kratie, and Mondul Kiri. In the fourth year of 2023, no direct training was provided, but CARE and partners participated in provincial meetings to collect inputs for improving future training design and planning.

In conclusion, over the 4-year period, the project team was able to reach a significant number of local government officials and service providers through a combination of direct training, support to focal points, and collaborative workshops. This helped to increase awareness, knowledge, and confidence in facilitating social accountability processes at the sub-national level. While no direct training was provided in the final year, the team continued to engage stakeholders to gather feedback for enhancing future capacity.

**Activity 1.3.1 InSTEDD develops a “digitised community score card (CSC)” including feedback collection mechanism, and dashboard for progress analysis and monitoring**

In the first year of the project in 2020, InSTEDD developed a digitised community scorecard (CSC) including a feedback collection mechanism and a dashboard for progress analysis and monitoring. For that purpose, CARE adopted the digitised scorecard from CARE Malawi, and a human-centered design approach was applied to ensure that the tool fits the Cambodian context. This included assessing existing tools and materials to be digitized, conducting consultative meetings with CSO stakeholders, and field visits and demos with target users in Ratanak Kiri and Kampong Cham provinces. Due to COVID-19 restrictions, the team had to shift many activities to virtual meetings. InSTEDD also conducted studies with youths in the two provinces to understand preferred communication channels for the digital I4C materials.

In the second year in 2021, InSTEDD completed the mobile application for the digital community scorecard (DCSC). The app incorporated feedback from field validations to make it more user-friendly, including integration of signs and sounds for low-literate users. Audio recordings in ethnic minority languages were embedded. InSTEDD conducted piloting and training on the app with 61 participants from 13 local NGO partners and CAFs. Several other ISAF implementers like FHI 360 and World Vision were also provided demonstrations on the app.

During the third year in 2022, the digital community scorecard (DCSC) app was fully completed and rolled out with 14 local NGO partners across five provinces. The value of

this app was acknowledged by the government and adapted by various CSO partners under USAID funding. InSTEDD provided ongoing technical support and refresher training to the local NGO partners on the use of the DCSC app.

In the fourth and final year of the project in 2023, InSTEDD and API led the development of a proposal to advocate for the creation of a public dashboard to bring the citizen monitoring and social accountability data from the DCSC to be utilized at policy level. This public dashboard is needed in addition to the DCSC to ensure that the citizen monitoring and social accountability data collected through the DCSC is effectively utilized at policy level: while the DCSC serves as the centralized platform for aggregating and managing this data, such a public dashboard can provide a user-friendly interface to make the insights and findings from the DCSC more accessible and impactful for policymakers and the general public. Plans were also made to receive support from the government to host the DCSC and the public dashboard after the project phase out in 2024 in order to ensure sustainability of the tool's use in the future. The meeting with NCDD-S and MOI in January 2024 was positive as the government would like to fund the hosting of the app. However, the CSOs expressed concern over the government's control on citizens' data. This matter was discussed with the World Bank and the CSOs coordinator. It was solved by the end of project in January 2024, as key social accountability demand-side and supply-side including Government bodies, NCDD, World Bank, and national CSOs participated in the social accountability exit strategy and acknowledged that the DCSC was one of the pathways for sustainable social accountability in Cambodia. CARE organized a consultation workshop in mid-January and the result of the consultation was put into a concept paper for the transition of CARE's Social Accountability (SA) activities to national actors. This paper was circulated to NCDD, DFAT, and the World Bank in March 2024 (paper included in the annex).

### Activity 1.3.2. Specialised training partner trains CSOs and CAFs in digital storytelling

During the first year in 2020, the specialized training aimed at empowering local NGO partners and CAFs in digital storytelling faced inevitable delays due to the onset of the COVID-19 pandemic and associated lockdowns. As a result, implementation was rescheduled for the first semester of 2021. Amidst these challenges, the project team diligently redirected efforts to prioritize the integration of pandemic response strategies at national and sub-national levels.

During the second year in 2021, CARE and partners successfully devised a comprehensive storytelling framework encompassing crucial elements such as information sharing, consent protocols, and ethical considerations. This framework, coupled with photography guidelines, formed the basis of our training sessions delivered to 14 local NGO partners in June 2021. The positive response and expressed need for extended learning prompted the organization of a specialized one-day workshop. Despite persistent challenges posed by ongoing lockdown measures, progress persisted as partnerships were forged, and plans for future training sessions were laid out post-mid-term review.

Transitioning into the third year 2022, uncertainties linked to the spin-off of InSTEDD in Cambodia and the following contractual re-arrangements introducing a new budget-line for sub-contracting IT services caused challenges and limited the work with the specialized training partner. In response, the project proceeded with digital storytelling training supported by CARE communication specialists from Cambodia and Australia. Two

intensive sessions were conducted in May 2022, empowering local NGO partners and CAFs to leverage digital platforms for impactful storytelling. The subsequent online monitoring and support sessions ensured sustained progress, resulting in a notable increase in social media presence and engagement, exemplified by over 121 posts reaching 4,243 individuals and generating 2,135 interactions.

By the fourth year in 2023, the participating NGOs had produced 50 impactful digital stories, each connecting with audiences and raising awareness and support for social accountability (additionally to the links provided below, refer to the annex for further examples). These stories, disseminated through various online channels, attracted over 11,000 viewers and elicited significant engagement, including expressions of interest in volunteering and donations. As we look ahead, the momentum garnered by digital storytelling underscores its pivotal role in amplifying impact and fostering meaningful connections with our stakeholders.

Some examples of the posts are listed in the following links:

- <https://www.facebook.com/STN-Alliance-100732998902808/>
- <https://t.me/+HBJAFDiX4VfXyEHZ&https://t.me/+WMmTC9mSa60S3GxV>
- <https://web.facebook.com/watch/?v=605058601002929>
- <https://web.facebook.com/CM4Development/videos/392948072701445>
- [https://web.facebook.com/permalink.php?story\\_fbid=165054025941294&id=100073100932973](https://web.facebook.com/permalink.php?story_fbid=165054025941294&id=100073100932973)
- <https://web.facebook.com/101031438696179/photos/a.101403018659021/376332331166087/>
- <https://web.facebook.com/ciplconserve/videos/369826008593627>
- <https://web.facebook.com/SVC.org.kh/videos/605058601002929>
- <https://web.facebook.com/CM4Development/videos/392948072701445>
- <https://fb.watch/hTDEZ-6VmH/>
- <https://www.youtube.com/watch?v=tPHi46vqPRc>
- <https://www.facebook.com/CIPL2017/posts/564192162567568>
- <https://www.facebook.com/BCVOfficial/posts/pfbid0VWxRwWznF1xjac6tkLSuVd7P1aWPYijfRyrorq2gR9SBxbugXvJwSaLE4K2ASgB9I>
- <https://www.facebook.com/CIPL2017/posts/512328514420600>
- <https://www.facebook.com/BCVOfficial/posts/pfbid089e5seGK6y8gGEKVwYhZn9ek3CUiPUKYVZwEK8U5X5Krb2AMTRye2Hih37aq5Ec2I>
- <https://www.facebook.com/BCVOfficial/posts/pfbid02XjVjU54TLZjcJxPHKQGwjXikbho8bKDqxFdxATkzM7xnANMTbMc11jBBWy15kzfl>
- <https://www.facebook.com/BCVOfficial/posts/pfbid02fePxaSpLWVCfvhYjb4QvVYMnsXfxE92tAy7fVTBtETjStmTMiSrBWMtwxswxNSxol>
- <https://www.facebook.com/BCVOfficial/posts/pfbid0czX9g7J3sDbjRkPYBrqDPruKvWd7UWyxLN1a4SU9AyxzhBrLVfBQPrYGK6FmJhGul>

- <https://web.facebook.com/SVC.org.kh/posts/pfbid02jTYm4Z5FydSWWqML3xcYV2uDfB3R194csvwshuTvKsMPExyjoi87dK2SNPr8mP3I>
- <https://www.facebook.com/profile.php?id=100069249795371&mibextid=ZbWKwL>
- <https://web.facebook.com/profile.php?id=100070129511459>
- <https://www.youtube.com/watch?v=y8Vs7oM4cxQ>
- <https://www.youtube.com/watch?v=2uu8RElza0U>
- [https://www.youtube.com/watch?v=LcWy5w\\_kZ\\_k](https://www.youtube.com/watch?v=LcWy5w_kZ_k)
- [https://act-kh.org/governance-social-accountability/?wpdmc=governance-\\_social-accountability](https://act-kh.org/governance-social-accountability/?wpdmc=governance-_social-accountability)

### Activity 1.3.3 CSOs and CAFs facilitate citizen monitoring of services using digitised CSCs

This activity focused on using Digitized Community Scorecards (DCSC) for citizen monitoring of services by CSOs and CAFs. In the first year, in 2020, the project team provided ongoing input and learned from the session led by InSTEDD on the digitized scorecard. A human-centered design approach was applied in the app development process, including stakeholder consultation, a series of field testing with targeted audiences, and app progress demos with local NGO partners, CAFs, and communities. Despite the challenges of COVID-19 and community lockdowns, small gatherings and virtual meetings were conducted. The DCSC application was completed, and the app was ready for online launch in mid-January 2021.

In the second year, in 2021, the DCSC application was completed in January, and training on its use was provided to 13 local NGO partners and 30 CAFs. This pilot accounted for 17% of community scorecards (30 out of 181 communes), with the participation of 450 citizens (306 women). CAFs and local NGO partners expressed strong satisfaction with the application, leading to the scaling up of the digital community scorecard in the target communes starting in September 2021. In this cycle, 164 digital community scorecards were conducted by CSOs and CAFs.

In fact, the DCSC has proven to be a new, youth-friendly tool that enables better data management, saves time and costs, and minimizes environmental impact. It modernized the way the community can monitor the performance of local governance and builds a basis for constructive dialogues with local authorities. The priority criteria of performance, behavior and standards of service providers that were deemed as highly satisfied by citizens included on-time service delivery, accurate task assignment, informed planning, respect for time and roles, and the availability of textbooks for children. The criteria of performance, behavior and standards that were deemed as highly dissatisfied by the citizens and required, thus, response actions from local authorities included the lack of separate toilets for boys and girls, insufficient information boards and displays, poor relationships between commune councilors and citizens, inadequate infrastructure (e.g., school buildings, libraries, toilets, water washing stations, and roads), and poor environmental and hygiene conditions in the communes.

In the third year, during 2022, 14 local NGO partners supported CAFs to carry out a total of 545 community scorecard meetings, attended by 9,291 citizens including 70% women, 42% ethnic minorities, 28% youth, 24% ID Poor, and 1% people with disabilities. Of these,

364 meetings (67%) were conducted using the digital community scorecard, attended by 5,854 participants (4,205 women, 2,575 youth, 2,214 ID-poor, 3,865 ethnic minorities, and 90 people with disabilities). The digital community scorecard analysis provided insights into the improvement criteria raised by citizens. Non-physical infrastructure improvements were the main priorities, including enhancing working principles such as working hours, professional and ethical standards of staff, and transparency in service fees. Soft skills training for councilors and commune staff was also assessed to be able to improve the situation, particularly in their behavior when dealing with youth and women. Improvements in physical infrastructure, such as toilets and functional improvements, including ramps for people with disabilities and the division of toilets for men and women, were also identified as priorities.

During the fourth year of the project implementation period (2023), 13 local NGO partners, in collaboration with over 500 CAFs, facilitated 450 community scorecard meetings, with 91% using the digital version of the community scorecard (DCSC). Across 435 villages within the five target provinces, a diverse range of 7,070 participants engaged in these community scorecard meetings, including 4,882 women, 1,825 youth, 1,486 people classified as ID-Poor, 2,477 members of ethnic minorities, and 68 people with disabilities. This level of participation demonstrates the inclusive nature and effectiveness of the DCSC approach in the social accountability framework and reflects the commitment of the local NGO partners and CAFs in ensuring that various segments of the community have a voice and contribute towards local decision-making processes.

Overall, the implementation of this activity on CSOs and CAFs facilitating citizen monitoring of services using digitized CSCs, has been a significant success. The project team's efforts in developing and rolling out the digital CSC application, as well as the active engagement and commitment of local NGO partners and CAFs, have resulted in increased citizen participation and improved service delivery in the target provinces. The inclusive nature of the DCSC approach and the diverse range of participants involved demonstrate the project's commitment to ensuring that all members of the community have a voice in local decision-making processes. After the end of this project and moving forward towards the future, CARE and partners will continue to actively participate in social accountability efforts at national level. The lessons learned and the results achieved will provide a solid basis for all the related stakeholders to build on and explore ways to further strengthen the digital community scorecard and the social accountability framework.

**Activity 1.3.4 CSOs and CAFs hold targeted CSC/capacity self-assessment dialogues with youth and service providers**

Overall, the community scorecard and service provider self-assessment meetings have provided opportunities for citizens and service providers to assess and improve service delivery. The meetings have resulted in Joint Accountability Action Plans (JAAP) and the implementation of various actions, including the utilization of local service providers' internal budgets. The inclusive nature of these meetings has ensured that diverse perspectives are considered. At the impact level, the service provider self-assessment dialogues enable service providers to gain a deeper understanding of the needs and challenges faced by youth and women to access quality services. This insight allows service providers to tailor their support and services to better meet the needs of youth and women, leading to more effective and targeted interventions. On the other hand, by actively participating in the self-

assessment dialogues, youth and women are empowered to take ownership of their local community development. This empowerment enables them to make informed decisions about their lives, set their goals, and develop strategies to achieve them.

In 2020, due to the prioritization of COVID-19 response actions, the number of community scorecard sessions conducted was limited. However, 27 community scorecard meetings were organized by CAFs and local NGO partners in 11 communes, with a total of 462 participants, including 338 females.

In 2021, there was a significant increase in the number of community scorecard meetings. A total of 463 meetings were held, with 8,020 participants providing feedback and proposing improvement actions. The participation of youth increased by 33% compared to the previous cycle. Additionally, 450 service provider self-assessment meetings were organized, with 3,800 service provider staff participating.

In 2022, 496 service provider self-assessment meetings were organized, focusing on service performance, and involving participants from different groups, including youth, ethnic minorities, women, and people with disabilities. A total of 3,115 participants attended these meetings.

In 2023, CARE and API provided technical support to 13 local NGO partners and over 500 CAFs to facilitate 287 service provider self-assessment meetings. These meetings involved 1,778 participants, with a focus on engaging and empowering underrepresented communities.

**Table 8: Breakdown of data on community scorecard meetings per year.**

Year	# of CSC events	Total number of participants	Female	Youth	ID Poor	Ethnic Minority	People with Disability
2020	27	462	338	164	134	73	0
2021	463	8020	5073	2646	1280	3466	62
2022	496	3115	1355	966	27	627	6
2023	287	1778	850	499	5	260	4
<b>Total</b>	<b>1273</b>	<b>13375</b>	<b>7616</b>	<b>4275</b>	<b>1446</b>	<b>4426</b>	<b>72</b>

**Table 9: Breakdown of data on service provider self-assessment meetings by year**

Year	# of Self-Assessment Events	Total number of participants	Female	Youth	ID Poor	Ethnic Minority	People with Disability
2021	450	3800	2,017	1153	92	1100	12
2022	496	3115	1355	966	27	627	6
2023	287	1778	850	499	5	260	4
<b>Total</b>	<b>1233</b>	<b>8693</b>	<b>4222</b>	<b>1465</b>	<b>124</b>	<b>1987</b>	<b>22</b>

### Activity 1.3.5. CSOs and CAFs support community members in digital storytelling, which gets integrated into CSC digital dashboards

In 2020, due to the COVID-19 pandemic and community lockdowns, the project team was unable to carry out the planned activity of supporting community members in digital storytelling and integrating it into the CSC digital dashboards. However, in 2021, the team swiftly pivoted and conducted two co-design workshops with project partners, government, and ISAF implementers to develop the conceptual framework for the digital dashboard.

The workshops led to the successful release of the DCSC dashboard (Version 1) in November 2021. This dashboard serves as a tool to collect lessons learned, generate reports with visualizations of progress across communes, districts, and provinces, and enable access for local authorities and other stakeholders to make routine improvements to their services. The project team also trained local NGO partners and CAFs on using the dashboard and supporting community members in creating and integrating data from their community to make their digital stories useful and enriching for local community development.

In 2022, further progress was made on integrating the DCSC app and the information for citizens app into a single digital dashboard. However, the progress was slowed down due to uncertainties linked to the spin-off of InSTEDD in Cambodia and the following contractual re-arrangements introducing a new budget-line for sub-contracting IT services that were essential for the continuation of the development, testing and finalization of the CSC digital dashboard. As a consequence, while the digital dashboard could be produced according to the project plan, the integration with the information for citizens app could not fully happen in time. With regards to the digital storytelling, the project proceeded to provide such training through CARE communication specialists from Cambodia and Australia, using thus internal CARE resources for the purpose. The respective training sessions aimed at local NGO partners and focused on equipping their staff with the skills needed to effectively share stories that highlight the impact of social accountability and of the organization's work, and they included (a) storytelling techniques, (b) photography and videography, (c) interviewing, and (d) ethical considerations and the importance of obtaining informed consent.

Overall, the digital dashboard has proven to be a valuable tool for data visualization, monitoring progress, and informing policy decisions. It allows policymakers, especially at district and commune levels, to generate empirical data and suggestions for policy changes based on the community's experiences and feedback. The integration of digital storytelling has empowered community members to share their narratives, adding a human-centred dimension to the data collected.

Despite the initial challenges posed by the COVID-19 pandemic, the project team demonstrated agility and resilience in adapting the activities to the changing circumstances. The efforts to integrate digital storytelling into the DCSC dashboard have contributed to a more comprehensive and inclusive approach to social accountability, empowering both communities and policymakers. With the end of this project, CARE remains committed to actively participate in social accountability work at the national level and to support the continued refinement and expansion of the digital dashboard to ensure its long-term sustainability and impact for social accountability in Cambodia.

### **Activity 1.4.1 CSOs and CAFs support the production and dissemination of inclusive Joint Accountability Action Plans (JAAPs) and form JAAP monitoring committees with quotas for youth, women and ethnic minorities**

The JAAP implementation has shown progress over the years, with increasing community participation, integration of JAAP actions into local planning and budgets, and addressing key service delivery gaps. However, challenges remain in terms of capacity building for JAAP committees, aligning JAAP timelines with local planning processes, and securing sufficient external resources to support the implementation of all identified actions. Continued efforts are needed to strengthen the social accountability mechanisms and ensure inclusive and responsive local governance.

In 2020, the Joint Accountability Action plan (JAAP) was adopted as the COVID-19 response action plan. During this period, 15 JAAP monitoring committees were formed in Koh Kong province, with a total of 178 participants (41 female) attending the meetings.

By the end of 2021, local NGO partners and CAFs successfully organized 144 interface meetings with 2,681 participants (51% women, 29% ethnic minorities, 28% youth, 11% ID-poor, and 1% PwD) across 144 communes in 5 provinces. They developed 144 JAAPs and established JAAP Committees. 92% of the 1,761 planned JAAP actions were implemented, with 39% using local service providers' internal budgets and 35% integrated into Commune Investment Plans (CIPs). Key actions identified include improving official attitudes, information dissemination, and infrastructure like toilets and certificates.

In 2022, new JAAPs were established in 180 communes, with a total of 2,737 agreed action points, including 38% requiring external budget support and 62% utilizing available local resources. Monitoring and follow-up meetings were conducted to address challenges, such as limited understanding of JAAP Committee roles, misalignment of JAAP and CIP timelines, and lack of external resources. Efforts were made to enhance stakeholder coordination and capacity building for JAAP Committees.

As of 2023, the JAAP implementation has continued, with a total of 2,736 action points across the 5 target provinces. The data shows that 77% of these actions have been completed or are ongoing. The most common action points identified in 2023 include promoting civil registration, providing information to citizens, building infrastructure like information boards and school fences, and improving health center services and resources.

**Table 10: Key highlights about JAAP implementation from 2020 to 2023.**

Year	JAAP Committees formed	JAAP Actions planned	JAAP Actions implemented	JAAP Actions integrated into CIPs
2020	15 committees formed in Koh Kong province	N/A	N/A	N/A
2021	144 JAAP committees established across 5 provinces	1,761 actions planned in total	71% of actions implemented. (92% of actions implemented, if COVID-19 actions are included)	35% of actions (731 actions) integrated into CIPs
2022	New JAAPs established in 180 communes	2,737 actions planned in total	78% of actions completed/ongoing	1,341 actions (49%) integrated into CIPs
2023	Continuing JAAP implementation	2,736 actions planned in total	77% of actions completed/ongoing	1,668 actions (61%) integrated into CIPs

**Activity 1.4.2 Organised youth, women’s groups, and civil society representing disadvantaged groups are supported to influence the local commune and district annual planning and budgeting processes, using the JAAPs and citizen generated data**

Over the course of the years 2021, 2022, and 2023 a total of 32,460 participants including youth, women’s groups, and civil society representing disadvantaged groups were supported in influencing the local commune and district planning and budgeting processes. Hereby, the focus was on using Joint Annual Action Plans (JAAPs) and citizen-generated data. In a more detailed manner, the following participants were involved in this activity:

- In 2021, a total 3,932 participants (36.7% women, 2.5% youth, 58% ethnic minorities)
- In 2022, a total 7,504 participants (46.5% women, 16.1% youth, 30.0 ethnic minorities)
- In 2023, a total 21,024 participants (54.7% women, 10% youth; 38% ethnic minorities)

**Table 11: Overview of participants at the JAAP follow-up, CIP and DIP meetings.**

Year	Total Participants	Women Participants	Youth Participants	ID Poor	Ethnic Minority	People with Disabilities
2021	3,932	1,442	112	2,289	2,289	4
2022	7,504	3,489	1,210	692	2,294	43
2023	21,024	11487	2009	4267	7962	290
<b>Total</b>	<b>32,460</b>	<b>16,418</b>	<b>3,331</b>	<b>7,248</b>	<b>12,545</b>	<b>337</b>

Overall, this activity achieved significant results: The project demonstrated that the JAAP Committees could partially or wholly implement activities aimed at enhancing government responsiveness to citizen needs. The project also highlighted the importance of counting with funding support from the communes and with strict budgeting, as well as the necessity to prioritize actions according to the most pressing and important needs of the citizens, including the most marginalized ones, with regards to issues such as healthcare, education, water and sanitation. In that regard, the participation of youth, people with disabilities and

ethnic minorities was crucial to ensure inclusive and participatory planning and budgeting processes, and the project's lessons learned will inform future programming and contribute to improving local planning and budgeting processes.

Altogether, the JAAP following tracking data showed a steady increase in the number of JAAP actions taken from 2021 to 2022, followed by a slight decrease in 2023. The completion rate has remained relatively high, ranging from 71% to 78%. Most actions were taken for primary school services, with a total of 3,234 actions from 2021 to 2023, followed by commune administrative services with 2,659 actions, and health centre services with 1,377 actions.

- In 2021, a total of 1,926 actions were taken, with 71% completion rate. There were 682 actions for commune administrative services, with 484 completed and 198 ongoing. For health centre services, there were 361 actions, with 256 completed and 105 ongoing. Lastly, for primary school services, there were 753 actions, with 535 completed and 218 ongoing.

- In 2022, the total number of actions increased to 2,737, with a completion rate of 78%. There were 989 actions for commune administrative services, with 771 completed and 218 ongoing. For health centre services, there were 508 actions, with 396 completed and 112 ongoing. Lastly, for primary school PS services, there were 1,240 actions, with 967 completed and 273 ongoing.

- In 2023, the total number of actions decreased slightly to 2,736, with a completion rate of 77%. There were 988 actions for commune administrative services, with 760 completed and 228 ongoing. For health centre services, there were 508 actions, with 391 completed and 117 ongoing. Lastly, for primary school services, there were 1,241 actions, with 956 completed and 285 ongoing.

**Table 12: Summary of JAAP actions' implementation 2021-2023.**

Year	JAAPs for C/S Services		JAAPs for HC Services		JAAPs for PS Services		JAAP Implementing	
	Total (Actions)	Completed/Ongoing	Total (Actions)	Completed/Ongoing	Total (Actions)	Completed/Ongoing	Total (Actions)	Completed/Ongoing
2021	682	484/198	361	256/105	753	535/218	1926	71%
2022	989	771/218	508	396/112	1240	967/273	2737	78%
2023	988	760/228	508	391/117	1241	956/285	2736	77%

**Table 13: JAAP actions Integrated into Commune Investment Plans (CIP).**

Year	JAAPs for C/S Services		JAAPs for HC Services		JAAPs for PS Services		Total of all Services	
	Total Actions	# of integrated Actions	Total Actions	# of integrated Actions	Total Actions	# of integrated Actions	Total Actions	# of integrated Actions
2021	682	259	361	137	753	286	1926	731
2022	989	484	508	248	1240	607	2737	1341
2023	988	602	508	309	1241	757	2736	1668

**Table 14: Priorities of JAAP actions by sector (with reference codes used in CSC and JAAP analysis).**

Sectors	Actions most often identified in 2021	Actions most often identified in 2022	Actions most often identified in 2023
<b>Commune Administration (CA)</b>	CA.11.3. Buying rubbish bins and cleaning supplies (brooms, wipes...)	CA.17.1 Meeting to strengthen discipline monthly	CA.19.1 Promoting/strengthening civil registration (birth certificate, marriage certificate, death certificate)
	CA.5.4. Repairing the road to village/commune	CA.19.1.Promoting/strengthening civil registration (birth certificate, marriage certificate, death certificate)	CA.19.5 Disseminate laws/instructions to citizens
	CA.3.2. Digging a pump well	CA.6.4 Provide training to commune council/staff	CA.14.1 Build information board (board with roof and cover)
	CA.25.2. Planning to visit vulnerable groups/citizens annually	CA.15.2 Allocate office supplies to commune office	CA.7.2 Build commune fence
	CA.24.7. Meeting to strengthen local security activities	CA.14.1 Build information board (board with roof and cover)	CA.25.1 Compile statistics and create social maps (identify the backyard/location of vulnerable groups)
<b>Primary Schools (PS)</b>	PS.29.1. Providing adequate textbooks for teachers	PS.4.3 Build school fence	PS.4.3 Build school fence
	PS.33.2. Providing educational guidance and administrative penalties (on ethics and behaviour)	PS.32.1 Disseminate/encourage parents on school enrolment	PS.3.1 Build more school buildings
	PS.16.1. Schedules for cleaning campus and yard	PS.31.1 Provide teacher/volunteer teacher	PS.19.1 Fill the yard of the primary school
	PS.40.4. Monitoring teaching and learning regularly	PS.32.3 Disseminate/organize school enrolment campaign	PS.13.1 Build an incinerator
	PS.41.8. Monitoring the presence of children to improve regularly and pay equal attention to students	PS.6.1 Build latrine (separate male/female/PwD)	PS.22.2 Provide study materials, books and documents (geography, maps, reading books, colored paper ...) for reading and research activities at the library

<b>Health Centers (HC)</b>	HC.22.2. Meeting to strengthen the discipline of working hours / 24-hour shifts	HC.24.1. Providing midwives/nurses/doctors/consultants at health centers	HC.24.1. Providing midwives/nurses/doctors/consultants at health centers
	HC.22.1. Meeting to introduce the verbal behavior of additional health center staff	HC.12.1. Supplying medicine to health center 12 times a year	HC.12.1. Supplying medicine to health center 12 times a year
	HC.12.1. Supplying medicine to health center 12 times a year	HC.17.1 Provide ambulance	HC.13.2 Provide enough medical material to health center
	HC.21.2. Meeting to remind / strengthen the professional ethics of health center staff	HC.1.1 Build latrine (separate male/female/PwD)	HC.8.1 Build waiting room
	HC.24.1. Providing midwives / nurses / doctors / consultants at health centers	HC.13.2 Provide enough medical material to health center	HC.3.1 Build health center fence

**Table 15: Citizen satisfaction levels measured at the end of 2023 (according to endline evaluation)**

	All Citizens	PwD	EM	Female	Male
Commune/village office	69%	62%	75%	84%	74%
District office	70%	57%	90%	87%	72%
Primary education	81%	71%	75%	77%	80%
Lower secondary school	75%	73%	74%	66%	77%
Health centre	75%	49%	62%	88%	76%
Operation District / Referral / Provincial hospital	69%	50%	73%	83%	79%
Waste disposal services	66%	80%	0%	42%	53%
Land title service	63%	50%	69%	82%	67%
Environmental management	31%	35%	38%	70%	50%

## KEY LESSONS LEARNED

- ☑ **Community-centered approach:** involving communities in key decision-making processes, including the selection of facilitators and planning of activities, enhanced ownership and sustainability of social accountability efforts.
- ☑ **Technology utilization:** leveraging technology, including social media and digital tools, proved essential for maintaining communication and engagement, particularly during times of crisis such as COVID-19.
- ☑ **Government engagement:** within the framework of the ISAF, the significance of securing support and endorsement from governmental departments at national level became evident. This emphasizes the integral role of official backing in enhancing participation and the sustainability of the social accountability processes. Moving forward, it is

imperative to strategically incorporate supply-side actors within the design and implementation of social accountability. A learning is that after this project will be phased out, the CAFs should liaise with additional authorities in the future, i.e. they should be recruited to be part of the local governance structure and play a key role in engaging with local authorities such as the Ombudsman Office, Commune Women and Children Committees of the Commune Council and School Management Committees. This arrangement would make the social accountability process more sustainable.

- ☑ **Flexibility and adaptability** were crucial for ensuring continuity and effectiveness of the ISAF II process during the COVID-19 pandemic. Several Implementing Partners delayed their implementation when the pandemic hit in 2020. However, CARE succeeded in adapting activities where possible and allowable, so the delays caused were limited. For example, in-person training was conducted virtually to comply with lockdowns and social distancing measures; adjusting project timelines and milestones, as also staff of partners and CARE were impacted by the virus and had to be given sick leave; reallocating budgets to support phone cards for internet services for local volunteers and purchase necessary equipment for accessibility to the internet to enable remote work; and developing contingency plans to maintain critical activities even if certain planned activities had to be postponed or scaled back.
- ☑ **Ongoing adaptation in capacity strengthening:** continuous learning on approaches for capacity strengthening, particularly among facilitators and local partners, was essential for overcoming challenges such as continuous turnover and for ensuring sustained engagement and impact. By continuously assessing capacity gaps and tailoring our support accordingly, we were able to build the capabilities of our partners and ensure sustained impact throughout the project lifecycle. The project has adapted diverse approaches including online learning at the beginning of the COVID-19 pandemic, blended learning with online facilitation and local participants gathering in small groups after the mid-term review.
- ☑ **Inclusive approaches:** tailoring approaches to the needs of marginalized groups, including ethnic minorities and the poor, fostered inclusivity and widened the reach of project activities. For instance, the project has conducted outreach activities to the most vulnerable members of the population (such as people with disabilities and poor families living in remote areas). Also, providing culturally sensitive training materials and continuously changing meeting times to fit the working schedules of local indigenous organizations and communities, significantly increased their participation and engagement. This led to a more than thirty percent increase in project participants from youth, people with disabilities and ethnic minorities.
- ☑ **Effective communication:** establishing clear communication channels and fostering positive relationships with stakeholders, from local NGO partners, CAFs, local authorities to community leaders, facilitated collaboration, ensured that the key challenges were understood by the stakeholders and helped to navigate the project implementation back on track in case of need. During the project's community engagement phase, we established a dedicated Telegram group for daily updates and regular monthly meetings for problem solving on programing and financial matters. We also agreed on frequent meetings at the sub-national level, where CAFs and local NGO partners attended and regularly reported updates. This facilitated collaboration and smooth project implementation, as evidenced by the fact that the majority of community leaders, local authorities, CAFs and local NGO partners were highly satisfied with the communication arrangements.

- ☑ **Strategic planning:** advance preparation and strategic planning for high-level activities and events helped build confidence among stakeholders and ensured successful outcomes. In preparation for the project's high-profile launch events and local NGO partners training, we developed contingency plans for potential logistical, programmatic, and financial challenges.

## KEY CHALLENGES

- ⊖ **Pandemic adaptation:** the COVID-19 pandemic presented unprecedented challenges, disrupting planned activities and necessitating swift adjustments such as virtual meetings, online learning, remote virtual meetings on tools such as Teams, small scale meetings and additional response measures. While several ISAF implementers delayed their activities, the CARE consortium developed an COVID-19 adaptation plan with repurposing the budget to take appropriate action in response to COVID-19.
- ⊖ **Resource constraints** presented challenges in terms of reduced funding due to exchange rate loss. The need to repurpose funds for COVID-19 adaptive programming further added to these challenges. Despite these constraints, we remained committed to covering target areas and supporting essential project activities. Engaging with local authorities was an ongoing challenge, exacerbated by turnover in government officials – such as at Commune level due to the results of Commune elections – and the demand on their time with other pressing issues. Despite the turnover of government officials due to elections, our team made concerted efforts to establish and maintain strong working relationships with the local authorities. This required persistent coordination and relationship-building to ensure continuity of support for the project activities, even as the key counterparts changed over time. While working with local governments can be complex, our adaptability and commitment to stakeholder engagement allowed us to sustain the necessary partnerships.
- ⊖ **Cultural and linguistic diversity:** the ethno-linguistic diversity in the northeast provinces poses challenges for ensuring inclusive participation in accountability processes. CARE overcame this challenge by developing communication materials and initiatives in multiple indigenous languages and reflecting the different cultural contexts. CARE and partners worked with local communities and indigenous representatives to ensure their voices are heard and their specific needs are addressed. CARE invested in training for indigenous youth to become co-facilitators of trainings and events to facilitate communication and engagement in several languages.

## Utilization Of Learnings

Throughout its duration, the project implemented a range of strategies, including a combination of training sessions, workshops, documentation, and ongoing communication, to both utilize and disseminate key lessons learned with diverse key stakeholders including local communities, local authorities, CAFs, local NGO partners, ISAF CSOs, ISAF Technical Working Group (TWG) and ISAF PSC. These efforts aimed to ensure that project participants,

partners, and stakeholders were equipped with valuable insights to enhance project effectiveness and promote sustainability. It prioritized a community-centered approach, actively involving local community representatives, local authorities and CAFs in decision-making processes and activity planning, which enhanced ownership and sustainability. Leveraging technology, particularly during the COVID-19 pandemic, was identified as crucial for maintaining communication and engagement, with efforts made to disseminate this learning through training sessions and communication materials shared with local NGO partners and CSOs implementing social accountability in Cambodia. Securing support from national governmental departments was prioritised to ensure sustainability, with advocacy efforts and inclusion of local and national government representatives from relevant ministries including NCDD, MoI, MoEYS and MoH through the ISAF-TWG monthly and ISAF-PSC quarterly meetings. Flexibility and adaptability were highlighted as essential during the pandemic, with documented responses informing best practices shared with local NGO partners through the monthly management meetings and monthly ISAF-TWG meetings. Continuous capacity strengthening, tailored approaches to marginalized groups, effective communication channels, and strategic planning are also critical elements for project success, disseminated through various means such as training modules, case studies, and regular ISAF TWG meetings. Through these efforts, the project aimed to ensure that valuable insights were not only utilized within the project but also shared widely to benefit local NGO partners, ISAF CSOs and other similar initiatives.

## Ensuring Sustainability

To ensure the sustainability of the Action, we have implemented several measures. These include institutionalizing interventions, fostering community ownership, establishing partnerships with local organizations, CAFs and CBOs. By embedding our initiatives within existing structures and empowering local stakeholders, we aimed at creating a sustainable impact that endures beyond the lifespan of the Action:

CAFs, who function as change agents at local level, will remain to serve their community in various forms such as the School Management Committees, Village Health Support Groups (VHSG) or as members of the Commune Women and Children Committees (CWCC). CAFs are volunteers in their own communes, who are committed and willing to continue their work beyond project implementation even without financial compensation. Most of the CAFs are highly committed to bring lasting change and to see development in their own villages. Moreover, CAFs are perceived as strong actors to mobilize participants and activate villagers. Their will continue to motivate the public and local authorities to invest in the continuity of the social accountability activities, supporting cost for their allowance and materials such as buying workshop materials and facilitate meetings.

The Digital Community Scorecard (DCSC) as part of the technological solutions for social accountability processes will be sustainable. The government offered to host the app, and CARE is now working with the Social Accountability Technical Working Group to facilitate this process. Moreover, it is spreading to other sectors as well, amplifying impact: as an example, CARE and local NGO partners such as Cambodian Women For Peace and Development (CWPD), Alliance for Conflict Transformation (ACT) and Collective Union of Movement of Workers (CUMW) have already adapted the DCSC to facilitate workers dialogue in the garment sector.

Integrating social accountability mechanisms into existing institutional frameworks also ensures sustainability, even if the continuation of the process heavily depends on political will. Recent commitment from the newly elected government made it clear that they intend to proceed with and strengthen the decentralisation and functional transfers to the subnational level. In that sense, the social accountability mechanism has been extended to districts, khan (municipal districts) and municipality levels covering key services including environmental and waste, public transportation, land management, natural resource management and disaster risk management. The Social Accountability Technical Working Group was set up to increase the process and meet the sustained demand of citizens. However, without CSO-participation, the question will be raised on the diversity and inclusiveness of the process. In fact, while recent funding went to World Vision, other key actors unfortunately did not get sufficient supports.

Networking and Collaboration: Building networks and partnerships with other organizations and stakeholders can create a support system that sustains the initiatives beyond the project's lifespan. Local NGOs and CBOs will continue to seek funding for social accountability at local level. Many Local NGOs have learned and adapted the social accountability framework in their strategic framework and use ISAF tools such as the Community Score Card in other projects and their advocacy on youth empowerment.

## CROSS-CUTTING ISSUES

**Human Rights:** The project and its staff ensured that the action respected and promoted the fundamental rights of all individuals involved, including the freedom of expression, decision-making, and security of person, as well as freedom from discrimination. The implementation of the social accountability initiative managed by CARE and the consortium implementing the action focused on empowering women, youth, and ethnic minorities in the decision-making processes at sub-national levels. Through awareness raising and, in particular, training the CAF's who were selected from these impact groups, this action contributed towards ensuring that the voices of the marginalized strata of the Cambodian society are included in decision making processes at sub-national level regardless of ethnicity, gender or age. Being able to provide their inputs in the Commune Investment Plans (CIP) through structured dialogue with commune and district officials, their needs with regards to fundamental rights such as inclusive education, health care, safety, and security are clearly identified and can be better met. Concretely, these efforts are facilitated through joint interface meetings and the formulation of Joint Accountability Action Plans (JAAPs).

**Youth, women, and ethnic minorities** were engaged and trained as Community Accountability Facilitators (CAFs). These CAFs, in turn, are playing a crucial role as community mobilizers and agents of change, as they are primarily responsible for helping their fellow citizens to access information about their rights, learn about public service standards and performance, identify actions to improve public services, and work with local officials and service providers to take action for positive change. CAFs participated in the ISAF-II training modules and then undertook "learning by doing" activities at the community level, which focus on raising awareness of the content of I4Cs, facilitating community scorecard assessment and interface meetings, and participating in and supporting JAAP Committees.

**Gender Equality:** The action implemented measures to strengthen equal opportunities and participation for people of all genders. This involved promoting women’s participation and leadership, addressing gender-based violence, and ensuring equal access to resources and services. Gender empowerment was integrated in the training sessions that were provided to all 14 local NGO partners, CAFs, and government partners from commune administrations, health centres and primary schools in the five target provinces. The project also provided additional financial support for persons with disability to attend meetings in an effort to raise awareness on their rights and local services standards.

**Democracy and Good Governance:** The project fostered democratic principles such as transparency, accountability, participation, and rule of law. This included engaging different stakeholders in decision-making processes, promoting civic education and awareness, and strengthening institutions for effective governance. Democracy and good governance were part of the ISAF manual 1-4, which was included in a compulsory training for CAFs, Local NGO partners and ISAF focal officials.

**Children’s Rights:** The protection and well-being of children was also a priority throughout the action. This involved measures to prevent child abuse, exploitation, as well as promoting access to primary education, healthcare, and other essential social protection services for children. CARE conducted annual child protection policy orientations and refresher trainings for partners and included the compulsory CARE child protection policy as part of the respective contracts.

**Indigenous Peoples’ Rights:** The project aimed at contributing towards the respect and recognition of the rights of indigenous peoples, including their rights to land, culture, and self-determination. This involved consulting with indigenous communities, ensuring their participation in decision-making processes, and addressing issues such as land rights and cultural preservation. Ethnic minorities have been specifically considered in the CAFs selection, and 37% of all CAFs in the project had an ethnic minority background. Awareness raising in indigenous communities was a key priority over the course of the action, reaching 35% (14,772 persons) of the project participants.

**Combatting HIV/AIDS:** This aspect was mainstreamed in the sense of the cross-cutting promotion of equitable and accessible supportive services, and by addressing stigma and discrimination against people living with HIV/AIDS.

**Environmental Sustainability:** The project team had integrated environmental considerations into the planning, implementation, and evaluation of the action. This included, for instance measures to evaluate the level of awareness and satisfaction with the waste management services, and with natural resource management by the local government. The project also supported the integration/adaptation of the DCSC in a pilot for natural resource management in Kamong Chhang province. Moreover, the project team conducted consultations with the Ministry of Environment (MoE) to extend the social accountability framework to also address climate change mitigation and adaptation.

## MONITORING AND EVALUATION

A series of learning events and evaluations were conducted to evaluate ISAF II project, including (i) the CARE baseline evaluation in early 2020; (ii) a mid-term review in 2022; (iii) a Results-Oriented Monitoring (ROM) review in 2022; and (iv) the End of Project Evaluation conducted in late 2023. (please consult the annex for these documents)

CARE provided support and backstopping to all Local NGO (LNGO) partners. CARE's M&E Officer conducted monthly monitoring visits and supported LNGO partners in data collection and recording and organized quarterly LNGOs meetings to collect feedback and review progress.

Financial monitoring was conducted directly by CARE's grant management team to provide additional capacity building on financial management. CARE's grant management team also provided annual orientation to all consortium members and LNGO partners. Their financial reports were submitted monthly, and then was checked and approved by CARE's Senior Program Manager with support of the grant management team. Moreover, the grant management team conducted field visits to spot check the implementation and do monthly spot-checks on the supporting documents of local NGO partners.

ISAF-II has resulted in an increase in engagement between citizens and state, particularly with providers of public services at local level. The Community Scorecard (DCSC) and service provider self-assessments based on defined standards of services were evaluated far better than previous tools, such as for instance public forums, as a feedback opportunity between supply and demand side of these public services. The DCSC and assessments through that means present the citizens' perspective on public services, and the local service providers thus receive feedback on their services and on how to improve them based on the citizens' engagement. On the other hand, the Joint Accountability Action Plan (JAAP) and the regular follow-up on the implementation of the JAAP by the respective community-based committees furthered and promoted the effective implementation of the agreed actions to solve community issues and to thereby provide responses to the demands of citizens.

## ACTION AND LEARNINGS

Recommendations based on learning from regular monitoring visits, baseline evaluation, mid-term review and the ROM review have been integrated into program activities as follows:

- Simplification of I4C in videos and audios: translation of I4C posters into indigenous languages, adding portable loudspeakers for public broadcasting in I4Cs dissemination activities, production of I4Cs in audio and video formats which help illiterate persons to better understand the services of local government.
- The grant management with local NGOs partners has resulted in better understanding of the compliance regulations and improved financial management of each local

partner. The major change to improve compliance was through a change from quarterly reporting and expenditure verification to monthly ones. The grant team was expanded, and groups of partners were assigned to specific members of the grant team.

- Revision of CARE’s financial report forms and reporting system. A major update has been made in discussion within CARE to improve the current ISAF II implementation and grant management in general. CARE’s financial report form and cash advanced tracking was simplified for working with local NGO partners.
- The training guidelines on ISAF II for local NGO partners and CAFs have been updated in 2021 to include the Youth Leadership Index (LYI), gender transformative concepts, participatory tools, energizer games and a better summary of tools and tables which were used in the community scorecard and interface meetings. As result of these amendments, a refresher training was provided, and booklets were circulated to all local NGO partners.

Besides the above-mentioned points, the results and findings which contributed to the ISAF II program improvement were disseminated regularly in partnership management monthly meetings of the ISAF Technical Working Group, and in six monthly meetings of the ISAF Partnership Steering Committee at the national level.

# CASE STUDY

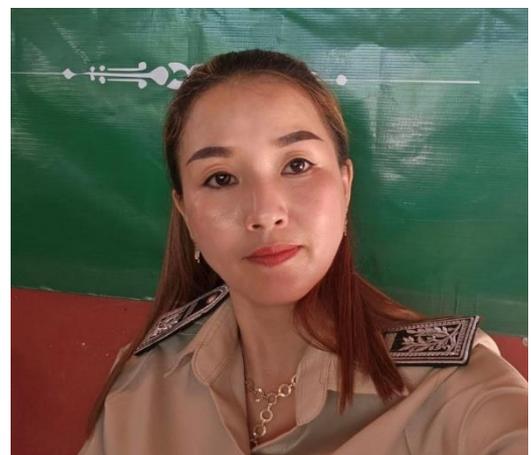
## AND VIDEOS

### Case Study No. 1



## THE IMPORTANCE OF VOLUNTEER WORK

"While volunteering for social work in the project "Supporting Meaningful Civic Engagement by Leveraging Digital Technologies" as a *Community Accountability Facilitator (CAF)* for more than 3 years, I have gained much knowledge and skills through leading my volunteer team in Sam Bok commune, Chetr Borey district, Kratie province. My team implemented phase two of the Social Accountability Framework in our commune", Ms. Lon Chanthea says. She is a 35-year-old mother of three children. She continues: "I gained lots of knowledge on the ISAF phase II, social accountability, gender inclusiveness, and the importance of citizen participation in the monitoring of public services, and was also able to improve various soft skills, including community leadership. This has motivated me to speak in public, to facilitate meetings, and to build good relationship with both service providers as well as service receivers. Supported by staff from our NGO partner, my team facilitated citizens to evaluate the local public services and propose activities to improve on the weak points



identified based on several criteria. During these three years, public services in Chambok commune have made significant progress. This includes a changed attitude of service providers, improved infrastructure, such as concrete roads to access to schools and commune halls, school grounds, and sanitation facilities, the creation of one more maternity ward at the commune health centre, the distribution of ID poor certificates to about 70% of the commune's disabled people, and the facilitation of increased engagement between the Commune Council and its poorest constituents. My volunteer work and leadership have gained me the support and satisfaction of the people in my commune.

In 2022, I became a member of the Sambok Commune Council. I am satisfied and committed to further improving the quality-of-service delivery.

## Case Study No. 2

# JOINT ACTION PLAN OF SOCIAL ACCOUNTABILITY FRAMEWORK PROMOTES BETTER EDUCATION SERVICES



For two years now, the Nea Pisey Primary School in Chikhor Krom commune, Sre Ambel district, Koh Kong province has been one of the targets of the Joint Action Plan of Social Accountability. Since then, the education service delivered by the school has significantly improved. Ms. Horm Srey Mao, deputy principal of the school, had this to say: *“Currently, Nea Pisey School has a garden, a clean water reservoir and proper sanitary installations.* The school has extra courses for each grade to support students who struggle academically. These extra courses started from 13:00 pm to 15:30 pm and are supported by the BSDA organization. Thanks to this effort, 95% of the students pass the exam compared to the 2021 had only 85%) This result comes from the work hard of all teachers on the classroom management, educating students without discrimination, that leading students to good

discipline, took attention in learning. The school also has a children's council to support and educate each other. To maintain the extra course in school, the school principal will meet with the Parents "Committee to discuss this issue and will also establish Girls' councils to help girls with health, hygiene and gender promotion. In addition, all three years old kids in the commune attend a kindergarten class and all six-year old's attend primary school. Overall, there is good cooperation among the community, students, and local authorities." These recent successes can be attributed to the project "Supporting meaningful civic engagement for improved accountability by leveraging digital technologies". This project seeks to empower citizens to stand up for their rights and good service provision. In the case of Nea Pisey Primary School, the project organized a meeting to discuss the citizens' needs and subsequently proposed an action plan for improvement of the primary education services in the commune. To further support this, the local community contributed some of their funds to improve the school environment.



Ms. Srey Mom, mother of two children attending this school, expressed her happiness, saying that the academic results of her children were making her proud: *"All six years old children in our community attend classes, and all the teachers are diligent in teaching their students"*.

Duy Pheng, a fifth-grade student coming from a poor background, did not have enough time to study because he had to assist his parents with their work: *"I was late to school every morning, so I missed many topics. Then, extra courses were added in the afternoon and by attending them, I was able to catch up with my studies. I am now fully educated and able to assist my parents. This is due to the teachers and the school principal understanding their roles and responsibilities"*.

## Case Study No. 3

# THE ADVANTAGES OF TEACHING ONLINE DURING THE COVID-19 PANDEMIC

In the current situation, when big gatherings are to be avoided due to the spread of Covid-19, online learning has become more and more widespread in Cambodia, especially in the field of education. Online teaching is a new approach for Cambodia that all training institutions have started using.

Online training requires a computer or smartphone, and access to Internet and electricity. Participants are able to see and hear the facilitator's explanations on their mobile phones. This method helps the learners to use their phones for more than just calls. Ms. Sarin Thou, Community Accountability Facilitator, who lives in the commune of Kandaol (Botum Sakor, Koh Kong) says: *"Due to the spread of Covid-19, I have created my own Gmail, Zoom, Google Meet, Google Classroom, and Telegram accounts for online learning. I enjoy learning using this new approach, because communication on social media is getting bigger than ever before, and by using the Internet, we can get information and access to documents anytime anywhere"*. Mr. Seng-Mai Ly, Technical Programme Officer with the Partner for Development Action organisation (PFDA), says: *"This method can attract a lot of participants from many regions. There are applications that can store files and videos for future purposes, thus saving time, reducing the need for long-distance travelling, and therefore also reducing the impact on the environment"*.

To make online training more effective, the Advocacy and Policy Institute has combined this method with the traditional meetings in a so-called hybrid format, by inviting groups of participants to gather in face-to-face meetings, if local authorities allowed such gatherings, with the staff of local NGO partners managing and conducting these training sessions, while also facilitating the online connection to trainers and coaches teaching remote classes. This helps the participants learn from a distance for the first time in their lives.

The project "Supporting Meaningful Civic Engagement for Improved Accountability by Leveraging Digital Technologies" is funded by the European Union and jointly implemented by the Institute for Advocacy and Policy as a capacity building organization to build CAFs capacities. InSTEDD has created a citizen monitoring platform on the website, and CARE International Cambodia, selecting 14 local implementing organizations in five provinces: Mondulkiri, Ratanakiri, Koh Kong, Stung Treng and Kratie. Eight online training sessions were delivered with 256 Community Accountability Facilitators (included 182 as women).

## Case Study No. 4

# INDIGENOUS PEOPLE AND LOCAL PUBLIC SERVICES



“

*I am satisfied and willing to participate in this initiative, because this will serve the development of my community. It is important for citizens to monitor and give their feedback to the service providers”,*

concludes Ms. Mok.

Ms. Seth Mok, a 50-year-old widow from the Kuoy-Lao indigenous group, lives in a remote area in the village of Khsach Thmey Thom (Talat commune), approximately 115 km from the main town in the district of Sesan (Steung Traeng). She is a farmer and a mother of

one child, living the typical lifestyle of indigenous people. Unfortunately, she didn't have the chance to go to school and learn how to read and write.

The Youth Council of Cambodia (YCC) has run a dissemination campaign on Information for Citizens (I4C) in Talat, with the help of community accountability facilitators (CAFs), focusing on aspects related to the commune administration, health centre and primary school. The information was offered in both Khmer and Lao, as the audience comprised both ethnic Khmers and Kuoy-Lao indigenous people.

Ms. Mok says: *"Before, people in this community did not know what service the commune had to offer"*, adding that most people in her village have difficulties in understanding, reading and writing Khmer, which makes them reluctant to go to administrative offices and request official documents like birth, marriage and death certificates. According to Ms. Mok, some of the information presented in the campaign is new to them, especially as far as citizens' rights when using public services are concerned. She said that currently the Talat commune administration plays its role well, without discriminating against indigenous people. The commune office provides public services to all citizens. She has enjoyed being part of the project so far and would like to keep sharing the acquired knowledge with her neighbours, who mostly belong to the same ethnic group.

Her request would be for YCC to run dissemination campaigns more frequently in her community in order to help local residents refresh and deepen their understanding of these concepts. She says she has already shared the new information with 10 other citizens from her village.



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ADVOCACY AND POLICY INSTITUTE

## ADVOCACY AND POLICY INSTITUTE

**A leading Cambodian NGO active in advocacy,  
policy influencing, capacity building,  
good governance and dialogue facilitation  
between citizens and state actors**

*The Advocacy and Policy Institute (API) is a Cambodian non-governmental organisation active in advocacy, policy influencing, good governance and civic engagement. Capacity building and dialogue facilitation are at the heart of our efforts towards democratic and sustainable development.*

*We have received widespread acclaim from both local and international organisations for our reliability, relevance and professionalism. Over a time span of almost two decades, API has helped institutionalise advocacy skills and has been striving to make local democratic and accountable governance a reality. To these ends, we have been conducting more than 300 training courses for over 10,000 participants affiliated with civil society and community-based organisations, local councils, media outlets, trade unions, Government institutions and the Cambodian Parliament.*

*API is unique in the Cambodian civil society in serving as a connector and facilitator for citizens' empowerment in their interaction with government at all levels. API has acquired first-hand experience on policy issues like access to information (A2I) through its grassroots work. Based on this vast experience, we are in the best position to make the voices of ordinary citizens count in policy-making at the national level. Here we have been trying to support government actors serve citizens according to the law and contribute to an enabling environment for citizens and civil society to express their concerns. Finally, we have been playing an important role in helping citizens understand their rights, access to information and make use of the opportunities for engagement offered by various laws and government policies.*

*Our programmes are guided by a human rights based approach. API serves all Cambodians and values the diversity of gender, sexual orientation and identity, (dis)ability, ethnicity, faith and political opinions. At the same time, we are especially committed to supporting the most disadvantaged in their efforts to make their voices heard.*

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