

Operational Guidelines for NGO Partners

Implementation of the Social Accountability Framework (I-SAF)



I-SAF Demand-side Operations Manual

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2015-2018

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The I-SAF is a joint initiative implemented by NCDD and Civil Society Organizations in Cambodia.

These Guidelines for NGO Partners were developed by the Non-state Actors Component of the World Bank-financed Demand for Good Governance Project (DFGG) managed by the Asia Foundation and tested by various NGO partners, for use in the implementation of demand-side activities in the I-SAF. They are coordinated with the NCDD Operations Manual for government activities.

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ACRONYMS

CAFs	Community Accountability Facilitators
CBO	Community-Based Organization
CCWC	Commune Committee for Women and Children
CIP	Commune Investment Plan (Annual)
CoP	Community of Practice
CSC	Community Scorecard
CSOs	Civil Society Organizations
D&D	Decentralization and De-concentration
DIW	District Integration Workshop
HCMC	Health Center Management Committees
I4Cs	Information for Citizens
IP	Implementing Partner
I-SAF	Implementation Plan of the Social Accountability Framework
JAAP	Joint Accountability Action Plan
LNGO	Local NGO
MoU	Memorandum of Understanding
NCDD	National Committee for Democratic Development
NGO	Non Governmental Organization
SAC	Social Accountability
SNA	Sub-National Administration
SSC	School Support Committees
ToT	Training of Trainers
ToR	Terms of Reference

A. INTRODUCTION

1. The Implementation of the Social Accountability¹ Framework (I-SAF) in Cambodia aims to empower citizens, strengthen partnerships between sub-national administrations (SNAs) and citizens, and enhance the accountability of SNAs and local service providers. The I-SAF consists of four operational components: (1) Access to information and open budgets, (2) Citizen monitoring, (3) Facilitation and capacity building and, (4) Learning and monitoring. Each component involves both “demand-side” (civil society) and “supply-side” (government) actions.²
2. **All four components are inter-linked and mutually reinforcing.**
 - **Component 1** of I-SAF (Access to information and open budgets) makes provisions to provide citizens with information about policies, standards, budgets, and performance data related to a core set of public services – initially, communes, health centers and primary schools – on an annual basis.
 - **Component 2** of I-SAF (Citizen monitoring) introduces annual facilitated citizen monitoring of these services with a view to promoting citizen voice, productive dialogue between citizens and public officials/service providers, and collective actions for improvement.
 - **Component 3** of I-SAF (Facilitation and capacity building) supports the successful implementation of Components 1 and 2 by training local actors in I-SAF-related themes and building the capacity of a critical mass of Community Accountability Facilitators (CAFs) to act as a bridge between citizens and state actors.
 - **Component 4** (Learning and monitoring) tracks the progress and results of the program, documents lessons and uses this learning to improve practices and policies over time.
3. This manual covers demand-side aspects of the **first three components** of the I-SAF.³ It targets two key categories of civil society actors: (i) Implementing Partners (i.e. national and international NGOs) that help coordinate and manage demand-side I-SAF activities and (ii) their local-level partner NGOs (LNGOs) that support and implement I-SAF activities at district and commune level.⁴ A separate set of I-SAF Operational Guidelines for “supply-side” (government) actors is being prepared by the NCDD. Together these two documents provide a complete operational manual for the I-SAF.
4. I-SAF activities are undertaken according to an annual cycle, aligned with the timing of existing planning and decision-making processes. The guidelines contained in this manual provide a step-by-step explanation and description of actions to be taken by demand-side actors throughout the different phases of the I-SAF annual cycle. Where joint action with government actors is required, the nature of this collaboration is also described. A summary annual work plan, providing an overview of the tasks to be undertaken by civil society actors throughout the annual cycle in table format, is attached in Annex A.1. Subsequent annexes contain operational tools related to each I-SAF component.

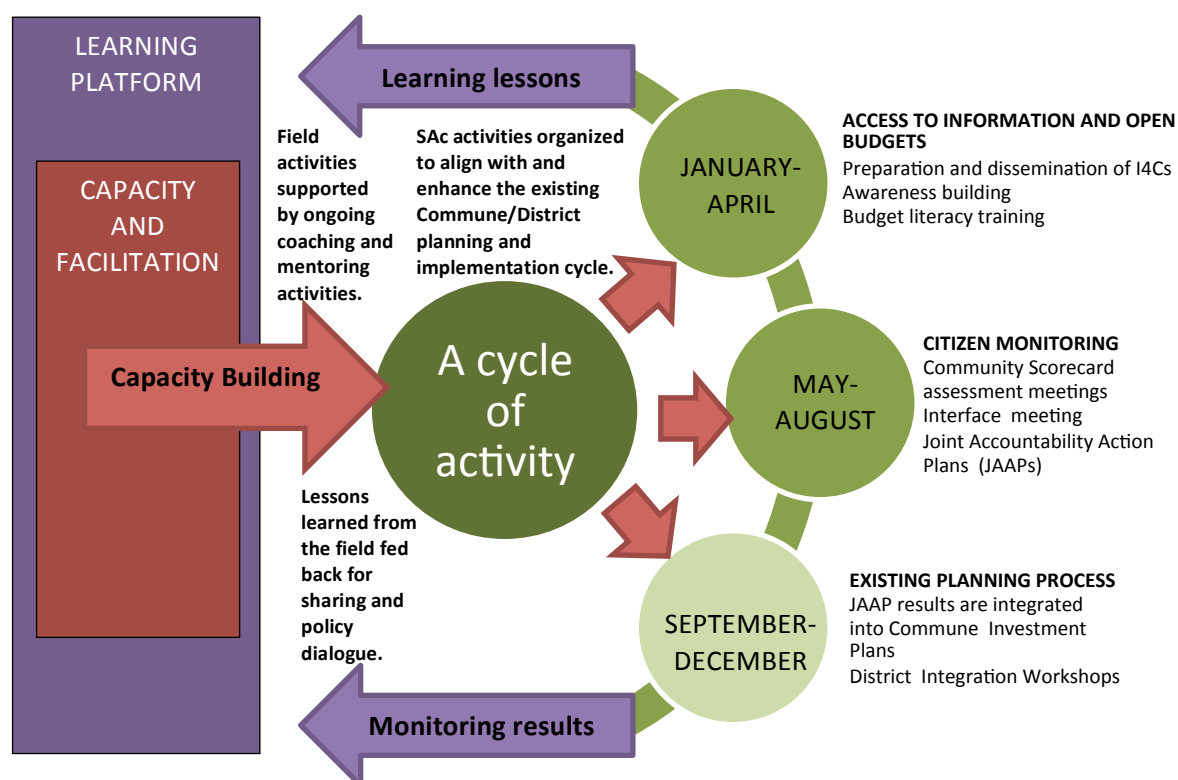
¹ Social accountability refers to those activities in which citizens and their representatives can advocate for their interests (voice) and check the performance of politicians, officials and service providers (accountability) as they make, implement and enforce public

² For a full description of the I-SAF, please see *Implementation of the Social Accountability Framework: A Plan for Implementation 2014-2016* (September 2013). These Operational Guidelines build on the Plan for Implementation, but do not duplicate it.

³ Operational details and guidelines for Component 4 will be developed by a specialized Learning and Monitoring partner organization.

⁴ A separate set of simplified field guidelines will be prepared for Community Accountability Facilitators.

5. In terms of operational sequencing, the cycle begins with the implementation of activities under Component 3, followed by Components 1 and 2. This is because Component 3 (Facilitation and Capacity Building) supports the successful implementation of Components 1 and 2 by training and awareness raising of local actors in I-SAF-related themes and building the capacity of both the supply and demand-side **before and during** implementation. Component 4 (Learning and monitoring) then tracks the progress and results of the program, documents lessons and uses this learning to improve practices and policies over time.
6. The overall structure of this manual is therefore that:
 - **Section B** provides guidelines for the implementation of **Component 3** (Facilitation and Capacity Building) that aims to: identify, mobilize, train and build the capacity of the demand-side actors involved in the I-SAF.
 - **Section C** provides operational guidelines for demand-side activities under **Component 1** (Access to Information and Open Budgets) that aims to help citizens access, understand and use information about the standards, performance and budgets of three essential local public services (i.e. health centers, primary schools and communes).
 - Finally, **Section D** provides guidelines for the implementation of **Component 2** (Citizen Monitoring) that empowers citizens to undertake their own assessment of public services, propose actions for improvement, and agree and implement a Joint Accountability Action Plan with local government officials and service providers.
 - Together, these activities represent one full annual cycle of the I-SAF as shown below.



B. COMPONENT 3: FACILITATION AND CAPACITY BUILDING

1. The overall purpose of I-SAF Component 3 is to identify and engage state and non-state actors and to build skills to facilitate their engagement and the social accountability process. Component 3 introduces opportunities for training, mentoring and “learning by doing” for community accountability facilitators (CAFs), commune and district level councilors and staff and local public service providers.
2. Key responsibilities for demand-side actors under Component 3 are to: (i) build staff capacity of Implementing Partners (IPs) to support the I-SAF; (ii) contract and build staff capacity of local NGO (LNGO) partners; (iii) conduct initial outreach and identify and engage strategic community-based organization (CBO) partners; (iv) organize an inception meeting with key stakeholders in each commune; and, (v) select, mobilize, train and mentor Community Accountability Facilitators (CAFs). Guidelines for civil society actors regarding the implementation of each of these key roles are outlined below.

Box 1 – Five Key Steps of the I-SAF Facilitation and Capacity Building Process

Step 1 – Build staff capacity of Implementing Partners to support the I-SAF.
Step 2 – Contract and build staff capacity of local NGO partners.
Step 3 – Conduct initial outreach and identify and engage CBO partners.
Step 4 – Organize an inception meeting with key stakeholders in each commune.
Step 5 – Select, mobilize, train and mentor Community Accountability Facilitators.

3. Capacity building within the I-SAF cycle, as can be seen in Figure 1 above, uses a “mirrored” approach, with a combination of training modules followed by mentoring in the field, which correspond with each stage of the cycle, from Inception, Training of Trainers and Refresh/Revise workshops at the start and end of each annual I-SAF cycle and include mentored “learning by doing” throughout the I-SAF cycle. This will be complemented by the development of a Community of Practice (CoP) which will identify, explore, document and share lessons learned, which will then be incorporated with monitoring reports to provide a clear picture of where key challenges lie in I-SAF implementation each year, so that the Capacity Building plan and the various modules can be adjusted for the following year.
4. Component 3 and the process outlined above also have been detailed in an I-SAF Capacity Building Plan which sets out the scope and nature of the mechanisms and processes needed to build capacity and awareness of the I-SAF as it is operationalized. It also provides an overall framework for incorporating those capacity building mechanisms detailed in both the I-SAF Supply-side and Demand-side Operational Guidelines. The I-SAF Capacity Building Plan therefore provides a sequenced plan that complements the I-SAF Operations Manuals for government and civil society.

STEP 1 – BUILD STAFF CAPACITY OF IMPLEMENTING PARTNERS TO SUPPORT THE I-SAF

The first step of the annual I-SAF cycle is for the IPs to build the capacity of their own staff to support the I-SAF. Key sub-steps include for the IPs to: (i) assign (or recruit) adequate staff to support the I-SAF; (ii) ensure staff receive and review all relevant I-SAF documentation, guidelines, tools and templates; and, (iii) train and build the capacity of the IP staff to fulfill their responsibilities under the I-SAF.

1. The implementing partners assign (or recruit) adequate staff to support the I-SAF.

- The IPs prepare an I-SAF human resource and work plan.
- Principal operational roles of the IPs include to: select, train, support and supervise LINGO partners; provide quality assurance for the implementation of the SAF; ensure effective financial management and reporting; and; monitor and report on results (as required by the specialized Monitoring and Learning partner).
- Sample ToR for the IPs under I-SAF are attached in Annex B.1.
- The exact number and profile of staff required by each individual IP for I-SAF purposes will depend upon: existing human resources, the nature of existing operations in target communes and the scope of I-SAF coverage.
- Human resource decisions, including whether I-SAF responsibilities are assigned to existing or newly recruited staff, will be left to the discretion of each IP. It is estimated, however, that for I-SAF purposes each participating IP will require at least: one part-time manager, one part-time financial/administrative staff, one full-time coordinator/master trainer and one full-time liaison officer/ trainer for each local NGO partner.
- Sample job descriptions for the positions of the IP I-SAF liaison officer/ trainer and the IP I-SAF coordinator/master trainer are attached as Annexes B.2 and B.3.

2. The implementing partners ensure that staff with I-SAF responsibilities receive and review all relevant I-SAF documentation.

- It is the responsibility of the designated IP manager to obtain from the I-SAF design team all relevant operational documents, guidelines, tools and templates; to disseminate these materials internally for detailed review by all staff with I-SAF responsibilities; and to ensure that they are understood by all relevant staff members.
- Key I-SAF documents include:
 - the Strategic Plan for Social Accountability (NCDD July 2013) (Khmer and English);
 - the I-SAF 2014-2016 Implementation Plan approved by NCDD in August 2014 (Khmer and English)
 - the I-SAF Five-Day Core Training Curriculum, Materials and Manual (Khmer and English)
 - this present document – I-SAF Demand-Side Operational Guidelines for Components 1-3 (Khmer and English)
 - Information for Citizen (I4C) posters, post-ers and booklet (available in Khmer and English); and
 - the I-SAF Capacity Building Plan 2015-2017 (Khmer and English).

- It is also recommended that IPs obtain a copy of the I-SAF Supply-Side Operational Guidelines (from the NCDD) in order to have a clear understanding of the activities and responsibilities of government actors in the I-SAF.

3. The implementing partners train and build the capacity of staff to support the I-SAF

- It is recommended that at least two staff members from each I-SAF IP participate in a Training of Trainers (ToT) offered by the I-SAF design team. It is recommended that the initial 5-day ToT be followed by a supervised field application of the community scorecard process, as well as a subsequent debriefing session to provide feedback, respond to outstanding questions and discuss lessons learned. A one-page overview of the 5-day core I-SAF training curriculum is attached as Annex B.4.
- After participating in an initial ToT, it is recommended that the IP trainers conduct their own initial training event (e.g. for fellow colleagues with I-SAF responsibilities), while being observed and supported by a member of the I-SAF design team. Once trainers have been debriefed, have had the opportunity to clarify any questions or concerns with I-SAF design team colleagues, and feel confident in their understanding of all I-SAF components and methods, they can proceed in conducting subsequent Introductory I-SAF trainings on their own.
- The IP (and LNGO) trainers will subsequently participate in four additional ToT events – each one preparing them to delivery one of four 4-day training modules for Community Accountability Facilitators (CAFs). These include: (i) Introduction to the I-SAF; (ii) I4Cs, Open Budgets and Awareness-Raising; (iii) Citizen Monitoring; and, (iv) Supporting Collective Action for Change. An overview of the 16-day CAF training curriculum is attached as Annex B.5. ToT and training materials for each of these modules will be developed and delivered by the specialized I-SAF Training Partner.
- In the meantime, if IPs develop their own additional I-SAF training materials or methodologies, they are requested to share these with the I-SAF secretariat and /or specialized I-SAF Training Partner for review (to ensure they accurately reflect I-SAF principles and goals) and, if agreed, for dissemination (for use by other I-SAF IPs and the specialized I-SAF Training Partner).



STEP 2 – CONTRACT AND BUILD STAFF CAPACITY OF LOCAL PARTNER NGOS

The second step of the I-SAF cycle is for the IPs to identify and contract local partner NGOs. Key sub-steps include: (i) IPs identify and establish partnership agreements with a local NGO (LNGO) partner for each I-SAF target district; (ii) LNGOs develop an annual I-SAF work plan and assign or recruit adequate staff to implement the plan; (iii) IPs ensure that LNGOs receive and understand all relevant I-SAF documentation; (iv) IPs train and build the capacity of LNGO staff to implement the I-SAF; and, (v) IPs provide on-going support, mentoring and quality assurance for LNGOs.

1. The implementing partners identify and establish partnership agreements with local NGO partners.

- In order to ensure national coverage and avoid overlap, prior to I-SAF implementation, each IP establishes an agreement with the I-SAF secretariat regarding which districts they will cover.
- Once an IP has been designated responsibility for a given district (or province), it is their role to identify and mentor one or more local NGO partners who will lead implementation of I-SAF activities in that locality.
- To the extent possible, the IPs are encouraged to work with their existing local NGO partners in implementing the I-SAF. In target districts/provinces where the IPs have no existing local NGO partners or where the scope of work exceeds the capacity of existing partners, the IPs conduct outreach to identify new potential partners.
- The IPs issue a call for expressions of interest by potential LNGO candidates. A sample TOR for LNGOs is attached as Annex B.6. Individual LNGOs are contracted to cover one district or multiple districts, depending on their size and operational capacity.
- As part of the application process, interested LNGOs submit a proposed annual work plan and budget.
- The IPs sign a contract, MoU or partnership agreement with selected LNGO partners. The specific form of this agreement is determined by the IP.

2. LNGOS develop an annual I-SAF work plan and budget and assign or recruit adequate staff to implement the plan.

- Once contracted, the IP works with the LNGO to detail and finalize their proposed annual work plan and budget.
- The exact number and profile of staff required by each individual LNGO for I-SAF purposes will depend upon existing human resources, the nature of existing operations in target communes and the scope of I-SAF coverage (i.e. size and number of target communes or districts).
- Human resource decisions, including whether I-SAF responsibilities are assigned to existing or newly recruited staff, will be left to the discretion of each LNGO and IP. It is estimated, however, that for I-SAF purposes each participating LNGO will require at least: one part-time manager, one part-time financial/administrative staff and three full-time trainers/field officers.
- A sample job description for LNGO I-SAF trainers/field officers is attached as Annex B.7.

3. The implementing partners ensure that LNGOs receive and understand all relevant I-SAF documentation.

- It is the responsibility of the IP manager to ensure that LNGO staff with I-SAF responsibilities receive and understand all relevant I-SAF operational documents, guidelines, tools and templates, including:
 - the Strategic Plan for Social Accountability issued by NCDD in July 2013 (available in Khmer and English)
 - the I-SAF 2014-2016 Implementation Plan approved by NCDD in August 2014 (Khmer and English)
 - the I-SAF Five-Day Core Training Curriculum, Learning Materials and Training Manual (Khmer and English)
 - this present document – I-SAF Demand-Side Operational Guidelines for Components 1-3 (Khmer and English)
 - Information for Citizen (I4C) posters, post-ers and booklet (Khmer and English) and
 - the I-SAF Capacity Building Plan 2015-2017 (Khmer & English).
- Khmer versions of all of the above should be shared with relevant LNGO staff. The IP should: (i) present and explain the relevance of each document; (ii) give LNGO staff time to review the documents on their own; and then, (iii) meet as a group to share any questions or comments concerning the documents.
- It is also recommended that LNGOs receive a copy of the I-SAF Supply-Side Operational Guidelines (currently under preparation by NCDD) in order to have a clear understanding of the activities and responsibilities of government actors in the I-SAF.



4. The implementing partners train and build capacity of LNGO staff to implement the I-SAF.

- The IP trainers conduct an initial Introductory Training of Trainers (ToT) for all relevant LNGO staff (drawing on the Introductory 5-Day I-SAF Core Training Curriculum, learning materials and training manual that have been developed for this purpose).
- It is recommended to also include relevant district (or provincial) level officials in (the first three days of) these training, to ensure that they are also informed about and supportive of the I-SAF.
- As outlined in the training manual, it is recommended that the five days of initial in-class training be followed by a supervised field practice of the community scorecard process, as well as a subsequent debriefing session with trainees to provide feedback, respond to outstanding questions and discuss lessons learned. It will be the responsibility of the IP, in collaboration with the LNGO partner, to organize and conduct this field practice.
- If an IP has several LNGO partners, it is recommended to conduct one collective ToT for staff from all LNGO partners (for time efficiency and also to allow staff from different LNGOs to get to know and learn from one another). Multiple IPs can also come together to conduct a joint ToT for staff from all of their respective LNGO partners.
- Members from the I-SAF design team can be requested to support or contribute to these initial training events.
- As described above (in Step 1.3), following this initial Introductory ToT, LNGO trainers participate in four subsequent ToT events conducted by the IP (and/or specialized I-SAF Training Partner). Each ToT covers one of four 4-day training modules that LNGO trainers will subsequently offer to CAFs. These include: (i) Introduction to the I-SAF; (ii) I4Cs, Open Budgets and Awareness-Raising; (iii) Citizen Monitoring; and, (iv) Supporting Collective Action for Change. An overview the full 16-day I-SAF Training Course for Community Accountability Facilitators is attached as Annex B.5. Full ToT and training materials for each of these modules will be developed and delivered by the specialized I-SAF Training Partner.
- The IP trainers subsequently mentor LNGO trainers as they deliver this training to CAFs. It is recommended that the IP mentors accompany, observe and assist LNGO trainers at least the first time that they deliver each training module, and more times as necessary, until LNGO trainers feel confident to prepare and conduct trainings on their own.

5. The implementing partners provide ongoing mentoring, support and quality assurance for local NGO partners.

- The IP ensures ongoing (weekly) communication with LNGO partners to track progress and provide support as necessary.
- The IP provides ongoing mentoring, technical assistance, backstopping support and quality assurance for LNGO partners as required.
- Following each ToT, as described above, the IP trainers accompany and mentor LNGO staff in delivering training to Community Accountability Facilitators and in supervising and supporting related "learning by doing" activities.
- As long as I-SAF principles are respected and objectives are met, the IPs are free to manage LNGO partnerships as they choose, and will inevitably provide support and capacity development activities in different ways.

STEP 3 – CONDUCT INITIAL OUTREACH AND IDENTIFY AND ENGAGE CBO PARTNERS

The third step of the I-SAF Facilitation and Capacity Building process is for LNGO partners to conduct initial outreach and identify and engage community-based organization (CBO) partners, with an emphasis on those representing women and youth. Key sub-steps include for LNGOs to: (i) mobilize the support of district and provincial level actors; (ii) conduct initial outreach in each target commune; (iii) map CBOs in each target commune; and, (iii) establish linkages with one or more CBO in each village cluster.

1. Local NGOs mobilize the support of district and provincial level actors.

- The LNGO conducts courtesy visits to all relevant district and provincial level actors to ensure they have been informed about the I-SAF process and to introduce themselves as the local demand-side implementers.
- The LNGO briefly explains their role in the process and responds to any questions or concerns on the part of the officials.
- If officials have not been informed about the I-SAF, the LNGO informs their national level Implementing Partner for follow-up with NCDD.
- The LNGO uses these initial visits to gauge interest in the process and to identify potential I-SAF “champions” - specific individuals who seem particularly keen to support and promote the initiative and to provide assistance if necessary.
- If required/desired, the LNGO can consider conducting a provincial level workshop to inform actors at that level about the I-SAF and to mobilize their support.
- The LNGO can also invite relevant district and provincial level actors to participate in upcoming commune-level Inception Meetings, as appropriate.

2. Local NGOs conduct initial outreach in each target commune.

- The purpose of this sub-step is to establish contact with key commune-level actors, to mobilize their support for the I-SAF and to discuss and agree the most logical way to ensure adequate coverage of different parts of the commune for I-SAF purposes.
- For general information, the LNGO downloads basic information about each target commune from the NCDD commune database (<http://db.ncdd.gov.kh/cdbonline/home/index.castle>).
- The LNGO meets with relevant commune level actors (officials and service providers) to ensure they have received I-SAF information and guidelines from the NCDD. If this is not the case, the LNGO inform the IP for follow-up with NCDD.
- The LNGO explains their role in the I-SAF process, answers any questions/concerns about the I-SAF on the part of local officials and service providers and aims to build their support for and ownership over the process.
- In collaboration with commune officials, the LNGO identifies 3-5 village clusters per commune.
- In the case of communes made up of 3-5 villages this step may be unnecessary, as it should be possible to undertake I-SAF activities in each village. In communes with a larger number of villages, the goal is to identify 3-5 village clusters - i.e. by grouping together villages that are close to one another or share the same services.
- One potential strategy for identifying village clusters, can be to identify all primary schools in the commune, and to group together villages that share the same school.

3. Local NGOs map CBOs in each target commune.

- Based on their existing knowledge of the commune, and through consultations with local officials (e.g. commune council members and village chiefs) and community leaders (e.g. pagoda committee members, CBO leaders, teachers, and monks), the LNGO compiles contact information for all significant CBOs in the commune. A template for documenting this information is attached below in Box 2.
- Given their enormous potential as change agents, priority is placed on identifying CBOs that represent women, youth and poor people.

4. Local NGOs identify and establish linkages with one or more CBO in each village cluster.

- LNGO liaison officers/trainers meet with CBO leaders (ideally in a group meeting but, if necessary, through individual visits) to inform them about the I-SAF and to seek their involvement and support.
- The LNGO should seek to establish linkages with as many CBOs as possible and, as a minimum, at least one CBO in each village cluster (i.e. at least 3-6 CBOs in each target commune).
- LNGOs should encourage their existing CBO partners to participate in the I-SAF, but should also extend their outreach to all CBOs in the commune.
- LNGOs encourage CBO to nominate at least one or more candidates to participate in the Community Accountability Facilitator training course.
- LNGOs engage CBOs (as conveners, participants and volunteers) in local-level public education and social accountability activities, as described below.

Box 3 – CBO Mapping Template

<i>Name of CBO</i>	<i>Purpose/Mission</i>	<i>Location</i>	<i># of Members (F/M)</i>	<i>Contact Person</i>	<i>Contact Information</i>
<i>Village cluster # 1</i>					
1.					
2.					
3.					
<i>Village cluster # 2</i>					
4.					
5.					
6.					
<i>Village cluster # 3</i>					
7.					
8.					
9.					
10.					

STEP 4 – ORGANIZE AN INCEPTION MEETING WITH KEY STAKEHOLDERS IN EACH COMMUNE

The next step of the I-SAF process is the organization by the local NGO partner of an Inception Meeting at commune level that brings together all key stakeholders. Key objectives of the Inception Meeting are: to allow key stakeholders to meet each other; to learn more about I-SAF process; to agree a schedule for implementation; and, to determine who will participate from each stakeholder group. Key sub-steps include for NLGOs to: (i) prepare for the Inception Meeting; (ii) conduct the Inception Meeting; and, (iii) follow-up after the Inception Meeting.

1. Prepare for the meeting.

a. Identify and invite all key stakeholders.

- The following stakeholders should be invited to the Inception Meeting: the commune chief, a CCWC representative, other commune councilors (according to interest), the director of the local health center, the director of the selected primary school(s), representatives of the Health Centre Management Committee (HCMC), representatives from the School Support Committee of the targeted primary school(s), relevant district level officials (with responsibility for health, education and DD), village chiefs, CBO leaders and local NGOs with a presence in the commune. Provincial level officials, as well as members of the provincial accountability working group, can also be invited.
- Prior to the meeting, the local NGO partner should meet informally with commune officials to decide the time and place of the meeting. The time of the inception meeting should be set so it is convenient for government officials, service providers and community representatives. It is recommended that the Inception Meeting take place at the commune hall, as the commune is the coordinating agency.
- Inception Meeting organizers should try to ensure gender equity among participants as well as representation from all villages or “village clusters” in the commune.

b. Make logistical arrangements for the meeting.

- The local NGO partner should ensure that the venue is adequately prepared prior to the meeting (for example, ensuring adequate seating and any necessary equipment such as flipcharts or posters).
- It is recommended to arrange for water and/or a small snack for participants. It is not recommended to pay per diems.

c. Prepare resource materials.

- A set of proposed resource materials is attached as Annex B.8. These should be reviewed, adapted if necessary and copied for distribution at the meeting.
- In some cases and where electricity is available, local partners may want to make use of a sound system or a PowerPoint projector, though these are not deemed to be necessary.
- If available, it can also be useful to distribute copies (or show a copy) of the government’s *Strategic Plan for Social Accountability in Sub-National Democratic Development*.

Box 4: Sample Agenda for Inception Meeting (Suggested time: 1 to 1.5 hours)

- *Welcome and opening remarks by distinguished guest (10 min)*
- *Allow participants to introduce themselves and explain of the purpose of the meeting (10 min)*
- *Present and discuss highlights of the Strategic Plan for Social Accountability in Sub-National Democratic Development (15 min)*
- *Present and discuss the purpose and benefits of the I-SAF process (15 min)*
- *Present and discuss the different steps of the citizen monitoring process and the expected roles of each stakeholder (15 min)*
- *Agree an implementation schedule for the citizen monitoring process (5 min)*
- *Thank participants and close the meeting*

2. Conduct the meeting.

- a. **Welcome all participants, make introductions and explain the purpose of the meeting.**
 - A sample agenda for the inception meeting is outlined above in Box 4.
 - After the opening and speech, it is important to set a positive, productive and informal tone for the meeting, to allow participants to introduce themselves and to encourage all to participate actively by asking questions and sharing views.
- b. **Present and discuss the purpose and benefits of the I-SAF and the citizen monitoring process.**
 - Using the resources attached in Annex B.8, present the purpose and benefits of the I-SAF and the citizen monitoring process.
 - Invite questions and comments from participants.
 - If necessary, the availability of I4C data can also be confirmed at this time.
- c. **Explain each step of the citizen monitoring process and the roles of each group of stakeholders.**
 - Using the resources attached in Annex B.8, outline each of the steps that will be undertaken as part of the citizen monitoring process and explain the expected roles of each group of stakeholders.
 - Invite participants to share their questions and comments.
 - Clarify once again that the aim of the process is not to criticize or place blame, but to encourage citizens and service providers to work together to make improvements.
 - Emphasize that that the same representatives from the different public services should be involved throughout the process (both in assessment and interface meetings) to ensure consistency.
- d. **Agree an implementation schedule.**
 - If possible, use the Inception Meeting to agree with stakeholders the time and place of upcoming Service Provider Self-Assessment Meetings (taking into account the schedules and preferences of each service facility) as well as the final Interface Meetings.

e. Thank participants for their participation and support.

- It is important to thank participants and to reiterate the importance of their ongoing participation and support and the benefits of the citizen monitoring process before closing the meeting.

3. Follow-up after the meeting.**a. Follow-up with each key stakeholder as necessary after the meeting.**

- The local partner NGO and CAFs should keep in close contact with commune officials, service providers and community representatives throughout implementation.
- Ideally, service provider self-assessment meetings and community scorecard meetings should take place within a few weeks of the Inception Meeting.

Checklist

- ✓ Ensure all key stakeholders are invited at least one week in advance.
- ✓ Make arrangements to hold the meeting at the commune hall. (If there is not adequate at the commune hall, then the Inception Meeting can be held in the pagoda or in a local school).
- ✓ Try to make sure that there is an equitable gender balance among participants and presenters.
- ✓ Prepare visual aids and/or handouts before the meeting.
- ✓ Offer a drink/snack to participants.
- ✓ Try to keep meeting to no more than 1- 1.5 hours.
- ✓ Ensure adequate time to respond to questions and concerns.
- ✓ Ensure follow-up with each key stakeholder as necessary after the meeting.

STEP 5 – SELECT, MOBILIZE, TRAIN AND MENTOR COMMUNITY ACCOUNTABILITY FACILITATORS

The fifth and final step of the I-SAF Component 3 Facilitation and Capacity Building process is for LNGO partners to select, mobilize, train and mentor community accountability facilitators (CAFs). Key sub-steps include for LNGOs to: (i) select four CAF candidates from each target commune (with an emphasis on women and youth); (ii) train CAFs; and, (iii) accompany and mentor CAFs in implementing “learning by doing” activities.

1. Local NGOs select four CAF candidates from each target commune (with an emphasis on women and youth).

- LNGO liaison officers/trainers conduct outreach at local level to identify and encourage potential candidates (specifically targeting women and youth). A Sample Call for Expressions of Interest from CAF Candidates (which includes a job description and selection criteria) is attached as Annex B.9.
- The LNGO can also: share the Call for Expressions of Interest with CBOs and encourage them to nominate one or more CAF candidates (with an emphasis on women and youth) either from among their members or from the larger community; disseminate the call through local media (e.g. radio or newspaper) and; request that the commune post it on public notice boards.
- The LNGO selects four CAF candidates according to defined selection criteria, ensuring geographic, gender and age balance (i.e. at least two female candidates, at least two candidates under 35 and, ideally, one candidate from each village cluster). See Box 5 on the selection of CAFs.
- The LNGO publicly announces the results of the selection process and signs a MoU with the four selected CAF candidates from each target commune (a total of 30-40 per district).

Box 5 - Selection of Community Accountability Facilitators

Local NGOs identify and select Community Accountability Facilitator candidates according to defined selection criteria and a competitive process. Local NGOs begin by conducting outreach at local level to identify and encourage potential candidates to apply. The most important criteria for the selection of candidates are: their commitment to principles of active citizenship and social accountability; their willingness and enthusiasm to participate fully in the 10-month program (and beyond); their demonstrated active engagement in community life and their (current or potential) capacity to mobilize community members and promote constructive engagement. Ideally, candidates are leaders or active members of CBOs and have the endorsement of their organization. Based on their strong potential as change agents, and in an effort to reverse their historic exclusion from governance processes, women and young people (under 35 years of age) are specifically targeted as community accountability facilitator candidates. Local NGOs are instructed to ensure a geographic balance among selected trainees (ideally, ensuring that all communes in the district are represented) and required to ensure that at least 50% of trainees are women and at least 50% are under the age of 35.

Box 6 – Training and Certification of Community Accountability Facilitators

Classroom training includes interactive presentations, the use of visual aids, story-telling, individual reflection, group brainstorming, small group discussions, learning games, role play, opportunities for corporal expressions of concepts, mock exercises, field practice and feedback sessions. At the end of the annual cycle, those CAF candidates who have successfully completed all four training modules and related “learning by doing” activities, receive a certificate confirming their status as a trained I-SAF community accountability facilitator. An end-of-cycle debriefing session and graduation ceremony is convened, either at the district level (by the LNGO) or at the provincial or national level (by the IP). At the end of each training cycle, up to four graduates per district (of which at least two are female) are selected to participate in a subsequent Training of Trainers (ToT) program. Accountability Facilitator Trainer certificate at the next annual graduation event. This certificate makes them eligible for potential employment as a social accountability trainer, within or outside the program. A Community of Practice is established to provide on-going support to certified CAFs and CAF Trainers. This involves the creation of a national database (containing profiles and coordinates of all certified community accountability facilitators and trainers) and the creation of an on-line group, to promote information-sharing, discussion, networking and marketing of skills by this group of actors. While Accountability Facilitators receive no financial compensation for their participation in the program, all of the costs related to their participation in training events (including lodging and food) are covered and they do receive a small stipend to cover direct (e.g. travel) costs incurred in the context of “learning by doing” activities. The skills that community accountability facilitators learn, the status they gain in the community and the fact that they earn certification are all considered to be important incentives.

2. Local NGOs train CAFs.

- Once CAFs are selected, LNGO trainers (supported by the IP mentors) conduct a first introductory 4-day training module for the newly recruited candidates (and selected local officials), entitled “Introduction to the I-SAF”.
- Over the following six months, LNGO trainers subsequently offer three additional 4-day trainings to CAFs and selected local officials. These include: “I4Cs, Open Budgets and Awareness-Raising “(as described in Section C), “Citizen Monitoring “and “Supporting Collective Action for Change “ (as described in Section D). An overview of all four 4-day training modules is attached in Annex B.5.
- It is recommended that training modules for CAFs are scheduled to take place 3-4 weeks after LNGO have received their own ToT, to ensure that trainers have adequate time to plan and prepare for their course, and that training content and proposed methodologies are still fresh in their minds.
- While local officials will also be trained through internal government channels, it is considered important and beneficial for them to also participate in the training offered by LNGOs - in order to (i) enhance familiarity, communication and working relations between local officials and CAFs and, (ii) promote the development of a shared understanding of key I-SAF principles and goals.
- It is recommended that the four training modules be convened at district level and bring together all CAFs (and relevant local officials) from all target communes in the district. The training should take place in an environment that is conducive for learning (i.e. adequate space and seating, not too noisy and a comfortable temperature) and in a

“neutral” venue where CAFs and local officials feel at ease (e.g. in a pagoda hall or local NGO office).

- Each training module is accompanied by (i) Training Guidelines (for LNGO trainers) and (ii) Field Guides (for participants). At the first CAF training, participants receive a copy of the “Introduction to I-SAF” Field Guide to assist them in conducting “learning by doing” activities (as described below).

3. Local NGOs accompany and mentor CAFs in implementing “learning by doing” activities.

- As described below (and as outlined in Annex B.5), following each training module, CAFs conduct learning by doing activities in their communities.
- Learning by doing activities are strategically designed to directly contribute directly to the implementation of the SAF while simultaneously providing an opportunity for CAF to consolidate and deepen their learning by applying in practice the principles and skills they have learned in class. These activities specifically target women, youth and poor people as change agents.
- Learning by doing activities following the first *Introduction to the I-SAF training* module focus on informing citizens about the I-SAF. Subsequent learning by doing activities involve CAFs in: (ii) helping citizens to understand the content of I4Cs (as described in Section C); (iii) facilitating community scorecard meetings (as described under Section D); and, (iv) mobilizing community action and support for the agreed commune-level I-SAF Joint Accountability Action Plan (as described under Section D).
- LNGOs accompany, mentor and support CAFs in implementing learning by doing activities - with the level of responsibility and autonomy of CAFs gradually increasing over time.
- In the case of the first set of learning by doing activities this may involve: (i) LNGO staff first conduct an initial community-level I-SAF information-sharing event while CAFs observe/assist; (ii) CAFs and LNGO staff then co-facilitate an information-sharing event; (iii) CAFs then conduct an information-sharing event while the LNGO mentor observes/assists; and finally, (iv) CAFs conduct community-level information-sharing events on their own (contacting the LNGO as necessary with requests for information or advice). Each step of this process should be accompanied by a brief and immediate debriefing session, allowing CAFs and mentors to collectively reflect on, discuss and learn from each experience.
- Each set of learning by doing activities takes place over a period of several weeks. The goal is to complete a full set of learning by doing activities before the start of the next training module.
- While the I-SAF allows for significant flexibility in the scheduling of local-level training courses and learning by doing activities, a proposed rough timeline is indicated in Annex B.5. The specific timing and duration of learning by doing activities, however, is determined by LNGO staff and CAFs - according to local circumstances, needs and the schedules of key stakeholders.
- CAFs are encouraged to call on the assistance of CBOs in carrying-out “learning by doing” activities, for example, by seeking their assistance in convening community-level meetings and activities and by encouraging the active participation of their members.

C. COMPONENT 1: ACCESS TO INFORMATION AND OPEN BUDGETS

1. The purpose of Component 1 of the I-SAF is to strengthen transparency and citizen access to, and demand for, public information and budgets. Principal goals of the component include: strengthening the supply and dissemination of relevant local level public information (including budgets); making the information more accessible and user-friendly; and, developing the capacity of citizens to understand and utilize the information provided.

2. Under I-SAF Component 1, Information for Citizen packs or “I4C packs” (consisting of nine large, laminated posters and an accompanying booklet explaining the content of the posters) are prepared and disseminated to each target commune and each LNGO partner. The posters cover three essential local services (i.e. health centers, primary schools and communes) and include two types of information: i) *standardized information* on established rights, standards, codes of conduct, targets and fees (in the form of laminated posters); and, ii) *commune and facility-specific* data on budgets, revenues, expenditures and performance results (in the form of annually updated A4 paper “post-ons” that are affixed onto the relevant laminated poster). Under I-SAF, the government will prepare and disseminate I4C packs to every target commune, and ensure the annual updating and posting of commune and facility-specific data in the form of “post-ons”. See Annex C.1 for sample reproductions of the I4C posters and post-ons.

3. Key responsibilities of civil society actors in the implementation of Component 1 are to: (i) obtain, review and validate I4C packs; (ii) build capacity of CAFs and selected local officials and service providers regarding access to information, I4Cs and open budgets; and, (iii) raise citizen awareness and understanding of I4Cs and enhance budget literacy. Guidelines for civil society actors regarding each of these key roles are outlined below.



Box 7 – Three Key Steps of the I-SAF Access to Information Process

Step 1 – Obtain, review and validate I4C packs.

Step 2 – Build capacity of CAFs and selected local officials and service providers regarding access to information, I4Cs and open budgets.

Step 3 – Raise citizen awareness and understanding of I4Cs and enhance budget literacy.

STEP 1 – OBTAIN, REVIEW AND VALIDATE I4C PACKS

The first step in the implementation of demand-side activities under Component 1 is for LNGO partners to obtain, review and validate I4C posters and post-ons. Key sub-steps include for LNGOs to: (i) request and obtain I4C packs; (ii) conduct an initial review of the content of the I4C; and (iii) flag any problems or gaps regarding the content or posting of I4Cs.

1. Local NGOs request and obtain I4C packs.

- LNGO trainers participate in a ToT (conducted by the IP or the specialized I-SAF training partner) on “I4Cs, Open Budgets and Awareness-Raising”.
- At the ToT, each LNGO receives an I4C pack (i.e. I4C posters and I4C booklets) from their IP.
- During or after the ToT, the LNGO receives from their Implementing Partner, information about the agreed timeframe for the preparation by district officials of local “post-ons” (containing commune and facility-specific data on budgets, revenues, expenditures and performance results).
- LNGO communicates with the concerned district-level official to obtain a copy of “post-ons” for each target commune.
- If there are any difficulties in obtaining post-ons according to the agreed timeframe, the LNGO should first liaise with the district-level NCDD officer to find solutions; then, if necessary, report any persistent problems to the IP (for follow-up with the NCDD and/or I-SAF secretariat).

2. Local NGO partners conduct an initial review of the content of the I4C.

- During and/or after the ToT, LNGO reviews the content of the I4C posters and booklet and directs any initial questions or comments to the IP.
- LNGO reviews the content of the I4C post-ons to confirm whether any information is missing or appears to be incorrect (based on LNGO knowledge of the target commune) and directs any questions or comments to the relevant district (or commune) official.
- LNGO reports any unresolved problems regarding post-ons to the IP for follow-up at national level.
- LNGO prepares for a collective discussion and analysis of I4C data and budgets with CAFs and local officials (in the context of the second four-day training module).

STEP 2 – BUILD CAPACITY OF CAFs AND LOCAL OFFICIALS ON I4Cs, OPEN BUDGETS AND AWARENESS- RAISING

The second step in the implementation of Component 1 is for LNGO partners to build the capacity of CAFs and select local officials with regard to I4Cs, open budgets and awareness-raising. Key sub-steps include: (i) for LNGOs to prepare and conduct training on “I4Cs, Open Budgets and Awareness-Raising” for CAFs and select local officials; (ii) for CAFs and designated commune representatives to ensure local compliance with public dissemination regulations; and, (iii) for LNGOs to accompany and mentor CAFs in implementing “learning by doing” activities related to access to information and open budgets.

A. Local NGOs prepare and conduct training on “I4Cs, Open Budgets And Awareness-Raising” for CAFs and select local officials.

- Based on learning and resources from the ToT on “I4Cs, Open Budgets and Awareness-Raising”, LNGO trainers plan and prepare for the delivery of a second district-level training module for CAFs (and selected local officials/service providers).
- The target audience for the district-level training is comprised of key stakeholders from each target commune. These include: CAFs, the chief of each commune (and/or designated commune) councilors and the commune clerk), district-level focal points (for health, education and D&D); and, selected service provider representatives (from participating health centers and primary schools). The purpose of the training is to help these actors effectively understand and disseminate I4C information.
- LNGO trainers deliver the 4-day training on “I4Cs, Open Budgets and Awareness-Raising”. An overview of the 4-day curriculum is attached as Annex B.5. (A detailed training methodology and materials for this module will be developed and delivered by the specialized I-SAF Training Partner).
- As outlined in Annex B.5 the training aims to help CAFs and selected local officials to: (i) understand the importance of public access to information; (ii) understand the content of I4Cs (including budgets); (iii) analyze the meaning and relevance of I4C data for local level actors; (iv) assess the accuracy/validity of local-level performance and budget data (contained in the commune-specific I4C post-ons) and; (v) learn techniques for sharing information and raising citizen awareness and understanding of I4C information.
- At the training, participants receive a personal copy of (i) the I4C Booklet and (ii) the “I4Cs, Open Budgets and Awareness-Raising” Field Guide to assist them in conducting “learning by doing” activities, as described below (in Step 3).
- The I4C Booklet provides a detailed explanation of the meaning, relevance and source of information contained in the I4C posters and post-ons. The Field Guide “I4Cs, Open Budgets and Awareness-Raising” addresses practical aspects of awareness-raising, information sharing and public education, such as how to present technical information simply, how to generate questions, how to help people understand the importance of this information and make effective of the information.

B. CAFs and designated commune representatives (supported by local NGO partners) ensure local compliance with public dissemination regulations.

- Before, during and/or after the 4-day training event, LNGO partners assist CAFs and commune council representatives in organizing visits to I4C dissemination points including: the commune hall, the local health center and primary schools located in the target commune. The LNGO partner may also choose to participate in these visits if deemed necessary/appropriate.
- The principal purpose of the visits is to ensure that I4C poster and post-ons are prepared and publicly displayed, in compliance with public information dissemination regulations issued by NCDD.
- Ideally, a representative from the commune (or the LNGO) communicates with each relevant service provider ahead of time to inform them about the purpose of the visit and agree a convenient date and time for the visit.
- Ideally, each visiting “delegation” should include at least one commune representative and one CAF.
- It should take only a few minutes to verify whether I4C posters and post-ons are displayed in compliance with government policy. Depending on available time and interest, visitors may want to take additional time to discuss details of I4C content, key issues and/or upcoming I-SAF activities with service providers.
- During the visit, if any information gaps or problems are detected, the visiting commune representatives/CAFs should take note of these, flag them with the relevant local official/service provider (i.e. commune chief, HC director or school principal) and together discuss and agree corrective measures.
- Any persistent information gaps or compliance problems should be reported to district-level officials and /or the IP for follow-up.

C. Local NGOs accompany and mentor CAFs in implementing “learning by doing” activities on access to information and open budgets.

- Following the delivery of the second training module and visits to I4C dissemination points, CAFs conduct “learning by doing” activities in their communities.
- These activities (described below in Step 3) aim to help citizens to understand and make use of the information contained in the I4Cs and to enhance budget literacy. They specifically target women, youth and poor people as change agents.
- CAFs collaborate with CBOs in carrying-out these “learning by doing” activities, seeking their assistance in convening community-level meetings and activities and encouraging the active participation of their members.
- As described above (in Section B, Step 5.3) LNGOs accompany, mentor and support CAFs in implementing “learning by doing” activities - with the level of responsibility and autonomy of CAFs gradually increasing over time. For example, the LNGO mentor first demonstrates a community-level I4C information-sharing event while CAFs observe/assist; then co-facilitates an information-sharing event with the CAF; then observes/assists while the CAFs conducts an event; and finally, remains available to answer questions or provide advice while CAFs conduct community-level events on their own. After each event, CAFs and mentors collectively assess the experience and reflect on lessons learned.

STEP 3 – RAISE CITIZEN AWARENESS AND UNDERSTANDING OF I4Cs AND ENHANCE BUDGET LITERACY

A third and final critical step for civil society actors in implementing I-SAF Component 1 is to raise citizen awareness and understanding of I4Cs and enhance budget literacy. These goals are accomplished through the implementation of Component 1 “learning by doing” activities, which take place over a period of 2 to 8 weeks, according to local circumstances, needs and the schedules of key stakeholders. Key sub-steps include for CAFs and LNGOs, with the support of the commune council, to: (i) conduct village-level awareness-raising meetings on the I4Cs and open budgets; (ii) set up I4C booths at public events; and, (iii) disseminate I4C and open budget messages through local media. Please note that these activities can be undertaken sequentially or simultaneously.

1. CAFs, with the support of the LNGO and the commune council, conduct village-level awareness-raising meetings on the I4Cs and open budgets.

- Using the materials and awareness-raising techniques obtained from the second training module on “I4Cs, Open Budgets and Awareness-Raising”, CAFs conduct learning by doing activities aimed at building citizen awareness and understanding of I4Cs and budgets.
- With the support of the commune, CBOs and the LNGO mentor, CAFs organize two outreach meetings in each village cluster. The purpose of the first meeting is to explain and discuss citizen standards and rights (as presented in the I4C posters). The aim of the second meeting is to explain and discuss performance and budget data (as presented in the I4C post-ons).
- In collaboration with CBO partners and village chiefs in each village cluster, the CAFs agree a schedule and venue for awareness-raising activities, choosing a time and place that is the most convenient for the target audience.
- Village-level meetings should be participatory, active (and fun!). The meetings should aim not only to share information, but to provide citizens with a safe space to question, reflect on and react to I4C information.
- Explicit efforts should be made to target women, youth and individuals from disadvantaged households, who are users of local services – for example, by collaborating with women and/or youth-focused CBOs and mobilizing their members. Time permitting, separate meetings can be conducted that specifically target these groups.
- Time permitting, separate meetings can also be conducted for users of a specific service (i.e. for users of a specific primary school) if the CAF/LNGO judges that this approach will be most effective.
- CAFs ensure that CBO partners are continually informed of and engaged in awareness-raising activities.
- CAFs meet with LNGO mentors to discuss outcomes, lessons learned and recommendations for future practice.

2. CAFs, with the support of the LNGO and commune council, host I4C activity kiosks at public events.

- In order to reach as many people as possible, in addition to village cluster meetings, CAFs (with the support of the commune and the LNGO) also set up I4C activity kiosks at public events to share information and raise awareness.
- I4C activity kiosks can be set up in market places, at local festivals or other community events as appropriate. Events and locations are identified in collaboration with the commune, CBOs and community leaders.
- At the activity kiosk, CAFs display and explain I4C posters and hand out public education materials (such as I4C-related brochures and comic books). CAFs can also use the opportunity to inform citizens about upcoming citizen monitoring activities and/or other opportunities for engagement in the I-SAF.
- Activity kiosks should be designed to attract the attention of passers-by. They should include an attractive display of I4C posters and brochures. If possible, CAFs should also make use of a loud-speaker or sound system (on loan from the LNGO) to draw attention to the activity kiosk.
- A wide range of techniques can be used to make the activity kiosks lively and effective, including for example: introducing games or quizzes, mobilizing local musicians to provide entertainment or preparing and presenting a theatre sketch to share key I4C messages. CAFs will learn about these techniques during the second training module on “I4Cs, Open Budgets and Awareness-Raising”.
- CAFs are requested to set up and host an I4C activity kiosk at least once in each village cluster, and more than once if possible (depending on available time and human resources).

3. The LNGO, in collaboration with the commune council, disseminates I4C and open budget messages through local media.

- While the I-SAF emphasizes face-to-face meetings as the most effective means of public awareness-raising, it also identifies the use local media as an important strategy for sharing I4C and open budget information.
- Radio (and in particular, where it exists, community radio) is acknowledged as an excellent means of reaching out to local populations.
- Over time, it is anticipated that the I-SAF secretariat and/or operational partners will develop radio jingles and potentially even a radio drama on I-SAF-related themes.
- For now, the LNGO in collaboration with the commune, issues press statements as a means of publically disseminating information contained in the I4Cs. The IPs are encouraged to assist in developing sample press statements that LNGOs can adapt and tailor to their local context.
- The LNGO also uses existing radio programs that are broadcast locally to develop sound bites on the I4Cs and helps to coordinate media interviews with willing local officials and service providers.
- Where interviews or longer radio pieces are organized, CAFs are encouraged to highlight and discuss these at the village cluster meetings and, if possible, to organize radio listening clubs or play a recording of radio announcements/interviews at village cluster meetings.

D. COMPONENT 2: CITIZEN MONITORING

1. This final section of the manual explains how Component 2 of the I-SAF will be implemented. The objective of I-SAF Component 2 is to empower citizens to monitor and assess public services, propose actions for improvement, and collaborate with local government officials and service providers in implementing those actions, using an adaptation of the community scorecard methodology.⁵ Under I-SAF, citizen monitoring will initially target a core set of three services: commune services, primary schools, and local health centers. Over time, communities will be encouraged and supported to monitor other services of priority importance to them (such as police, water, sanitation or natural resource management).

2. The I-SAF citizen monitoring process aims to achieve change at local level by:

- Improving communication, understanding and relations between service providers and users;
- Informing service users and providers about their respective rights and responsibilities, service standards and performance data;
- Empowering service users and providers to identify priority problems and agree solutions;
- Building local capacity and clarifying roles;
- Promoting collective action to improve the quality of public services; and,
- Increasing opportunities for the commune to support and oversee the effective delivery of public services.

3. What is NOT part of citizen monitoring?

- It is **NOT** about criticizing or blaming individuals.
- It is **NOT** intended to create conflict.
- It is **NOT** about raising personal/personality issues.

4. The I-SAF citizen monitoring process involves the participation of a range of actors. A summary table of stakeholders and roles is attached as Annex D.1. Primary stakeholders in the citizen monitoring process include: (i) citizens who use public services (with particular attention to women, youth, and members of disadvantaged households); (ii) public service providers (i.e. the managers and staff of health centers and primary schools); (iii) commune officials, and; (iv) district and provincial officials.

- Citizens/service users play a key role in the process by assessing services, proposing actions for improvement and participating in the implementation of agreed actions.
- Service providers also participate actively in the process by self-assessing their performance, proposing actions for improvement and participating in the implementation of agreed actions.
- Commune officials (including the commune chief, deputy chief, councilors and clerk) play important and multiple roles in the process. As service providers, they self-assess their performance and participate in identifying and implementing actions for improvement. They also play a key role in: promoting and supporting the scorecard process; chairing

⁵ The community scorecard is a social accountability tool designed to inform service users about standards and entitlements, identify and address gaps in service delivery.

interface meetings, and creating and chairing a committee to support, oversee and report on the implementation of the agreed JAAP.

5. Other stakeholders who participate in and support the CSC and JAPP process include: (i) the local NGO partner, (ii) community accountability facilitators (CAFs); (iii) local civil society organizations (CSOs) and community-based organizations (CBOs), and; (iv) district and provincial-level officials.

- The local NGO partner coordinates the citizen monitoring process, organizes and facilitates meetings and ensures effective communication and collaboration among the various actors.
- Community accountability facilitators (CAFs), under the mentorship of the local NGO partner, conduct awareness-raising activities at village level, mobilize public participation, organize village-level meetings, support NGO facilitators, and over time, facilitate CSC meetings on their own.
- Local CSOs and CBOs (such as pagoda associations, water-user groups, women's organizations, youth groups and others) also participate in raising awareness and promoting public participation.
- District and provincial-level officials participate in inception and interface meetings and are called upon to support the implementation of agreed priority actions and to transmit messages and requests to higher-level actors as necessary.

6. Key responsibilities for demand-side actors under Component 3 are to: (i) build the capacity of local actors to support the citizen monitoring process; (ii) prepare and undertake groundwork; (iii) conduct service provider self-assessment meetings; (iv) conduct community scorecard meetings; (v) conduct interface meetings, and; (vi) support and monitor the implementation the resulting Joint Accountability Action Plan (JAAP).

7. Guidelines for civil society actors regarding the implementation of each of these key steps are outlined below. The guidelines explain the objective of each step of the process, describe how each step is implemented and provide the necessary tools and templates.

Box 8 – Six Key Steps of the I-SAF Citizen Monitoring Process

Step 1 – Build the capacity of local actors to support the citizen monitoring process.

Step 2 - Conduct initial groundwork and preparation.

Step 3 – Conduct service provider self-assessment meetings.

Step 4 - Conduct community scorecard meetings (with citizens/service users).

Step 5 - Conduct interface meetings to agree a multi-sector Joint Accountability Action Plan (JAAP).

Step 6 – Support and monitor the implementation of the JAAP.

STEP 1 – BUILD THE CAPACITY OF LOCAL ACTORS TO SUPPORT THE CITIZEN MONITORING PROCESS

The first step of the I-SAF citizen monitoring process is for the local NGO partner to build the capacity of CAFs and selected local officials and service providers regarding citizen monitoring, JAAPs and collective action. Key sub-steps include for local NGO partners to: (i) prepare and conduct training on “Citizen Monitoring” for CAFs (and selected local officials); (ii) prepare and conduct training on “Supporting Collective Action for Change” for CAFs (and selected local officials); and, (iii) support and mentor CAFs in organizing and facilitating citizen monitoring activities.

1. LNGO prepares and conducts training on “Citizen Monitoring” for CAFs and selected local officials.

- Based on learning and resources from the ToT on “Citizen Monitoring”, LNGO trainers plan and prepare for the delivery of a third district-level training module for CAFs (and selected local officials/service providers).
- The target audience for the district-level training is comprised of key stakeholders from each target commune. These include: CAFs, the chief of each commune (and/or designated commune councilors and the commune clerk), district-level focal points (for health, education and D&D); and, selected service provider representatives (from participating health centers and primary schools). The purpose of the training is to help these actors effectively understand and support I-SAF citizen monitoring.
- LNGO trainers deliver the 4-day training on “Citizen Monitoring”. An overview of the 4-day curriculum is attached as Annex B.5. (A detailed training methodology and materials for this module will be developed and delivered by the specialized I-SAF Training Partner).
- As outlined in Annex B.5 the training aims to help CAFs and selected local officials to: (i) understand each of the operational steps involved in implementing I-SAF citizen monitoring, as well as its purpose and benefits; (ii) understand the roles and responsibilities of the various actors involved in the community scorecard process, including themselves; (iii) develop the operational skills to organize, support and facilitate each step of the community scorecard process; and, (iv) have the opportunity to practice facilitating certain aspects of the citizen monitoring process in a safe space.
- At the training, participants receive a personal copy of the I-SAF Citizen Monitoring Field Guide to assist them in conducting “learning by doing” activities, as described below (in Steps 2-4). The Field Guide explains each step of the citizen monitoring process (as outlined below) but in a simplified language and user-friendly format including diagrams, specifically tailored for use by CAFs.

2. LNGO prepares and conducts training on “Supporting Collective Action For Change” for CAFs and selected local officials.

- Based on learning and resources from the ToT on “Supporting Collective Action for Change”, LNGO trainers plan and prepare for the delivery of a fourth and final district-level training module for CAFs and selected local officials/service providers.
- The target audience for this training is the same as for the previous training on “Citizen Monitoring” – i.e. four CAFs from each target commune, as well as up to three local

officials/service providers from each commune and, as appropriate, selected district-level focal points (for health, education and D&D).

- LNGO trainers deliver the 4-day training on “Supporting Collective Action for Change”. An overview of the 4-day curriculum is attached as Annex B.5. (A detailed training methodology and materials for this module will be developed and delivered by the specialized I-SAF Training Partner).
- As outlined in Annex B.5 the training aims to help CAFs and selected local officials to: (i) develop the operational skills needed to organize, support and facilitate Interface Meetings and development of a JAAP; (ii) understand the roles and responsibilities of the various actors involved in implementing and monitoring and reporting on the JAAP; (iii) learn how to support the implementation of the JAAP (and the work of the JAAP Committee); and, (iv) learn how to ensure ongoing productive citizen-state dialogue and community development.
- At the training, participants receive a personal copy of the I-SAF “Supporting Collective Action for Change” Field Guide to assist them in conducting “learning by doing” activities, as described below (in Steps 5-6). The Field Guide explains each step of the citizen monitoring process (as outlined below) but in a simplified language and user-friendly format including diagrams, specifically tailored for use by CAFs.
- While the I-SAF allows for significant flexibility in the scheduling of local-level training courses and “learning by doing” activities, a proposed rough timeline is indicated in Annex B.5.

3. Support and mentor CAFs in organizing and facilitating citizen monitoring activities.

- Following each training module, CAFs conduct “learning by doing” activities in their communities, as outlined below in Steps 2-4 (implemented after the third training module) and Steps 5-6 (implemented after the fourth training module).
- “Learning by doing” activities following the third “Citizen Monitoring” training focus on organizing and facilitating community scorecard meetings. Activities following the fourth “Supporting Collective Action for Change” training include assisting in the facilitation of interface meetings and supporting the dissemination and implementation of the agreed JAAP.
- LNGOs accompany, mentor and support CAFs in implementing these activities - with the level of responsibility and autonomy of CAFs gradually increasing over time. For example, the CAFs will first (i) observe as a LNGO mentor facilitates a community scorecard meeting then; (ii) co-facilitate a community scorecard meeting with LNGO mentor; (iii) facilitate a community scorecard meeting while LNGO mentor observes; and finally, (iv) facilitate community scorecard meetings on their own.
- “Learning by doing” activities under Component 2 take place over several weeks or months - according to local circumstances, needs and the schedules of key stakeholders.
- The goal is to complete the citizen monitoring process and produce a JAAP, in time for priority actions to potentially be included in the Commune Investment Plan and presented at the District Integration Workshop. Efforts to implement the JAAP will be ongoing through to the next annual I-SAF cycle.

STEP 2 – CONDUCT INITIAL GROUNDWORK AND PREPARATION

The second step of the I-SAF citizen monitoring process is for the local NGO partner to conduct the necessary groundwork to prepare and plan for citizen monitoring activities and to identify, inform and mobilize all the key stakeholders. Key sub-steps include for LNGOs to: (i) reconfirm the participation and support of commune officials and local-level service providers; (ii) mobilize the participation and support of community members; (iii) make logistical preparations for the citizen monitoring process, and; (iv) prepare the facilitation team.

1. Reconfirm the participation and support of commune officials and local-level service providers.

- Revisit the commune chief (and commune councilors) to discuss the upcoming I-SAF citizen monitoring process and to reaffirm their ownership over the process, acknowledging the role of the commune both as a service provider (responsible for commune administration) as well as a representative of the people.
- In collaboration with commune representatives, revisit relevant service providers to confirm their support for and participation in the upcoming citizen monitoring process.
- Use I4C data to determine which primary school(s) in the commune will be included in the citizen monitoring process, giving first priority to the most disadvantaged school(s).

2. Mobilize the participation and support of community members.

- Contact village chiefs and CBO/community leaders to explain the I-SAF citizen monitoring process and to seek their assistance in identifying community participants from each village cluster. This can be done through a group meeting and/or through individual visits.
- As necessary, also seek the assistance of local NGOs, commune councilors, HCMC and SSC members in identifying/mobilizing participants
- For each of the three services (i.e. commune, health center and selected primary schools), identify approximately 20 users/community members (of which at least half are women and at least one third are youth) from each village cluster to participate in the community scorecard process.
- For the purposes of citizen monitoring, one community scorecard meeting per service should be held in each “village cluster” (ideally attended by some representatives from each village in the “cluster” for a total of approximately 20 users per service). In the case of primary schools, community scorecard meetings should only be conducted in the community served by the selected school(s).
- Request the assistance of CBOs and local officials to ensure that poorer householder and marginalized groups are equitably represented.
- Consult with local stakeholders about the most convenient time/place to organize meetings (taking into account community members’ schedules and preferences).

3. Make logistical preparations for the citizen monitoring process.

- In collaboration with local stakeholders, identify appropriate venues for each set of scorecard meetings (in every village or village cluster).
- Agree dates and times for each set of scorecard meetings.
- Make arrangements for all necessary equipment (e.g. chairs, flipcharts, sound system).
- Make arrangements for drinks/snacks for participants.
- Prepare all necessary materials (e.g. I4C information, prepared flipchart sheets, voting materials).

4. Prepare and organize the citizen monitoring facilitation team.

- Identify facilitation teams of at least three people (1 lead facilitator, 1 assistant facilitator and 1 note-taker/time-keeper/assistant) for each meeting. CAFs may play some or all of these roles, with the assistance and support of local NGO staff as required.
- Ensure all members of the facilitation team have adequate training and skills. (A list of basic facilitation skills and do's and don'ts is attached as Annex D.2).
- Agree a detailed agenda for each meeting. (See proposed agendas below).
- Ensure that every member of the facilitation team clearly understands their specific roles/tasks for each meeting.
- Try to ensure gender and age balance among the facilitation team.
- Make travel and accommodation arrangements for the facilitation team.
- Reimburse travel and accommodation costs of CAFs as required (fixed rate).

STEP 3 – CONDUCT SERVICE PROVIDER SELF-ASSESSMENT MEETINGS

The fourth step of the I-SAF citizen monitoring process is to give service providers the opportunity to assess how well they are performing based on *their own criteria* and to suggest actions for improvement. During this step, the local NGO partner prepares and facilitates service provider self-assessment meetings. Key sub-steps include for NLGOs, in collaboration with CAFs, to: (i) prepare for the meetings; (ii) conduct the meetings; and; (iii) follow-up after the meetings.

Objectives

- Ensure that service providers understand the purpose, benefits and implementation process of the citizen monitoring process.
- Allow service providers (from primary schools, the health center, and the commune) to conduct self-assessments of their performance (based on their own criteria).
- Invite service providers to identify and prioritize suggested actions for improvement (to be implemented by themselves, community members, commune officials and line ministries).

Participants

- The head of each service (i.e. the commune chief, the health center chief, and the school director) and a representative group of staff members (and councilors in the case of the commune) should attend each of the meetings. In case the chief is not available, the individual deputized during the inception meeting should attend. A minimum of at least 6 representatives (and a maximum of up to 20) for each service is recommended.

Timeframe

- Three separate meetings of 1.5 hours to 2 hours

1. Prepare for the meetings.

a. Coordinate time and venue for each of the three service provider meetings.

- Meetings can be organized on separate dates at separate venues, or they can be conducted as three simultaneous break-out groups at the same meeting venue. This will depend on the preference of local stakeholders and the availability of an adequate number of facilitators.
- The local partner NGO should work closely with each group of service providers to identify a time and venue that is convenient to them, in order to maximize participation.
- Recommended locations include the commune hall, health center or schools (or the pagoda hall in the case of a joint meeting).
- Make sure that all participants are informed about the meeting at least one week in advance.

b. Prepare all necessary equipment and materials for the meetings.

- Facilitators should have brainstorming and scoring flipchart sheets prepared in advance of the meetings. (See formats below).

- Any necessary equipment, for example, markers, masking tape and materials for scoring and prioritization (such as cups and straws or stickers) should be prepared before the meeting.
 - The local partner should also ensure the meeting venue has adequate seating and lighting and is free from excessive noise/interruption.
- c. Review I4C data.**
- Prior to the meeting, facilitators should obtain and review the I4C data for each participating service.
 - If I4C data is incomplete, this should be raised and addressed with the service provider (or, if necessary, flagged to higher level officials) prior to the meeting.

Box 9: Sample Agenda for Service Provider Self-Assessment Meeting
(Suggested time: 1.5 to 2 hours)

- *Welcome and introductions (5 min)*
- *Explain the purpose and overall process of the citizen monitoring process (10 minutes)*
- *Review relevant I4C data (15 minutes)*
- *Brainstorm assessment criteria (20 minutes)*
- *Explain the scoring process, conduct scoring of criteria and identify median scores (15 minutes)*
- *Identify key strengths and weaknesses/problems (by asking participants to explain and discuss the rationale for scores) (15 minutes)*
- *Brainstorm potential actions to address weaknesses/problems (15 minutes)*
- *Prioritize identified actions (15 minutes)*
- *Select representatives to participate in the subsequent Interface Meetings (5 minutes)*
- *Thanks and close*

2. Conduct the meetings.

- a. Welcome participants and explain the scorecard purpose and process.**
- A sample agenda for the service-provider self-assessment meeting(s) is outlined above in Box 9.
 - Facilitators should start by thanking service providers for their participation.
 - Review the purpose of the monitoring process. Once again explain that the purpose is not to place blame, but to make improvements. Highlight the potential benefits to service providers themselves (e.g. greater understanding on the part of service users, improved communication, opportunities to address current problems and improve the quality of their service).
- b. Collectively review and verify I4C data.**
- Take a few minutes to review I4C data for the service.
 - Ensure that there is a common understanding of service standards and entitlements.

- If any information is missing or unclear, discuss the reasons for this and what can be done to take corrective action.
- Explain that I4C data will be shared with service users in the context of upcoming community scorecard meetings.

c. Brainstorm assessment criteria.

- The facilitator should now guide the service providers in identifying criteria to assess the services.
- Ask the group “What are the characteristics of a good...(school, health center, commune council)”?
- Based on responses, agree a set of (no more than 4-6) priority criteria and list these on the scorecard table, as shown below in Box 10.
- Emphasize that the goal is to identify “assessment criteria” not “problems” or “issues”.
- Explain that assessment criteria should be stated in positive rather than negative terms (for example, “Adequate staff” rather than “Lack of staff”).

Box 10 –Sample Scorecard Table

<i>Location:</i>		<i>Group:</i>				<i>Date:</i>	
<i>Criteria</i>	<i>Very Good 5</i>	<i>Good 4</i>	<i>OK 3</i>	<i>Bad 2</i>	<i>Very Bad 1</i>	<i>Strengths</i>	<i>Weaknesses/ Problems</i>
	😊😊	😊	😊	😞	😞😞		
<i>Criterion 1</i>							
<i>Criterion 2</i>							
<i>Criterion 3</i>							
<i>Criterion 4</i>							
<i>Criterion 5</i>							

d. Invite participants to score criteria.

- Lead a collective process of voting (by raising hands, by placing marks on the voting sheet, or by placing straws in a cup), asking participants to score each criteria based on current performance. Explain that a score of 1 means that the service is currently performing very badly with regard to that criterion, while a score of 5 means that the service is currently performing very well.
- When all participants have voted, calculate the median score for each criterion and indicate it on the scorecard table.
- Suggested methodologies and tips for voting and an explanation of how to calculate the median score for each criterion are attached in Annex D.3.

e. Identify current strengths and weaknesses and priority problems and issues.

- Taking each criterion in turn, lead a group discussion about why participants gave the scores they did. It is critical to discuss the reasons for the scores — they are more important than the scores themselves.
- Discuss current (i) strengths and (ii) weaknesses/problems of each criteria.
- Record these observations on the scorecard table (as shown in Box 11). Also ensure that a member of the facilitation team is taking notes.

Box 11 - Proposed Methodology For Prioritization

1. *At different stages during citizen monitoring, it may be necessary to lead the group through a process of collective prioritization.*
2. *Prioritization may be necessary, for example, (i) to reduce the list of assessment criteria identified by participants down to 4-6; (ii) to reduce the list of proposed actions identified by participants down to 4-6; (iii) to reduce the combined list of actions proposed by service users and service providers down to 4-6, and finally; (iv) to reduce the final list of agreed actions across all three services (health, education and commune) down to a single list of 4-6 priorities.*
3. *Prioritization should be conducted as simply, quickly and democratically as possible. Ideally it should take no more than 10 minutes. Experience shows that trying to identify priorities through group discussion and a show of hands is not effective, and tends to lead to domination by more powerful or outspoken participants.*
4. *In order to ensure that every voice has equal weight, and to ensure time efficiency, the use of stickers is recommended. (If stickers are not available, small slips of paper that can be stuck on a piece of folded, double-sided masking tape next to each voting option can be used as a substitute.)*
5. *Begin by creating a clear list of items among which participants are being asked to prioritize (by deleting any unfeasible items and combining items as necessary to avoid duplication) before beginning the prioritization process.*
6. *Make sure that next to each item, there is room for participants to place stickers (or room to place a piece of folded masking tape on which participants can stick slips of paper)*
7. *Give each participant three stickers (or slips of paper) that they can use to “vote” for the criteria or actions that they consider to be most important. Explain to participants that they can use their stickers to vote for up to three items that they consider priorities, or they can use all three stickers to vote multiple times for the same item if they feel strongly that this is the most important. If the initial list of criteria is not too long and it is only necessary to delete one or two to reduce the list to 4-6 priorities, then it can be easier to give each participant just 1-2 stickers and invite them to pick the criteria they feel are least important.*
8. *Invite all participants to vote simultaneously (rather than lining up). This can look a bit “chaotic” but is much quicker (and more confidential) than lining up.*
9. *Once everyone has voted (this should take no more than 5-10 minutes), the facilitators quickly count the number of votes for each item and identify the top five priority items, according to those that received the most votes.*

Box 12 - Sample Table of Priority Actions

Location:		Group:		Date:
Priority Actions	Median Score	Who will implement this action?*		Does this action require external assistance?** Yes/No
		Lead Actors	Support Actors	
Priority Action 1				
Priority Action 2				
Priority Action 3				
Priority Action 4				
Priority Action 5				
Priority Action 6				

*Who will (i) lead and (ii) support the implementation of this action? (Including: service providers, community members, commune officials and higher level officials).

**Can the service facility achieve this action on its own? Or does it require external resources or the support of commune or district officials?

f. Brainstorm and prioritize actions for improvement.

- Based on the strengths and weaknesses/problems that have been identified, help the group to collectively identify possible actions for improvements.
- The facilitator should encourage the group to identify actions that can be undertaken by the four different groups of actors:
 - Actions that the service providers can undertake themselves (e.g. schools and health centers agree to take actions, such as school directors monitoring teacher attendance).
 - Actions by community members (e.g. cleaning up the health center or monitoring the hours of health workers).
 - Actions by commune councils. These will take two forms: a) as a service provider communes can respond to its own services, namely taking action, e.g. making registration forms are available as well as b) as an oversight body for poverty reduction and local governance, councilors can coordinate among service providers to improve services.
 - Actions by district departments of line ministries (e.g. request for more teachers, medicines, etc.).

- The facilitator should encourage the group to first reflect on what they themselves can do, before thinking about ways in which others might contribute to making improvements or solving problems. The facilitator should also encourage the group to think of possible areas of synergy and how different stakeholders might work together to solve problems and address current weaknesses.
- If the group comes up with a long list of actions, lead them in a process of prioritization. A suggested methodology for prioritization is described above in Box 11.
- Record these in the form of a Table of Priority Actions, as shown above in Box 12.
- Inform the group that these recommended actions will be discussed further during the interface meeting.

g. Identify representatives to participate in the subsequent interface meeting.

- The facilitator should Inform participants about the date, place and purpose of the subsequent interface meeting and ask the group to select representatives to attend, including a presenter who will summarize the identified priority actions during sector-specific discussions at the interface meeting.

3. Follow-up after the meetings.

a. Document findings and results.

- Facilitators should record the findings of the meeting and take a picture of the scorecard results.

Checklist

- ✓ Prepare materials (e.g. flipcharts, tape, markers) and visual aids (e.g. scorecard matrix) before the meeting.
- ✓ Ensure one lead facilitator, one assistant (to write on flipchart) and one observer/note-taker.
- ✓ Guide and facilitate the process without seeking to influence the results. Ensure open and equitable participation.
- ✓ Choose an appropriate (quick and simple) voting method.
- ✓ Encourage participants to first identify actions to be undertaken by themselves, then by others (service users, commune officials, higher level officials).
- ✓ Keep an eye on time. Try not to surpass 2 hours.
- ✓ Leave the completed scorecard matrix with the participants if they wish to keep it. It's theirs! Take notes, take a picture and reproduce an electronic copy of the Scorecard Table and Priority Action Table.

STEP 4 – CONDUCT COMMUNITY SCORECARD MEETINGS

Step 4 of the process gives community members the opportunity to enhance their understanding of key public services, learn about their rights and entitlements, voice their assessment of these services and propose actions for positive change. The process used is similar to that of Step 3 but it now involves citizens/service users rather than service providers. During this step, the Community Accountability Facilitators (CAFs), with the support of the local NGO partner, prepare and facilitate community scorecard meetings with citizens/service users. Key sub-steps include for CAFs, with the support of LNGO to: (i) prepare for the meetings; (ii) conduct the meetings; and; (iii) follow-up after the meetings.

Objectives

- Raise citizen awareness about their rights and entitlements with regard to key public services, and about allocated budgets, established standards, and performance (initially of primary health care, primary education and commune services).
- Allow citizens to voice their assessment of key public services and to identify priority problems and shortcomings.
- Challenge citizens to identify and prioritize actions (that can be undertaken by themselves, service providers, commune officials and line ministries) to improve public services.

Participants

- Meetings should include service users for each of the identified services (i.e. health center, selected primary school and commune) from each village or “village cluster” in the commune. Special attention should be given to including representative numbers of women, youth, and individuals from disadvantaged households.
- Service providers, CBOs and community leaders can assist in identifying users.



- The meeting should be facilitated by a team of CAFs, initially with the support and assistance of the LNGO.

Timeframe

- 2.5 to 3 hours.

1. Prepare for the meeting.

a. Identify participants.

- Community scorecard meetings will be organized in each identified village or village cluster. The assumption is that if people are participating in smaller groups among people that they know, they will be more likely to participate.
- As mentioned above (in Section B, Step 3.2) a total of 3-5 village clusters per commune is recommended. The number and size of village clusters will vary according to: (i) the overall number of villages in the commune, (ii) the relative proximity of villages in the commune (villages in any one cluster should be close enough that it is relatively easy for community members to travel from one village to the next) and, (iii) size and resources of the facilitation team (the local NGO partner must ensure they have enough facilitators, time and resources to convene community scorecard meetings in every village cluster).
- In the case of the selected primary school(s), community scorecard meetings will only be held in the specific village or village cluster that school serves.
- Prior to implementation CAFs, with the support of the LNGO, identify community members for each of the meetings at village cluster level.
- To recruit community members, the CAF will rely on a **snowballing approach**. For example, once the local partner or CAF identifies a few appropriate local stakeholders, they can ask those people to propose additional names.
- The local partner and CAF can also ask the village chief or service provider to suggest participants, but it is recommended to not rely exclusively on one source, in order to lessen the risk of personal/political bias.
- In terms of identifying disadvantaged households, local partners can also undertake an informal social mapping (e.g. identifying people who live in simple houses, with thatched roofs). Representatives from disadvantaged households should include proportional numbers of both men and women.
- The CAF should avoid selecting multiple people from the same family or multiple people suggested by the same person. The CAF and the local partner will have some flexibility in terms of identifying these individuals.

b. Determine the venue and time of each meeting.

- The CAF with the help of the local NGO partner will organize three meetings in each village cluster level - one meeting for each of the three targeted services (i.e. health center, primary school and commune). Depending on how many primary schools are selected to participate in the citizen monitoring, note that in some village clusters only two meetings (i.e. to assess the services of health center and commune) may be necessary.
- The venue for meetings should be accessible and in an environment where people feel comfortable, such as a villager's house or the pagoda.
- The timing of the meetings should take into account the seasonal and daily schedules of community members, in order to maximize participation.
- If it is logistically easier, all three community scorecard meetings can be held simultaneously in the same location, as long as there are three facilitation teams available to conduct each meeting.
- Make sure that participants are informed about the meeting at least one week in advance.

c. Prepare all necessary equipment and materials.

- The CAF and local NGO partner should prepare all necessary materials for the meeting, including copies of the I4Cs, the scorecard table and priority action tables (as shown in Boxes 10 and 12), voting materials (as described in Annex D.3), stickers for prioritization (as described in Box 11) adequate seating (chairs or mats) and water/sacks for participants.

Box 13 - Sample Agenda for Community Scorecard Meeting
(Suggested time: 2.5-3 hours)

- *Welcome and introductions (5 min)*
- *Explain the purpose and overall process of the citizen monitoring process (10 minutes)*
- *Review relevant I4C data (20 minutes)*
- *Brainstorm assessment criteria (25 minutes)*
- *Explain the scoring process, conduct scoring of criteria and identify median scores (20 minutes)*
- *Ask participants to explain and discuss the reasons for scores, while taking note of priority problems and issues (30 minutes)*
- *Brainstorm potential actions to address priority/problems (30 minutes)*
- *Prioritize identified actions (15 minutes)*
- *Select representatives to participate in the subsequent Interface Meetings (5 minutes)*
- *Thanks and close*

2. Conduct the meeting.



a. Welcome participants and explain the scorecard purpose and process

- A sample agenda for community scorecard meetings is outlined above in Box 13.

- The facilitators (CAFs and/or local NGO partner staff) should begin by making community members feel welcomed and comfortable. Facilitators introduce themselves and establish a friendly and positive tone for the meeting.

- The facilitator then briefly explains the purpose of the I-SAF

and citizen monitoring process, highlighting the important potential benefits for community members (e.g. more information about local public services, better understanding of standards, entitlements and constraints, an opportunity to voice views and concerns and to improve the quality of their public services).

b. Present and discuss I4C standards and performance data.

- The facilitator presents I4C data for the service in question, ensuring that participants understand how the current performance and resources of the service compares to established standards and entitlements.
- The facilitator should also let group know that they can follow up with CAFs for further information about the I4Cs.

c. Brainstorm assessment criteria.

- The facilitator now guides the service users in identifying criteria to assess the services.
- Ask the group “What are the characteristics of a good... (school, health center, commune council)?” To help participants understand the concept of assessment criteria, it can be useful to use an analogy like “What are the characteristics of a good cow?” or “What criteria can you use to identify a good husband?”, then asking participants to think in a similar way about how you could assess a good school, health center or commune.
- Explain that assessment criteria should be stated in positive rather than negative terms (for example, “Good attitude of staff” rather than “Unfriendly staff”). An important feature of the community scorecard process is to begin by identifying positive characteristics rather than focusing on problems and weaknesses. This helps community members to envision a positive image of the kind of services that they want. It also leads to a more balanced performance assessment, with some criteria scoring well and others less well.
- Once participants have come up with a list of ideas, agree to a set of (no more than 4-6) priority criteria (using the prioritization methodology described above in Box 11) and list these on the scorecard table (as shown above in Box 10).
- The role of the facilitator is to provide guidance throughout the process but to remain “neutral” and not try to influence the criteria identified and prioritized by participants.
- Examples of the types of assessment criteria that service users have identified for each type of service are provided in Annex D.4.

d. Explain the scoring process and invite participants to score each criterion.

- Participants now score each of the criteria they have identified based on the current performance of the service with regard to that criterion.
- A scale from 1 to 5 is used, where a “5” means service is currently “Very Good” and a “1” means service is “Very Bad” (with regard to that specific criteria). The facilitator explains the scoring process using the smiley-face scale, as shown above in Box 10.
- Lead a collective process of voting (by raising hands, placing marks on flipchart or straws in cups) to score each criterion.
- As explained in Annex D.3, an effective method to facilitate scoring is to tape paper cups under each of the score for each criterion and ask individual to indicate the score they give



by placing straws in the relevant cups. The straws can be color coded, so that votes can be disaggregated by gender.

- The voting process should take place quickly and provide some level of confidentiality.
- For larger groups, placing the scoring cups for each criteria on different flipcharts around the room can facilitate flow and avoid a situation where everyone is lined up watching someone else vote.
- Once scoring is completed, facilitators should rapidly calculate and show median scores (using the technique explained in Annex D.3).

e. Identify strengths, weaknesses and priority problems and issues.

- Ask participants to explain the rationale for the scores they have given, by describing current (i) strengths and (ii) weaknesses/problems and issues with regard to each criterion.
- Record these on the scorecard flipchart and take notes. Again, an important feature of the community scorecard process is to identify both positive and negative factors, leading to a “balanced” assessment that provides the basis for a constructive dialogue between service users and providers.
- So as to not waste time, the facilitator can begin to lead a discussion about the first criterion as soon its median score has been calculated, while the assistant facilitator continues to calculate and post median scores for the other criteria.

f. Brainstorm and prioritize actions for improvement.

- Based on the strengths and weaknesses/problems identified, ask the group to share their ideas regarding actions for improvement.
- The facilitator should encourage the group to identify actions that can be undertaken by the four different groups of actors:
 - Actions that the community members can undertake themselves (e.g. cleaning up the health center or monitoring the hours of health workers).
 - Actions by service providers (e.g. schools and health centers agree to take actions, such as school directors monitoring teacher attendance).
 - Actions by commune councils. These will take two forms: a) as a service provider communes can respond to its own services, namely taking action, e.g. making registration forms are available as well as b) as an oversight body for poverty reduction and local governance, councilors can coordinate among service providers to improve services.



- Actions by district departments of line ministries (e.g. request for more teachers, medicines, etc.).
- The facilitator should encourage the group to first reflect on what they themselves can do, before thinking about ways in which others might contribute to making improvements or solving problems. The facilitator should also encourage the group to think of possible areas of synergy and how different stakeholders might work together to solve problems and address current weaknesses.
- If the group comes up with a long list of actions, lead them in a process of prioritization. The facilitator should guide the discussion, encouraging participants to take into account factors of feasibility as well as importance and urgency. A suggested methodology for prioritization is described in Box 11.
- Inform the group that these recommended actions will be discussed further during the interface meeting.
- Facilitators should be sure to allocate adequate time to the identification and prioritization of proposed actions, as this is one of the most important “products” of the meeting. This means ensuring that the previous tasks of identifying and scoring assessment criteria are conducted quickly and efficiently.

g. Identify community representatives to participate in the subsequent interface meeting.

- At the end of every meeting, participants are invited to identify several representatives to attend the subsequent interface meetings, where they will present the findings of the group, learn about the results of the service provider self-assessment meeting and agree a set of joint actions. This should include a presenter who will summarize the identified priority actions during sector-specific discussions at the interface meeting.
- The CAF should facilitate an informal selection, making sure that the selected individuals have the time and willingness to play this role.
- The CAFs should gather the contact information for these individuals including phone number and address.



h. Inform community members of ongoing opportunities for participation.

- Before closing, the facilitator should remind participants about ongoing opportunities for participation in the I-SAF process.
- Participants should be reminded that CAFs are local resource people who can answer questions, provide additional information and even organize additional meetings (e.g. to review I4C data or plan community actions) as required.

3. Follow-up after the meeting.

a. Document findings and results and assess the meeting.

- Facilitators should record the findings of the meeting and take a picture of the scorecard results.
- For purposes of monitoring and learning, facilitators should also conduct their own assessment of the level of citizen interest and participation in the meeting. Forms for this purpose are attached in Annex D.5.

Checklist

- ✓ All Step 3 checklist items apply. In addition:
- ✓ Ensure that women, youth and poorer people are equitably represented.
- ✓ Convene separate meetings/discussions with these target groups as appropriate (to ensure effective participation).
- ✓ Choose a time and place well-suited to participant needs.
- ✓ If literacy is limited, use visual aids (e.g. pictures, symbols) and clear, simple language.
- ✓ If group has difficulty identifying criteria, provide prompting.
- ✓ Emphasize that there are no “correct” or “incorrect” criteria or scores. These reflect the experiences and opinions of individual community members. It is perfectly normal that scores vary among individuals.
- ✓ Emphasize proposed actions. These are most important! A key challenges for the facilitator is to move through the other steps of the meeting as quickly as possible to allow adequate time for discussion of actions.
- ✓ Leave the completed scorecard matrix with the participants. It’s theirs! Take notes, take a picture and reproduce an electronic copy of the Scorecard Table and Priority Action Table.

STEP 5 – CONDUCT INTERFACE MEETINGS TO AGREE A JOINT ACCOUNTABILITY ACTION PLAN

During this step, citizens/service users and service providers come together to share their respective assessments and to agree a Joint Accountability Action Plan (JAAP) to improve service delivery. The Interface Meeting takes place in two parts – (i) a morning session to agree sector-specific priority actions and (ii) an afternoon session to agree a multi-sector Joint Accountability Action Plan (JAAP). Key sub-steps include for the local NGO partner, in collaboration with the commune and CAFs, to: (i) prepare for the Interface Meeting; (ii) conduct the morning session of the Interface Meeting; and, (iii) conduct the afternoon session of the Interface Meeting.

Objectives

- Convene a commune-wide “interface meeting” bringing together delegates from all previous service user and service provider assessment meetings.
- Develop a shared understanding of local service delivery challenges informed by feedback from the service users (demand-side) and the service providers (supply-side).
- Develop (i) service-specific joint actions plans and (ii) a multi-sector Joint Accountability Action Plan (JAAP) that identifies practical and feasible actions that the four sets of actors (citizens, service providers, communes, and higher-level officials) can implement.
- Identify members of a JAAP monitoring committee who will follow-up on and oversee the implementation of action plans.

Participants

- This meeting should include: community representatives from the various community scorecard meetings, representatives from each participating service provider (ideally including the chief and other staff members who participated in the self-assessment meeting), commune officials and local CBOs. District (and/or provincial level) sector officials, SSC and HCMC members, local NGOs and representatives from NCDD are also encouraged to attend as observers.

Timeframe

- 4-5 hours (2 hour Morning Session and 2 hour Afternoon Session)



1. Prepare for the meeting.

a. Organize the date, venue, and list of participants.

- The local partner should work with the CAFs to organize this meeting in advance, to ensure that all relevant stakeholders attend.
- This meeting should be held in a neutral venue, where both the service providers, and citizens feel comfortable. The pagoda could be a suitable venue.
- The meeting should take place before the finalization of the CIP, allowing the commune council the opportunity to incorporate the JAAP findings into the CIP.
- Invitations should be issued to all invitees at least one week prior to the event.
- As mentioned above, in addition to those actors who have participated in the prior assessment meetings, district (and/or provincial level) sector officials, SSC and HCMC members, local NGOs and representatives from NCDD can be invited to attend as observers.

Box 14 – Sample Comparative Summary Table of Assessment Findings

Service:		Location:			Key Strengths	Key Weaknesses/ Problems
Criteria	Service Provider Score	Service User Village Cluster #1 Score	Service User Village Cluster #2 Score	Service User Village Cluster #3 Score		
1. Adequate staff	4					
2. Opening hours	4	3	3	4		
3. Cleanliness	4	4	3	3		
4. Adequate medicine	3	2				
5. Attitude of staff		3	3	2		
6. Effective communication				2		
7. Emergency care			3			

b. Prepare comparative tables summarizing the outcomes of previous service user and provider meetings.

- Prior to the meeting, the facilitators should transfer (i) key findings from the service provider self-assessments and community scorecards and, (ii) actions proposed by each group into comparative tables, in order to facilitate comparison and discussion. Proposed formats for these comparative tables are shown in Boxes 14 and 15.

- One set of comparative tables should be prepared for each service. If more than one primary school has been selected, a separate set of tables should be prepared for each school.
- Since the criteria identified by service providers and (different groups) of service users will differ, the first comparative table should include in the left-hand column a full list of all the different criteria (identified by all groups). Median scores given by each group are shown in separate columns, thus indicating which criteria were identified by each group. The two right-hand columns show the (combined) list of identified strengths and weaknesses.
- The second comparative table shows those actions that were identified by both service providers and service users as well as those actions identified by one group or the other. The table distinguishes between those actions that (i) require multi-stakeholder collaboration or external resources and those that (ii) can be undertaken at the service facility level.

Box 15 - Sample Comparative Summary Table of Proposed Actions

Service:		Location:	
I. ACTIONS REQUIRING COLLABORATION AND/OR EXTERNAL RESOURCES			
Actions Proposed by Both Service Users and Providers	Additional Actions Proposed by Service Users	Additional Actions Proposed by Service Providers	
1.	1.	1.	
2.	2.	2.	
3.	3.		
4.			
II. ACTIONS THAT CAN BE UNDERTAKEN AT THE SERVICE FACILITY LEVEL			
Actions Proposed by Both Service Users and Providers	Additional Actions Proposed by Service Users	Additional Actions Proposed by Service Providers	
1.	1.	1.	
2.	2.	2.	
		3.	
		4.	

c. Prepare all necessary equipment and materials.

- The LNGO partner should prepare all necessary equipment and materials for the meeting, including: adequate seating (chairs or mats); water, snacks and lunch for participants; a sound system (if necessary); comparative tables (as described above); original scorecard tables (for reference); voting materials (as described in Annex D.3), stickers for prioritization (as described in Box 11); flipcharts, markers, tape, etc.

2. Conduct the morning session of the interface meeting.

a. Welcome participants, explain the purpose of the meeting and establish ground rules.

- A proposed agenda for the morning session of the Interface Meeting is provided in Box 16.
- After a brief welcome and introduction, begin the meeting by restating the purpose of the scorecard process and reminding that the purpose is not to lay blame but to collaborate for positive change.
- Collectively agree ground rules for the meeting.

Box 16 - Sample Agenda for the Morning Session of the Interface Meeting (Suggested time: 2 hours)

Begin with all participants in one big group

- o *Welcome, introductions, opening speech (10 min)*
- o *Review the overall purpose of the citizen monitoring process and the purpose of the Interface Meeting (10 min)*
- o *Collectively agree ground rules for the interface meeting (15 min)*

Break into service-specific groups...

- o *Invite citizens/service users to present their scorecard findings, focusing on their proposed priority actions, answer questions of clarification (15 min)*
- o *Invite service providers to present their self-assessment findings, focusing on their proposed priority actions, answer questions of clarification (15 min)*
- o *Review the consolidated list of (i) Actions requiring collaboration and/or external resources and (ii) Actions that can be undertaken at the service facility level. Remove or modify any actions that the group agrees are unfeasible or unnecessary. (15 min)*
- o *Identify the top 4-6 priority actions in each of these categories (by distributing stickers and inviting participants to place these next to their priorities). (15 min)*
- o *Collectively agree whose (i) leadership and (ii) support is required to achieve each agreed priority actions. (30 min)*
- o *Identify representatives to present the group's findings in the afternoon session of the Interface Meeting.*

b. Share and discuss scorecard results and proposed actions in service-specific groups.

- After the joint introduction, divide participants into three groups by service sector (commune, health center and primary school). Each group should have a facilitation team of at least two people to guide the discussion and to take notes. (If more than one primary school has been selected, a separate group should be formed for each school).
- In service-specific groups (one each for commune, health center and primary school) service users and providers share their respective scorecard findings and present and discuss their proposed actions.
- The comparative tables prepared by the facilitation team are used to facilitate the comparison of findings and proposed actions from each group, distinguishing between (i) those that can be undertaken at the service facility level and (ii) those that require broader collaboration and/or external resources.

- A question and answer period is used to respond to questions of clarification, with a focus on proposed actions.
 - Based on group discussion, any proposed actions found to be unfeasible or unnecessary by the group are deleted or modified. Any additions agreed by the group can also be made.
- c. Each service-specific group discusses and agrees a joint list of priority actions.**
- Guided by the facilitation team, the group reviews the overall list of (i) Actions requiring collaboration and/or external resources and (ii) Actions that can be undertaken at the service facility level with a view to agreeing priorities within each of these two categories.
 - Using a democratic process (such as the one described in Box 11 where each participant is given three stickers to place next to the action or actions they consider to be most important), the group agrees a maximum of 4-6 priority actions within each category.
 - Lastly, the group specifies who will lead/support each identified priority action.
 - A sample table for agreed service-specific priority actions is shown in Box 17.
 - Some tactics for promoting inclusive and productive dialogue and ensuring that more influential individuals do not dominate discussion and decision-making are offered in Annex D.6.
 - Some examples of action points agreed at service-specific interface meetings are attached in Annex D.7.

Box 17 - Table for Agreed Service-Specific Priority Actions

Service:

Location:

I. ACTIONS REQUIRING COLLABORATION AND/OR EXTERNAL RESOURCES		
Priority Actions	Who will (i) lead and (ii) support this action?	
	Lead	Support
1.		
2.		
3.		
4.		
II. ACTIONS THAT CAN BE UNDERTAKEN AT THE SERVICE FACILITY LEVEL		
Priority Actions	Who will (i) lead and (ii) support this action?	
	Lead	Support
1.		
2.		
3.		
4.		

d. Select representatives to present findings at the afternoon session.

- Finally, each group selects two representatives (one service user and one service provider) to present the agreed priorities of each of the groups in the afternoon meeting.
- If possible, lunch should be provided for all participants.

3. Conduct the afternoon session of the interface meeting.**a. Reconvene all participants to agree a multi-sector Joint Accountability Action Plan.**

- A proposed agenda for the afternoon session of the Interface Meeting is provided below in Box 18.
- After the morning session of sector-specific interface meetings (and after enjoying lunch), all three groups reconvene and are joined by relevant village, commune, district and sector officials. (HCMC and SSC members can also be invited).

b. Present and discuss the priority actions of each joint service-specific group.

- Selected representatives from each sector group (commune, health and education) are invited to jointly present their agreed priority actions to the broader group.
- Guided by the facilitator, the group discusses and clarifies any questions about the identified priority actions.

Box 18 - Sample Agenda For The Afternoon Session Of The Interface Meeting
(Suggested Time: 2 Hours)

Reconvene in one big group...

- o *Welcome back the group and review the purpose of the afternoon session of the Interface Meeting. (10 min)*
- o *Invite representatives from each of the three service groups (health, education and commune) to present their list of agreed priority actions. (3 X 5 min)*
- o *Facilitate a question and answer period to ensure that all participants understand the meaning and importance of each proposed action. Take note of any arguments against identified actions and adjust action lists accordingly. (30 minutes)*
- o *Focusing on those actions requiring broader collaboration or external support (from all three sectors) lead the group through a process of prioritization, identifying a total of 4-6 top priorities (from across sectors). (15 minutes)*
- o *Collectively (i) review whose leadership and support is required to achieve each agreed priority action, (ii) agree a target timeline and (iii) identify specific next steps for each agreed priority. (30 min)*
- o *Explain the purpose and role of the JAAP monitoring committee. Select representatives who will join this committee (including women and youth representatives) and agree how they will monitor progress and report back to the community. (15 min)*
- o *Thanks and close (5 min)*

c. Develop the Joint Accountability Action Plan.

- The group is then invited to identify priorities across sectors from among those actions requiring external assistance - (e.g. each participant is given 3-4 stickers to place next to one or more action, from any sector that they consider to be most important for their community.

Box 19 - Joint Accountability Action Plan Format

Jointly Agreed Priority Actions Requiring Collaboration and/or External Resources (from across sectors)				
Priority actions	Who will implement this action?		By when do we aim to realize this action?	How will we realize this action? (List specific tasks)
	Lead	Support		
Priority Action 1				
Priority Action 2				
Priority Action 3				
Priority Action 4				
Priority Action 5				

Other Priority Actions Agreed to be Undertaken at the Service Facility Level		
Priority actions	Who will implement this action?	
	Lead	Support
Health Center		
1.		
2.		
3.		
Primary School		
1.		
2.		
3.		
4.		
Commune		
1.		
2.		
3.		

- The final JAAP highlights those (4-6) actions requiring external assistance that have been identified as commune-wide priorities, and also includes the lists of the priority actions identified by each sector for action at the service facility level.
- Where resources are required, the facilitator can help the group to reflect on different ways to mobilize resources (e.g. through community fund-raising, the CIP, the DIW, NGO support, etc.).
- Agreed actions are recorded in the Joint Accountability Action Plan format outlined above in Box 19.

d. Explain the purpose of the JAAP committee and select members.

- The facilitator explains the purpose of the JAAP committee - a voluntary committee that will be supported by the CAFs and the NGO local partner and whose role is to support, monitor and report on the implementation of the JAAP.
- The committee should include at least four women and one youth representative, and be composed of the following members:
 - Five community representatives (selected among the village cluster representatives)
 - Five government officials/service providers (including the Commune or deputy commune chief; two additional commune representatives; the Chief or Deputy Chief of the health center; and the School Director or Deputy School Director).
- The facilitator guides the group in nominating and selecting members to serve on the JAAP committee and agrees a process for monitoring and reporting on the implementation of the plan.
- Proposed Terms of Reference for the JAAP Committee are attached as Annex D.8.
- At the end of the meeting, congratulate all stakeholders for their efforts and thank them for participating in the process.

4. Follow-up after the interface meeting.

- Document the results of the interface meeting and the final JAAP.
- Leave the completed lists of priority actions and final JAAP with the community. Take notes, take a picture and reproduce a copy.
- Convene the facilitation team to discuss and assess the interface meeting.
- The CSO Partner and the community facilitator should organize a follow up meeting with the JAAP committee (either immediately after the interface meeting or at an agreed later date) to ensure that they have understood all aspects of the action plan and their role.

Checklist

- ✓ Ensure that all parties (service providers and users) are prepared for the interface meeting, and invited at least one week in advance.
- ✓ Choose a convenient and “neutral” location (e.g. pagoda) for the meeting.
- ✓ Ensure that all parties (service providers and users) are prepared for the interface meeting.
- ✓ Agree ahead of time whether scorecard findings will be presented by the facilitator or the participants themselves (and whether original flipcharts or reproduced copies will be used).
- ✓ Ensure the availability of at least three facilitators (and three assistants) to guide each of the three simultaneous service-specific interface meetings.
- ✓ Focus time and attention on priority actions (rather than on current problems).
- ✓ Use facilitation techniques to ensure that higher status, more influential participants do not dominate the discussion or decision-making.

STEP 6 – SUPPORT AND MONITOR THE IMPLEMENTATION OF THE JAAP

The last step of the process is to support, monitor and report on the implementation of the JAAP. Key sub-steps include to: (i) disseminate and raise awareness of the JAAP; (ii) present the JAAP at a district level media event and at the District Integration Workshop; (iii) implement the JAAP; (iv) monitor and report on the ongoing implementation of the JAAP; and, (v) document and report findings and lessons.

Objectives

- Monitor the implementation of the Joint Accountability Action Plan.
- Identify the progress made and the short falls.
- Coordinate amongst the necessary actors.
- Promote inclusion of the JAAP into the Commune Investment Plan, district integration workshop, and other sectoral planning processes as appropriate.

Participants

- This step of the process includes members of the JAAP committee, the CAFs, local NGOs partners and all local and higher-level actors involved in implementing JAAP actions.

1. Disseminate and raise awareness of the JAAP.

- The LNGO prepares a summary of the outcomes of the interface meeting and the JAAP.
- A one-page JAAP summary is posted at the commune hall (on the designated I4C poster) and locally disseminated (by the commune, local NGO partners and CAFs).
- The LNGO collaborates with the JAAP Committee to disseminate the JAAP at local events and via local media.
- CAFs, in collaboration with the JAAP Committee and CBOs, conduct awareness-raising activities in each village cluster to inform community members of the final content of the JAAP and encourage their involvement in implementation measures.

2. Present the JAAP at district level media event and at the District Integration Workshop.

- The LNGO sets the time and place for the district level media event and makes logistical arrangements.
- The LNGO invites local media and other target individuals in advance.
- Participants at the event should include: local media, representatives from the district governor's office, district service providers, representatives from the commune council, commune-level service providers, community leaders, NGOs and CBOs.
- The objectives of the district level media event are to: create wider citizen awareness of I4Cs, citizen monitoring process and the JAAP; mobilize greater demand for information on public services; generate interest in I-SAF activities, and; create a public forum for a discussion about the implementation of JAAPs across the district.
- At the event, the local NGO partner should briefly introduce the I-SAF and citizen monitoring process, then invite representatives from the commune and/or JAAP committee to present the agreed JAAP and implementation arrangements.

- The LNGO facilitates a question and answer session, so that people have an opportunity to learn about the I-SAF framework, the activities, and actions planned for the future.
- In collaboration with the commune and JAAP Committee, the LNGO prepares and issues a press statement and organizes follow-up interviews with media (e.g. for the commune chief and/or JAAP committee chair).
- Commune officials (and/or representatives of the JAAP committees) present the JAAP at the District Integration Workshop.

3. Implement the JAAP.

- Service providers, community members and relevant officials jointly implement the JAAP, with the support and guidance of the JAAP Committee.
- The local NGO partner provides advice and technical support the JAAP Committee as possible and as required during this process. As required, it follows up with service providers, commune officials and higher-level officials to support their efforts to implement actions prioritized in the JAAP.
- CAFs, in collaboration with CBOs, assist in mobilizing and organizing community support as possible and as required.

4. Monitor and report on the ongoing implementation of the JAAP.

- The JAAP committee agrees a process for monitoring and reporting on the JAAP.
- Specific JAAP committee members are charged with supporting and monitoring the implementation of specific JAAP actions, based on their sectoral expertise and responsibilities.
- The JAAP committee undertakes relevant field visits when feasible and meets quarterly to review implementation efforts and initiate support actions.
- The JAAP committee presents an update on JAAP progress to the commune council on a quarterly basis and hold public meetings twice a year to inform citizens about progress in implementing the JAAP. These meetings are open to the public and all individuals who participated in the citizen monitoring process are invited to attend.

5. Document and report findings and lessons.

- Scorecard findings, JAAP outcomes and lessons learned are reported upwards (by NGO partners) for purposes of comparative analysis, learning and to inform policy reforms.

Annex A.1 – I-SAF Annual Work Plan for Demand-Side Actors

Key Activities	Tasks	1st Quarter	2 nd Quarter	3rd Quarter	4th Quarter	Responsible actors ¹²
I. FACILITATION AND CAPACITY BUILDING (Component 3)						
A. Build staff capacity of national NGO Implementing Partners to support the I-SAF (Output 3.7)						
1. IP assigns (or recruits) adequate staff to support the I-SAF.	a. Prepare an I-SAF human resource and work plan. Principal IP operational tasks include: selecting, training, supporting and supervising LNGO partners; providing quality assurance for the implementation of the SAF; ensuring effective financial management and reporting; and; monitoring and reporting on results (as required by the specialized Monitoring and Learning partner). b. Assign one part-time manager, one part-time financial/administrative staff, one full-time coordinator/master trainer and one full-time liaison officer/ trainer for each local NGO partner. Human resource decisions, including whether I-SAF responsibilities are assigned to existing or newly recruited staff, are left to the discretion of each IP. The above-mentioned posts are a recommended minimum.	<i>Pre-imp</i>				IP
2. IP ensures that staff receives, reviews and understands all relevant I-SAF documentation, guidelines, tools and templates.	a. Obtain from the I-SAF Secretariat all relevant operational documents, guidelines, tools and templates b. Disseminate these materials internally, for detailed review by all staff with I-SAF responsibilities. c. Meet with relevant staff to discuss and ensure that I-SAF materials are understood by all relevant staff members. d. Direct any questions or comments concerning documents to members of the I-SAF Secretariat or the NCDD.	<i>Pre-imp</i>				IP
3. IP trains and builds the capacity of its staff to fulfil their responsibilities under the I-SAF.	a. A minimum of two IP staff members participate in a 5-day Training of Trainers (ToT) offered by the I-SAF Secretariat, followed by a supervised field application of the citizen monitoring process. b. IP trainers conduct their own initial training event (e.g. for fellow colleagues with I-SAF responsibilities), with the support of an I-SAF Secretariat mentor. c. IP (and LNGO) trainers subsequently participate in four additional ToT events –preparing them to delivery training modules on (i) Introduction to the I-SAF; (ii) I4Cs, Open Budgets and Awareness-Raising; (iii) Citizen Monitoring; and, (iv) Supporting Collective Action for Change for CAFs.	<i>Pre-imp</i>				IP

¹ Lead role in **bold**, Support role in *italics*.

² Initials in the Responsibility column indicate the following demand-side actors: IP (National NGO partners), LNGO (Local NGO partners), CBOs (Community-Based Organizations), CAFs (Community Accountability Facilitators), JAAPC (Joint Accountability Action Plan Committee).

B. Contract and build staff capacity of LNGO partners (Outputs 3.1 and 3.7)						
1. IP identifies and establishes partnership agreements with a local NGO (LNGO) partner for each target district.	a. IP establishes an agreement with the I-SAF secretariat regarding which districts they will cover. b. IP identifies a local NGO partner who will lead implementation of I-SAF activities in each target district. If no existing partner, IP conducts outreach at local level to identify potential partners, issues a call for expressions of interest and selects a partner according to defined selection criteria. c. IP signs a contract or MoU with the selected LNGO partner.	Pre-imp				IP
2. LNGO develops an annual I-SAF work plan and assigns or recruits adequate staff to implement the plan.	a. LNGO develops and submits to the IP a proposed annual work plan and budget. b. LNGO designates three full time trainers/field officers plus management and administrative staff.	Pre-imp				LNGO IP
3. IP ensures that LNGO staff receive and understand all relevant I-SAF documentation.	a. IP provides LNGO with all relevant operational documents, guidelines, tools and templates. b. IP explains and responds to any questions or comments regarding the I-SAF documents.	Pre-imp				LNGO IP
4. IP trains and builds the capacity of LNGO staff to implement the I-SAF.	a. IP trainers conduct an initial 5-day Introductory Training of Trainers (ToT) for LNGO staff (as well as relevant district or provincial level officials), followed by a supervised field practice of the citizen monitoring process. b. LNGO trainers participate in four subsequent ToT events conducted by the IP (and/or specialized I-SAF Training Partner) covering four training modules that LNGO trainers will subsequently offer to CAFs: (i) Introduction to the I-SAF; (ii) I4Cs, Open Budgets and Awareness-Raising; (iii) Citizen Monitoring; and, (iv) Supporting Collective Action for Change. c. LNGO trainers deliver this training to CAFs (with the support of IP mentors).	Pre-imp X X	 X X			LNGO IP
5. IP provides ongoing support, mentoring and quality assurance for LNGO partners.	a. IP ensures monthly communication with LNGOs. b. IP provides direct mentoring and backstopping support as required. c. Following each ToT, IP trainers accompany and mentor LNGO staff in delivering training to CAFs and in supervising and supporting related "learning by doing" activities.	X X X	X X X	X X X	X X X	IP
C. Conduct initial outreach and identify and engage strategic CBO partners (with an emphasis on those representing women and youth) (Outputs 2. 1 and 3.2)						
1. LNGO mobilizes the support of district and provincial level actors.	a. Contact relevant district and provincial level actors to ensure they have received the NCDD letter of endorsement for the citizen monitoring process. Identify potential I-SAF "champions" - specific individuals who are willing to support and promote the initiative. Consider conducting a provincial level workshop to inform actors at that level about the I-SAF citizen monitoring and to mobilize their support. d. Invite relevant district and provincial level actors to commune-level Inception Meetings.	X X X				LNGO
2. LNGO conducts initial outreach.	a. Contact relevant commune level actors (officials and service providers) to ensure they have received ISAF information and guidelines from the NCDD. b. Meet with commune officials (e.g. commune chief, clerk, councilors) to discuss any questions/concerns about the ISAF and to build their ownership over the process. c. In collaboration with commune officials, identify 3-5 village clusters per commune (e.g. by grouping all villages sharing the same primary school).	X X X				LNGO
3. LNGO maps CBOs in each village cluster.	a. Conduct outreach at local level to map all significant CBOs and identify potential partners.	X				LNGO/CBOs

4. LNGO establishes linkages with one or more CBO in each village cluster.	a. Meet with CBO leaders to explain and discuss the I-SAF. b. Establish linkages with at least one CBO from each village cluster. c. Engage CBOs (as conveners, participants and volunteers) in local-level public education and social accountability activities.	X X X	X	X	X	LNGO/CBOs
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D. Organize an inception meeting with key stakeholders in each commune (Output 2.1)						
1. LNGO prepares for the inception meeting.	a. Identify and invite all key stakeholders. b. Make logistical arrangements for the meeting. c. Prepare resource materials.	X X X				LNGO
2. LNGO conducts the inception meeting.	a. Make introductions and explain the purpose of the meeting. b. Present and discuss the purpose and benefits of the ISAF process. c. Explain each step of the ISAF process and the roles of each group of stakeholders. d. Agree an implementation schedule.	X X X X				LNGO
3. LNGO follows-up after the inception meeting.	a. Ensure follow-up with each key stakeholder as necessary after the meeting.	X				LNGO
E. Select, mobilize, train and mentor Community Accountability Facilitators (with an emphasis on women and youth) are selected and mobilized (Output 3.3)						
1. LNGO selects four Community Accountability Facilitators (CAFs) from each target commune (with an emphasis on women and youth).	a. Conduct outreach at local level to identify and encourage potential candidates. Encourage CBO to nominate at least one or more candidates for the Community Accountability Facilitator training course. b. Issue a call for expressions of interest at local level (specifically targeting women and youth). c. Select trainees (ensuring geographic balance, mix of non-state and state actors and at least 50% women and at least 50% under 35). d. Announce the results of the selection process and sign a MoU with 4 selected CAFs from each target commune (30-40 per district).	X X X				LNGO
2. LNGO trains CAFs.	a. Local NGO trainers/mentors participate in I-SAF ToT. b. Conduct a first four 4-day training session for CAFs and selected local officials at district level entitled "Introduction to the I-SAF". c. Conduct three subsequent 4-day training sessions (approx. one every 6 weeks months over a period of 6 months) for CAFs (and selected local officials on "I4Cs, Open Budgets and Awareness-Raising ", "Citizen Monitoring " and "Supporting Collective Action for Change". d. Convene end-of-cycle graduation ceremony. Issue Certificates to all trainees who have successfully completed course requirements (and invite them to join the ongoing I-SAF Community of Practice).	Pre-imp X X	X		X	LNGO/CAFs
3. LNGO accompanies and mentors CAFs in implementing "learning by doing" activities.	a. In between training sessions, provide mentoring support to CAFs as they conduct "learning by doing" activities (in collaboration with partner CBOs).	X	X	X	X	CAFs /LNGO CBOs

II. ACCESS TO INFORMATION AND OPEN BUDGETS (Component 1)						
A. Obtain, review and validate I4C packs (Output 1.8)						
1. LNGO requests and obtains I4C packs.	a. Obtain an I4C pack (i.e. I4C posters and I4C booklets) from the IP (during ToT on “I4Cs, Open Budgets and Awareness-Raising”). b. Find out about the agreed timeframe for the preparation by district officials of I4C “post-ons”. c. Obtain a copy of post-ons for each target commune. d. Liaise with the district-level NCDD officer (and, if necessary with the IP) regarding any difficulties in obtaining I4C post-ons.	X X X				LNGO IP
2. LNGO conducts an initial review of the content of the I4C.	a. Review the I4C posters and direct any initial questions or comments to the IP. b. Review the I4C post-ons and direct any initial questions or comments to the relevant district (or commune) official. c. Report any unresolved problems regarding post-ons to the IP partner for follow-up at national level. d. Prepare for a collective discussion and analysis of I4C data and budgets with CAFs, local officials and service providers (in the context of the second 4-day training module).	X X X X				LNGO IP
B. Build capacity of CAFs and selected local officials and service providers regarding access to information, I4Cs and open budgets. (Outputs 1.9 and 1.10)						
1. LNGO prepares and conducts training on “I4Cs, Open Budgets and Awareness-Raising” for CAFs and select local officials.	a. Conduct a second 4-day training event on “I4Cs, Open Budgets and Awareness-Raising”. b. At the training, give each participant a copy of (i) the I4C Booklet and (ii) the “I4Cs, Open Budgets and Awareness-Raising” Field Guide to assist them in conducting subsequent “learning by doing” activities.	X X				LNGO/CAFs
2. CAFs and designated commune representatives (supported as necessary by local NGO partners) ensure local compliance with public dissemination regulations.	a. With the assistance of the LNGO, organize visits to I4C dissemination points including: the commune hall, the local health center and primary schools located in the target commune. b. Along with commune council representatives, visit I4C dissemination points to monitor compliance with public dissemination regulations. c. Flag any shortcomings to the relevant local official (commune chief, HC director or school principal) and discuss corrective measures. d. Report any persistent compliance problems to the district-level officials and /or IP for follow-up.	X X X X				CAFs LNGO
3. LNGO accompanies and mentors CAFs in implementing “learning by doing” activities related to access to information and open budgets.	a. Provide mentoring and support to CAFs as they conduct “learning by doing” activities to raise citizen awareness and understanding of I4Cs and budgets (as described below).	X	X			CAFs LNGO

C. Raise citizen awareness and understanding of I4Cs and enhance budget literacy. (Output 1.11)						
1. CAFs, with the support of the commune council and the LNGO, conduct village-level awareness-raising meetings on the I4Cs and open budgets.	a.	Agree the schedule and venues for a first round of awareness-raising activities at village or “village cluster” level.	X			CAFs/LNGO CBOs
	b.	Conduct a first round of (“learning by doing”) citizen awareness-raising activities (with mentoring support) aimed at explaining and discussing citizen standards and rights (as presented in the I4C posters).	X			
	c.	Agree the schedule and venues for a second round of awareness-raising activities at village/village cluster level.		X		
	d.	Conduct the second round of awareness-raising activities (with mentoring support) aimed at explaining and discussing performance and budget data (as presented in the I4C post-ons).		X		
	e.	Meet with LNGO mentors to discuss outcomes, lessons learned and recommendations for future practice.		X		
2. CAFs, with the support of the commune council and the LNGO, host an I4C activity kiosk at public events.	a.	Agree the schedule and venues for I4C kiosks at public events (at least once in each village cluster).	X	X		CAFs/LNGO CBOs
	b.	At the activity kiosk, display and explain I4C posters, hand out public education materials (such as I4C-related brochures and comic books) and conduct outreach activities (such as educational sketches and interactive games).	X	X		
3. The LNGO, in collaboration with the commune council, disseminates I4C and open budget messages through local media.	a.	In collaboration with the commune, issue press statements and arrange media interviews.	X	X		LNGO
	b.	CAFs organize radio listening clubs and/or use radio recordings in the context of community outreach.	X	X		
III. CITIZEN MONITORING (Component 2)						
A. Build capacity of CAFs and selected local officials and service providers regarding citizen monitoring, JAAPs and collective action. (Outputs 2.8 and 2.10)						
1. LNGO prepares and conducts training on “Citizen Monitoring” for CAFs (and selected local officials).	a.	Conduct a third 4-day training event to help CAFs (and selected local officials and service providers) to: (i) understand and support I-SAF citizen monitoring.		X		LNGO/CAFs
2. LNGO prepares and conducts training on “Supporting Collective Action for Change” for CAFs (and selected local officials).	a.	Conduct a fourth 4-day training event to help CAFs (and selected local officials and service providers) learn how to: (i) facilitate Interface Meetings and the development of a JAAP; (ii) support the implementation of the JAAP; and,(iii) support ongoing productive citizen-state dialogue and community development.		X		LNGO/CAFs
3. LNGO supports and mentors CAFs in organizing and facilitating citizen monitoring activities.	a.	Following each training module, CAFs conduct “learning by doing” activities in their communities - focussed on facilitating community scorecard meetings and interface meetings and supporting the dissemination and implementation of the agreed JAAP.		X	X	CAFs /LNGO
	b.	LNGOs accompany, mentor and support CAFs in implementing these activities - with the level of responsibility and autonomy of CAFs gradually increasing over time.		X	X	
B. Conduct initial preparation and groundwork for the citizen monitoring process. (Output 2.1)						
1. LNGO, in collaboration with CAFs, reconfirms the participation and support of commune officials and local-level service providers.	a.	Recontact local officials and service providers to discuss the upcoming I-SAF citizen monitoring process and to discuss the details of their participation in the process.		X		LNGO CAFs

2. CAFs, in collaboration with LNGOs, identify and mobilize community participants.	a. Contact village chiefs, community leaders, CBOs, local NGOs, HCMC and SSC members to seek their assistance in identifying community participants from each village cluster. b. For each of the three services (i.e. commune, health center and selected primary schools), identify approximately 20 users/community members from each village cluster to participate in the community scorecard process. c. Consult with local stakeholders about the most convenient time/place to organize meetings (taking into account community members' schedules and preferences).		X			CAFs LNGO CBOs
3. LNGO, in collaboration with CAFs, makes logistical preparations for the citizen monitoring process.	a. In collaboration with local stakeholders, identify appropriate venues and agree dates and times for each set of scorecard meetings (in every village or village cluster). b. Issue invitations for each meeting at least one week in advance. c. Prepare all necessary materials (e.g. I4C information, prepared flipchart sheets, voting materials, drinks/snacks for participants) and make arrangements for all necessary equipment (e.g. chairs, flipcharts, sound system). d. Make travel and accommodation arrangements for the facilitation team and reimburse travel and accommodation costs of CAFs as required (fixed rate).		X			LNGO CAFs
4. LNGO, in collaboration with CAFs, prepares and organizes the citizen monitoring facilitation team.	a. Identify facilitation teams of at least three people (1 lead facilitator, 1 assistant facilitator and 1 note-taker/time-keeper/assistant) for each meeting. CAFs may play some or all of these roles, with the assistance and support of local NGO staff as required. b. Ensure all members of the facilitation team have adequate training and skills. c. Agree a detailed agenda for each meeting.		X			LNGO CAFs
C. Conduct service provider self-assessment meetings. (Output 2.1)						
1. LNGO, in collaboration with CAFs, prepares for the service provider self-assessment meetings.	a. Coordinate the time and venue for each of the three service-provider meetings. b. Make logistical arrangements (agree times and venues) for service provider self-assessment meetings (or for a single meeting with three break-out groups). c. Prepare all necessary equipment and materials for the meetings. d. Review I4C data for each participating service.		X			LNGO CAFs
2. LNGO, in collaboration with CAFs, conducts the service provider self-assessment meetings.	a. Welcome participants and explain the scorecard purpose and process. b. Collectively review and verify I4C data. c. Brainstorm and score self-assessment criteria. d. Identify strengths and weaknesses and priority problems and issues. e. Brainstorm and prioritize actions for improvement. f. Identify representatives to participate in the subsequent interface meeting. g. Document findings and results.		X			LNGO CAFs
3. LNGO, in collaboration with CAFs, follows-up after the service provider self-assessment meetings.	a. Document findings and results from each meeting.		X			LNGO CAFs
D. Conduct community scorecard meetings. (Output 2.1)						
1. CAFs, in collaboration with the LNGO, prepare for the community scorecard meetings.	a. Identify participants. b. Determine the venue and time for each meeting c. Prepare all necessary equipment and materials.		X	X		CAFs LNGO/CBOs

2. CAFs, in collaboration with the LNGO, conduct the community scorecard meetings.	a. Welcome participants and explain the scorecard purpose and process. b. Present and discuss I4C standards and performance data. c. Brainstorm and score assessment criteria. d. Identify strengths and weaknesses and priority problems and issues. e. Brainstorm and prioritize actions for improvement. f. Identify representatives to participate in the subsequent interface meeting. g. Inform community members of ongoing opportunities for participation.		X	X		CAFs LNGO/CBOs
3. CAFs, in collaboration with the LNGO, follow-up after the community scorecard meetings.	a. Document findings and results and assess the meeting.		X	X		CAFs LNGO
E. Conduct interface meetings to agree a multi-sector Joint Accountability Action Plan (JAAP) (Output 2.3)						
1. LNGO, in collaboration with CAFs, prepares for the Interface Meeting.	a. Organize the date, venue and list of participants. b. Prepare comparative tables summarizing the outcomes of previous service user and provider meetings. c. Prepare all necessary equipment and materials.		X	X		LNGO CAFs
2. LNGO, in collaboration with CAFs, facilitates the morning session of the Interface Meeting.	a. Welcome participants, explain the purpose of the meeting and establish ground rules. b. Share and discuss scorecard results and proposed actions in service-specific groups. c. Each service-specific group discussed and agrees a joint list of priority actions. d. Select representatives to present findings at the afternoon session.		X	X		LNGO CAFs
3. LNGO, in collaboration with CAFs, facilitates the afternoon session of the Interface Meeting.	a. Reconvene all participants to agree a multi-sector JAAP. b. Present and discuss the priority actions of each joint service-specific group. c. Agree the JAAP. d. Explain the purpose of the JAAP Committee (JAAPC) and select members.		X	X		LNGO CAFs
4. LNGO, in collaboration with CAFs, follows-up after the interface meeting.	a. Document the results of the interface meeting and the JAAP. b. Assess the meeting. c. Organize a follow-up meeting with the JAAPC.		X	X		LNGO CAFs
F. Support and monitor the implementation of the JAAP. (Output 2.4, 2.5 and 2.9)						
1. The JAAPC, in collaboration with commune officials, CAFs and the LNGO, disseminates and raises awareness of the JAAP.	a. The LNGO prepares a summary of the outcomes of the interface meeting and the JAAP. b. A JAAP summary is posted at the commune hall. c. The LNGO collaborates with the JAAPC to disseminate the JAAP at local events and via local media. d. CAFs, in collaboration with the JAAPC and CBOs, conduct awareness-raising activities in each village cluster to inform community members of the final content of the JAAP and encourage their involvement in implementation measures.		X		C	LNGO AFs/CBOs
2. The commune, in collaboration with the LNGO, presents the JAAP at a district level public media event and at the District Integration Workshop.	a. Set the time and place for the district-level media event and make logistical arrangements. b. Publicize the media event, targeting local media and relevant district-level authorities and ensuring the presence of citizen/CBO representatives from each commune. c. Prepare and issue a press statement and organize follow-up interviews with media. d. Commune officials (and/or representatives of the JAAPC) present the JAAP at the District Integration Workshop.		X			LNGO CAFs/CBOs

3. The JAAPC, the LNGO and CAFs support local stakeholders in their efforts to implement the JAAP.	a. Local stakeholders (i.e. community members, service providers, commune officials and higher-level officials) implement the JAAP. b. The local NGO follows up with service providers, commune officials and higher-level officials to support their efforts to implement actions prioritized in the JAAP. c. CAFs and CBOs follow up with community members and support their efforts to implement actions prioritized in the JAAP.		X	X	X	CAFs/CBOs/ LNGO
4. The JAAPC monitors and reports on the ongoing implementation of the JAAP.	a. The JAAPC agrees a process for monitoring and reporting on the implementation of the JAAP. b. The JAAPC meets quarterly to review implementation efforts and initiate support actions. c. The JAAPC reports quarterly to the commune council and holds public meetings twice a year to inform citizens about progress in implementing the JAAP.		X	X	X	LNGO/CAFs
5. The LNGO documents and reports findings and lessons.	a. Scorecard findings, JAAP outcomes and lessons learned are reported upwards (by NGO partners) for purposes of comparative analysis, learning and to inform policy reforms.			X	X	LNGO IP
IV. LEARNING AND MONITORING (Component 4)						

A. Process documentation, monitoring of results and impact evaluations are carried out. (Outputs 4.6, 4.7 and 4.8)						
1. Demand-side actors participate in process documentation, results monitoring and impact evaluations.	a. CAFs and NGO partners document and report on activities and results on an ongoing basis (according to formats and guidelines provided by the specialized Learning Partner). b. CAFs and NGO partners participate in impact evaluations conducted by the Learning Partner.	X	X	X	X	IP/LNGO/ CAFs
B. Feedback and learning forums are held regularly. (Output 4.3)						
1. Demand-side actors participate in feedback and learning forums organized by the I-SAF Learning Partner.	a. CAFs and local officials participate in annual feedback and learning forums at district or provincial level (convened by the LNGO). b. National and local NGO partners participate in annual national-level learning forums (convened by the specialized Learning Partner).		X		X	IP/LNGO/ CAFs

Annex B – Sample Terms of Reference for Implementing Partners

Background

1. The Royal Government of Cambodia is committed to improving Sub-national Democratic Development. To meet this objective, a Royal Decree under the Organic Law of 2008 established the National Committee for Democratic Development (NCDD). To implement the Government's Democratic Development policy, NCDD developed a 10-year National Program as well as a more detailed three-year Implementation Program 2011-2013.
2. Social Accountability was flagged as an essential, but inadequately developed area of the IP3 during the 2011 Donor appraisal. Based on the appraisal, it was agreed that moving forward under the next Implementation Program, NCDD, development partners (DPs), and representatives from Civil Society would take a coordinated approach to address these gaps.
3. The Implementation of Social Accountability Framework (I-SAF) under the new three-year Implementation Program 2014-2016 aims to support local governments, empower citizens, deepen democratic development and improve the quality of public service delivery through a coordinated strategy that seeks to: (i) increase citizen awareness of public service standards, performance results and budgets through the creation and dissemination of Information for Citizen packs (I4Cs) and, (ii) work with citizens, commune councils, and service providers to improve the quality of service delivery by implementing an annual citizen-led monitoring and joint accountability action planning (JAAP) process, timed to coordinate with the existing annual commune development planning system. The JAAP feeds into the Commune Investment Plan and is presented at the District Integration Workshop (DIW), so that it can also inform the planning of district governments and NGOs.
4. This document establishes the Terms of Reference for the Implementing Partners (IP) partners that are mandated by the I-SAF to coordinate, support and train networks of local NGO (LNGO) partners, responsible for implementing I-SAF activities at the district/commune level.

Operational Roles and Relationships of the IP

5. The IPs play an important role in the Implementation of Social Accountability Framework, ensuring coordination at the national level, through liaison with the I-SAF Secretariat, NCDD and the other IP, and at the sub-national level through liaison with provincial and district level state actors and LNGO partners.
6. Depending on their operational capacity, an IP may be mandated by the I-SAF Secretariat to cover a group of districts, an entire province or districts in multiple provinces. The IPs are expected to work with existing local NGO partners, and to establish new partnerships as required to cover their designated districts under the I-SAF. The IP provides training, backstopping support and quality assurance to LNGOs. The IP also provides funding to local NGO partners to cover all direct and indirect costs (i.e. salaries, communication, travel, per diem, meeting costs, training materials, etc.) associated with the implementation of I-SAF activities.

The IP Responsibilities

7. The principal responsibilities of the IP under I-SAF are to: (i) ensure the overall management of I-SAF activities within the IP's designated area of coverage; (ii) mobilize and coordinate stakeholder support for the I-SAF; (iii) build the capacity of LNGO partners to fulfill their responsibilities under I-SAF; (iv) support and backstop as required; and, (v) contribute to I-SAF learning and monitoring.

Management

- Assign or recruit adequate staff to support I-SAF activities. (One part-time manager, one part-time financial/administrative staff, one full-time coordinator/master trainer and one full-time liaison officer/ trainer for each local NGO partner is recommended).
- Provide overall management of ongoing I-SAF activities in the IP's designated area of coverage.
- Identify and contract LNGO partners.
- Provide oversight and quality assurance of the work undertaken by LNGO partners. For example, conduct quarterly meetings with LNGO partners to review performance and address any issues or constraints in the implementation of I-SAF activities.
- Ensure effective financial management of I-SAF-related funds.
- Manage the data generated as a result of I-SAF citizen monitoring.

Mobilizing and Coordinating Stakeholder Support

- Conduct outreach to inform provincial and district officials about the I-SAF, to mobilize their support and to introduce them to the LNGO partner.
- Ensure coordination between the state and non-state actors involved in implementing the project.
- Liaise with the I-SAF secretariat, NCDD and the other I-SAF IPs on a regular basis to stay up-to-date, share lessons learned and contribute to the ongoing development of the I-SAF.

Capacity Building

- Coordinate capacity building of local stakeholders with regard to the I-SAF.
- Build internal capacity by ensuring that all IP liaison officers/trainers (i) become familiar with all relevant I-SAF operational documents and (ii) participate in required Training of Trainer courses (offered by the Master Trainer, the I-SAF Secretariat or the specialized I-SAF Training partner).
- Ensure that LNGO partners receive and understand all relevant I-SAF documentation.
- Plan and deliver Training of Trainers (four 5-day ToT modules) for all LNGO field officers/trainers.
- Accompany and mentor LNGO trainers, as required, as they plan and deliver training modules to CAFs and selected local officials.
- Develop and share any training materials or operational methodologies or resources developed by the IP with the I-SAF secretariat for review (to ensure they accurately reflect I-SAF principles and goals) and, if agreed, for dissemination (for use by the other IP I-SAF partners and the specialized I-SAF Training Partner).

Backstopping Support

- Support each LNGO partner in developing an initial annual I-SAF work plan and budget.
- Provide backstopping support and quality assurance for the work of LNGO field officers/trainers.
- Provide technical support and/or troubleshooting assistance should LNGO partners experience any difficulties regarding: communication/working relations with state actors; the timely production and posting of I4C data sheets; the implementation of the citizen

monitoring process; the production and implementation of Joint Accountability Action Plans; etc.

- Assist as required in organizing district-level training and media events and in ensuring the presentation of JAAP findings at the District Integration Workshop.

Learning and Monitoring

- Document and report findings and lessons from the field (according to guidelines provided by the I-SAF Learning and Monitoring partner).
- Collect, collate and analyze monitoring and evaluation data from LINGO partners (according to guidelines provided by the I-SAF Learning and Monitoring partner).
- Prepare and submit monitoring and evaluation reports (according to guidelines provided by the I-SAF Learning and Monitoring partner).
- Contribute to sharing and learning events (organized by the I-SAF Secretariat or the I-SAF Learning and Monitoring partner).

Requirements:

- Existing relationships with local NGO partners in targeted communes.
- A good understanding of national and local governance systems.
- Prior program experience supporting social accountability/good governance approaches.
- In-house expertise in facilitation, training and capacity building.
- The ability to engage constructively with government.
- Commitment to gender equity.
- Proven track record of sound financial and human resource management.

Annex B.2 – Sample Job Description for the Implementing Partner I-SAF Liaison Officers/Trainers

Key responsibilities of the Implementing Partner (IP) liaison officers/trainers include to: (i) establish working relationships and provide ongoing support and assistance to local NGO (LNGO) field officers/trainers; (ii) build the capacity of LNGO field officers/trainers; (iii) contribute to I-SAF learning and monitoring.

Liaison and Support

- Develop working relations with each designated LNGO field officer/trainer.
- Ensure weekly communication with LNGO field officers/trainers.
- Provide back-stopping support and quality assurance for the work of LNGO field officers/trainers.
- Ensure that LNGO field officers/trainers are kept up-to-date about the I-SAF and receive all relevant documentation.

Capacity Building

- Participate in an initial 5-day Training of Trainers (ToT) offered by the IP Master Trainer or the I-SAF Secretariat, followed by a supervised field application of the citizen monitoring process.
- Participate in four subsequent ToT events, covering all four 4-day modules of the 16-day I-SAF Training Course for Community Accountability Facilitators.
- Read and become familiar with all relevant operational documents, guidelines, tools and templates.
- Organize and deliver four 5-day Training of Trainer for LNGO trainers on “Introduction to the I-SAF”, “I4Cs, Open Budgets and Awareness-Raising”, “Citizen Monitoring” and “Supporting Collective Action for Change” (according to guidelines provided by the I-SAF Training Partner).
- Ensure that LNGO field officers/trainers obtain, read and become familiar with all relevant operational documents, guidelines, tools and templates.
- Provide on-going support and mentoring for LNGO field officers/trainers (i.e. assisting them the first time they deliver a new training module; accompanying, observing and providing feedback on their field work).

I-SAF Learning and Monitoring

- Collect and analyze monitoring and evaluation data from LNGO partners (according to guidelines provided by the I-SAF Learning and Monitoring partner).
- Monitor and report on results (as required by the specialized Monitoring and Learning partner).
- Prepare and submit monitoring and evaluation reports (according to guidelines provided by the I-SAF Learning and Monitoring partner).
- Participate in learning events (organized by the I-SAF Learning and Monitoring partner).

Annex B.3 – Sample Job Description for the Implementing Partner I-SAF Coordinator/Master Trainer

Key responsibilities of the Implementing Partner (IP) I-SAF Coordinator/Master Trainer include to: (i) coordinate all I-SAF-related activities undertaken by the IP and liaise with other I-SAF implementing organizations; (ii) build the capacity of the IP liaison officers/trainers; (iii) support and back-stop the IP liaison officers/trainers and local NGO (LNGO) partners; and, (iv) contribute to I-SAF learning and monitoring.

Coordination and Liaison

- Coordinate and supervise the work of the IP liaison officers/trainers.
- Identify and sign MoUs with all LNGO partners.
- Coordinate the work of all LNGO partners and organize collective information-sharing and planning meetings as required.
- Ensure that LNGO partners are kept up-to-date about the I-SAF and receive all relevant documentation.
- Liaise with the I-SAF secretariat, NCDD and the other I-SAF IPs to stay up-to-date and contribute to the ongoing development of the I-SAF.
- Develop and share any training materials or operational methodologies or resources developed by the IP with the I-SAF secretariat for review (to ensure they accurately reflect I-SAF principles and goals) and, if agreed, for dissemination (for use by other IP I-SAF partners and the specialized I-SAF Training Partner).

Capacity Building

- Obtain and become familiar with all relevant operational documents, guidelines, tools and templates, and ensure that all the IP liaison officers/trainers do the same.
- Participate in an initial 5-day Master Training of Trainers (ToT), followed by a supervised field application of the citizen monitoring process.
- Conduct an initial training event (e.g. for the IP trainers), while being observed and supported (and subsequently debriefed) by a member of the I-SAF Secretariat or Training Partner.
- Participate in four subsequent Master ToT events, covering all four 4-day modules of the 16-day I-SAF Training Course for Community Accountability Facilitators (offered by the I-SAF Secretariat or Training Partner).
- Organize and deliver four 5-day Training of Trainer for all the IP trainers on “Introduction to the I-SAF”, “I4Cs, Open Budgets and Awareness-Raising”, “Citizen Monitoring” and “Supporting Collective Action for Change” (with the guidelines/assistance of the I-SAF Training Partner).
- Provide on-going mentoring for the IP liaison officers/trainers (i.e. assisting them the first time they deliver a new training module; observing and providing feedback on their field work).

Support and Backstopping

- Support each LNGO partner in developing an annual I-SAF work plan and budget.
- Provide backstopping and quality assurance for the work of the IP liaison officers/trainers and LNGO partners.

I-SAF Learning and Monitoring

- Collate and analyze monitoring and evaluation data from LNGO partners (according to guidelines provided by the I-SAF Learning and Monitoring partner).
- Prepare and submit monitoring and evaluation reports (according to guidelines provided by the I-SAF Learning and Monitoring partner).
- Contribute to learning events (organized by the I-SAF Learning and Monitoring partner).

Annex B.4 – Overview of Five-Day I-SAF Core Training Curriculum

Day 1 Introduction to the Social Accountability Framework	Day 2 Access to Information and Open Budgets	Day 3 Overview of I-SAF Citizen Monitoring	Day 4 Skills-Building for Citizen Monitoring Facilitators	Day 5 Mock Citizen Monitoring Exercise
Introduction to the Social Accountability Framework	Transparency and Public Access to Information: An Introduction	Step-by-Step Overview of the I-SAF Citizen Monitoring Process	Being an Effective Facilitator; Promoting Inclusive and Constructive Dialogue	Mock Citizen Monitoring Exercise Part 1 - Assessment Meetings
COFFEE BREAK				
Key Elements and Benefits of the I-SAF	Information for Citizen (I4C) Packs	Citizen Monitoring: Actors and Roles	Planning and Preparing for the Citizen Monitoring Process	Mock Citizen Monitoring Exercise Part 2 – Interface Meeting
LUNCH BREAK				
Understanding Social Accountability	Validating and Analyzing Commune-Specific I4C Data	Citizen Monitoring: Benefits and Outcomes	Planning the Content and Timing of each Category of Meetings in the Citizen Monitoring Process	Mock Citizen Monitoring Exercise Part 3 - Debriefing
COFFEE BREAK				
Social Accountability: Hopes and Fears	Overcoming Challenges to Achieve Access to Information and Open Budgets	Mobilizing Local Stakeholders to Engage in Citizen Monitoring	Preparing for the Mock Citizen Monitoring Exercise	Addressing Outstanding Questions, Evaluation and Wrap-up

Annex B.5 - Overview of 16-Day I-SAF Training Curriculum for Community Accountability Facilitators (and Selected Local Officials)

Day One	Day Two	Day Three	Day Four	Mentored “Learning by Doing” Activities for CAFs
Round #1 (February) – Introduction to the I-SAF				
Introduction to the I-SAF	Introduction to Local Governance and Public Service Delivery	Citizen-State Relations	Public Awareness-Raising: Field Practice	Conduct I-SAF awareness-raising meetings in each village cluster.
Round #2 (March) – I4Cs, Open Budgets and Awareness-Raising				
Access to Information: An Introduction	I4Cs: Citizen Rights, Service Standards and Performance Data	I4Cs: Open Budgets	Disseminating and Explaining I4Cs: Field Practice	- Conduct two rounds of awareness-raising meetings on (i) I4Cs and (ii) open budgets in each village cluster. - Host an I4C activity kiosk at a public event in each village cluster.
Round #3 (May) – Citizen Monitoring				
Overview of I-SAF Citizen Monitoring	Facilitating the Citizen Monitoring Process	Mock Citizen Monitoring Exercise	Citizen Monitoring: Field Practice	- Mobilize community participation in the citizen monitoring process. - Prepare, facilitate and document community scorecard meetings in each village cluster.
Round #4 (June) – Supporting Collective Action for Change				
Overview of the Interface Meeting and JAAP Process	Facilitating the Interface Meeting and the Creation of the JAAP	Supporting the Implementation of the JAAP	Role of CAFs in Supporting Sustainable Change	- Assist in facilitating the interface meeting and the creation of the JAAP. - Conduct JAAP awareness-raising and mobilization activities in each village cluster. - Support JAAP implementation and the work of the JAAPC as required.
Final Day (scheduling at the discretion of the LNGO/IP) – Wrap-up, Debriefing and Graduation				
Wrap-up, Debriefing and Graduation				Continue over time to support the ongoing implementation of the SAF and the JAAP.

Annex B.6 - Sample Terms of Reference for Local NGO Partners

Background

1. The Royal Government of Cambodia is committed to improving Sub-national Democratic Development. To meet this objective, a Royal Decree under the Organic Law of 2008 established the National Committee for Democratic Development (NCDD). To implement the Government's Democratic Development policy, NCDD developed a 10-year National Program as well as a more detailed three-year Implementation Program 2011-2013.
2. Social Accountability was flagged as an essential, but inadequately developed area of the IP3 during the 2011 Donor appraisal. Based on the appraisal, it was agreed that moving forward under the next Implementation Program, NCDD, development partners (DPs), and representatives from Civil Society would take a coordinated approach to address these gaps.
3. The Implementation of Social Accountability Framework (I-SAF) under the new three-year Implementation Program 2014-2016 aims to support local governments, empower citizens, deepen democratic development and improve the quality of public service delivery through a coordinated strategy that seeks to: 1) increase citizen awareness of public service standards, performance results and budgets through the creation and dissemination of Information for Citizen packs (I4Cs) and 2) work with citizens, commune councils, and service providers to improve the quality of service delivery by implementing an annual citizen-led monitoring and joint accountability action planning (JAAP) process, timed to coordinate with the existing annual commune development planning system. The JAAP feeds into the Commune Investment Plan and is presented at the District Integration Workshop (DIW), so that it can also inform the planning of district governments and NGOs.
4. This document establishes the terms of reference for the local NGO (LNGO) partners who will work with the implementing agencies to implement the social accountability framework at the district/commune level.

Operational Roles and Relationships of LNGO Partners

5. LNGO partners play a critical role in the Implementation of Social Accountability Framework, coordinating the overall implementation of I-SAF activities at the district and commune levels. Depending on their operational capacity, a LNGO partner may be mandated to cover a single district or a group of districts in one or more provinces. With the support of a national NGO partner, LNGOs liaise with district and commune officials and identify, mentor and support community-level partners at every stage during the I-SAF.
6. The national NGO partner provides training and backstopping support to LNGOs. The national partner also provides funding to cover all staff costs (i.e. three full-time field officers/trainers and one part-time manager per district) and direct costs (i.e. for travel, per diem, communication, meeting costs, training materials, etc.) associated with the implementation of I-SAF activities. The LNGO ensures that at least half of its field officers/trainers are women and that at least one third are under the age of 30. It is anticipated that field officers/trainers will generally already be part of the LNGO staff or network and be skilled in facilitation/mobilization/advocacy/training.
7. The LNGO, in turn, identifies, trains and mentors four volunteer Community Accountability Facilitators (CAFs) from each target commune to implement community-level I-SAF activities. The LNGO ensures that

at least half of CAFs are women and that at least one third are under the age of 30. During the first year of implementation, the LNGO Partner works alongside CAFs in implementing “learning by doing” activities. Over time, however, CAFs take on greater responsibility and are able to implement I-SAF activities more independently, with less need for mentoring and support from the LNGO.

LNGO Responsibilities

8. The principal responsibilities of LNGO partners under I-SAF are to: (i) ensure the day-to-day management of local I-SAF activities; (ii) mobilize and coordinate local stakeholder support for the I-SAF; (iii) select, train, mentor and build the capacity of CAFs (and selected local officials); (iv) coordinate the implementation of I-SAF Component 1 (Access to Information and Open Budgets) at district/commune level; (v) coordinate the implementation of I-SAF Component 2 (Citizen Monitoring) at district/commune level; and, (v) contribute to I-SAF learning and monitoring.

Management

- Develop and agree an annual I-SAF work plan and budget with the national NGO partner.
- Assign or recruit adequate staff (i.e. three field officers/trainers, plus one part-time manager and necessary support staff per district) to implement the work plan.
- Coordinate the recruitment, signing of MoUs and ongoing communication with CAFs (four from each target commune).
- Provide day-to-day management of ongoing I-SAF activities.
- Trouble-shoot as required and call on the IP partner for assistance as necessary.

Mobilizing and Coordinating Stakeholder Support

- Mobilize the support of village, commune, district and provincial level officials and service providers for the I-SAF.
- Coordinate outreach at local level to identify village clusters; map all significant CBOs; identify CBO partners; and, identify and select CAFs.
- Ensure coordination between the state and non-state actors involved in implementing the project.
- Manage relationships and promote communication and trust between key stakeholders.

Capacity Building

- Coordinate capacity building of local stakeholders with regard to the I-SAF.
- Build internal capacity of the LNGO by ensuring that all I-SAF-related staff (i) become familiar with all relevant I-SAF operational documents and (ii) participate in Training of Trainer courses (offered by the national NGO partner or the I-SAF Secretariat).
- Plan and deliver training (four 4-day training modules at district level) for CAFs and selected local officials (according to guidelines provided by the I-SAF Training Partner).
- Following the delivery of each training module, coordinate the coaching and mentoring CAFs in implementing “learning by doing” activities.

Access to Information and Open Budgets

- Obtain and review the content of I4C packs for each target commune.
- Liaise with district officials as necessary to ensure the timely collection of data and production of I4C post-ons.
- Coordinate visits to I4C dissemination points to ensure local compliance with public dissemination regulations.
- Coordinate mentoring and support for CAFs as they organize and conduct village-level awareness-raising events on (i) the I-SAF, (ii) the content of Information for Citizens (I4C) posters and (iii) open budgets.

Citizen Monitoring

- Inform local stakeholders about the I-SAF citizen monitoring process and mobilize their support (organizing district or province-level information workshops as required).
- Coordinate inception meetings with key stakeholders in each target commune.
- Prepare and organize teams of facilitators (i.e. LNGO field officers and CAFs) for each target commune.
- Coordinate the organization of service user and provider scorecard meetings in each target commune.
- Manage the data collected from scorecard meetings.
- Coordinate the organization of an interface meeting in each target commune to agree a multi-sector Joint Accountability Action Plan (JAAP).
- Support the dissemination, implementation and monitoring of JAAPs in each target commune.
- Coordinate a district-level media event to share JAAP findings and ensure that JAAPs are presented at the District Integration Workshop.
- Support, as necessary, the ongoing work of JAAP Committees in each target commune.

Learning and Monitoring

- Communicate and cooperate with the IP partner and the other LNGOs involved in the I-SAF to ensure that actors can jointly resolve any implementation challenges.
- Document and report findings and lessons from the field (according to guidelines provided by the I-SAF Learning and Monitoring partner).

Requirements:

- Local field presence (i.e. presence of a local office and staff) and, ideally, existing relationships in targeted communes.
- A good understanding of the local governance systems.
- Prior program experience implementing social accountability/good governance approaches.
- In-house expertise in facilitation, training and capacity building.
- The ability to engage constructively with government.
- Commitment to gender equity.
- Sound financial and management systems.

Annex B.7 – Sample Job Description for Local NGO I-SAF Field Officers/Trainers

Key responsibilities of local NGO I-SAF field officers/trainers include, for each target commune, to: (i) conduct community outreach; (ii) train and mentor Community Accountability Facilitators (CAFs); (iii) support citizen access to information; (iv) coordinate the implementation of citizen monitoring at the commune/village level; and, (v) contribute to I-SAF monitoring and learning.

Specific tasks of local NGO I-SAF field officers/trainers include:

Community Outreach

- Conduct outreach at local level to identify 3-5 village clusters per commune.
- Conduct outreach at local level to map all significant CBOs and identify potential partners.
- Conduct outreach at local level to identify and select CAFs.

Training and Mentoring

- Participate in five 5-day Training of Trainer courses (offered by the national NGO partner or the I-SAF Secretariat).
- Read and become familiar with all relevant operational documents, guidelines, tools and templates.
- Organize and deliver four 4-day training modules at district level for CAFs and selected local officials on “Introduction to the I-SAF”, “I4Cs, Open Budgets and Awareness-Raising”, “Citizen Monitoring” and “Supporting Collective Action for Change” (according to guidelines provided by the I-SAF Training Partner).
- Accompany and mentor CAFs in planning, implementing and documenting “learning by doing” activities.

Access to Information

- Review and analyze the content of I4C packs for each commune.
- In collaboration with the commune and CAFs, organize and conduct visits to I4C dissemination points to ensure local compliance with public dissemination regulations.
- Support CAFs as required in organizing and conducting village-level awareness-raising events on (i) the I-SAF, (ii) the content of Information for Citizens (I4C) posters and (iii) open budgets.

Local-level Implementation of Citizen Monitoring

- Meet with commune-level officials and service providers to mobilize their support for the citizen monitoring process.
- Support CAFs in mobilizing the participation and support of community members.
- Organize and conduct an inception meeting with key stakeholders.
- Organize and conduct service provider self-assessment meetings.
- Support CAFs as required in organizing and conducting community scorecard meetings.
- In collaboration with the commune and CAFs, organize and conduct interface meetings in each commune to agree a multi-sector Joint Accountability Action Plan (JAAP).
- Support the on-going work of the JAAP Committee in disseminating, implementing and monitoring the JAAP as required.

Monitoring and Reporting

- Prepare and submit field reports (according to guidelines provided by the I-SAF Learning and Monitoring partner).
- Participate in learning events (organized by the I-SAF Learning and Monitoring partner).

Annex B.8 – Information Resources for Commune-Level Inception Meetings

Note: The following can be presented as PPT slides (attached), reproduced on flipchart or simply used by the facilitator as reference notes.

Implementation of the Social Accountability Framework (ISAF)

Strategic Plan on Social Accountability

- The *Strategic Plan on Social Accountability* was developed by NCDD, in consultation with civil society organizations and other stakeholders, and signed into government policy in July 2013.
- Implementation of the Strategic Plan will begin in the second half of 2014, within the broader context of the IP3.
- It will be rolled-out as a national program, eventually covering the entire country.

Vision

The *Strategic Plan on Social Accountability* focuses on:

- Strengthening partnerships between Sub-National Administrations (SNAs) and citizens;
- Empowering citizens, and;
- Enhancing the accountability of SNAs and local service providers.

Objectives

Social accountability aims to empower citizens and local communities (particularly women, youth and disadvantaged group) to:

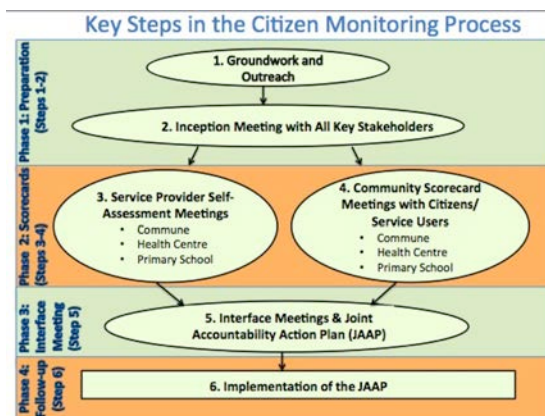
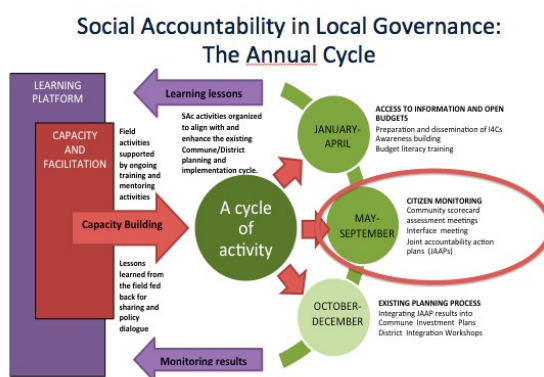
- Be better informed about public services and budgets;
- Voice their opinions and needs and;
- Collaborate actively with state actors to improve local governance and the delivery of essential public services, such as education and health.

Key Principles

- **Citizens determine their priority issues.**
- The focus is on **local level** dialogue and action.
- **Constructive engagement** (based on collaboration not confrontation) is emphasized.
- The need for **mutual commitment** (by state and non-state actors) is acknowledged.
- **Partnerships** between state and non-state actors are strengthened.
- There is **equitable participation** of women, youth and poorer people.

Strategies

1. **INFORMATION:** Improve transparency and access to information on government standards, budgets and performance.
2. **BUDGET WORK:** Strengthen citizens' understanding and knowledge of public budgets.
3. **MONITORING:** Introduce facilitated citizen-led monitoring of local performance and service delivery.
4. **FACILITATED ENGAGEMENT:** Build skills to facilitate engagement between state and non-state actors.
5. **LEARNING:** Apply lessons from local experiences to improve national policies and practices.



ISAF citizen monitoring serves to...

- Inform service users and providers about their entitlements, rights and responsibilities.
- Identify priority problems and solutions.
- Improve communication, understanding and relations between service providers and users.
- Increase opportunities for the commune to support and oversee the effective delivery of public services.
- Promote collective action to improve the quality of public services.

Annex B.9 – Sample Call for Expressions of Interest to Become a Community Accountability Facilitator

Are you interested in the well-being of your community? Do you want to learn new skills and meet new people? Do you want to contribute to educating citizens and improving public services in your commune? Apply to be trained as a Community Accountability Facilitator!

Background

The Implementation of the Social Accountability Framework (I-SAF) aims to improve public service delivery, citizen participation, and local governance in Cambodia by: (i) providing citizens with more information about key local services (primary schools, health centers, and commune services) and, (ii) empowering citizens to evaluate existing services and to participate in identifying and implementing actions for improvement.

The I-SAF is a joint initiative of the Royal Government of Cambodia and independent civil society organizations. The I-SAF depends on the active participation of both state actors (commune officials, district officials, public service providers) and non-state actors (NGOs, CBOs and citizens) to succeed. In every commune where the I-SAF is implemented, four community volunteers will be selected and receive training to become Community Accountability Facilitators (CAFs).

CAF Responsibilities

CAFs play a key role in implementing the I-SAF at community level. CAFs help 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 and local officials and service providers to take action for positive change. The main roles for CAFs include participating in four 4-day CAF training modules and, after each training module, conducting “learning by doing” activities at community level aimed at: (i) raising citizen awareness of the I-SAF; (ii) disseminating and explaining I-SAF Information for Citizen packs; (iii) facilitating citizen-led monitoring; and, (iv) supporting on-going collective action for change. Specific responsibilities for CAFs include:

Learning and Skills-Building

- Participate actively in four 4-day modules of training conducted at district level.
- After each training module, carry out 4-5 days of mentored “learning by doing” activities conducted in your home community (as described below).

Information for Citizens

- Organize and conduct three rounds of village level awareness-raising activities to (i) generate citizen interest in the I-SAF; (ii) explain the content of Information for Citizen posters and, (iii) explain open budgets.
- Host an I-SAF activity kiosk at one or two public events in the commune.

Supporting Citizen Monitoring

- Mobilize community participation in the citizen monitoring process.

- Organize and facilitate community scorecard meetings in each village cluster.

Supporting Collective Action for Change

- Assist in facilitating a one-day commune-level interface meeting.
- Conduct awareness-raising and mobilization activities in each village cluster regarding the action plan collectively agreed at the interface meeting.
- Support the on-going implementation of the agreed action plan (by local officials, service providers and community members).

CAF Qualifications

Required:

- 18 years or older.
- Local resident.
- Able to read and write.
- Desire to build positive relations between citizens and state actors.
- Demonstrated independence (i.e. not affiliated with any particular political party or government service).
- Willingness to participate in a total of 16 days of training (four 4-day training courses) in the district town.
- Willingness to volunteer time implementing I-SAF activities in the community (approximately 20 days/year).

Desired:

- Demonstrated interest and engagement in community development and governance.
- Current member or leader of a community-based organization.
- Women and youth are encouraged to apply.

Incentives for CAFs

- All training is provided free of charge.
- Direct expenses related to participating in training and I-SAF activities (transport, food and lodging) are reimbursed.
- Volunteers meet new people and learn valuable knowledge and skills, that help them to contribute to the well-being of their communities.
- Volunteers who successfully complete the training and I-SAF activities receive certification as an I-SAF Community Accountability Facilitator.
- Successful graduates are also invited to join a Community of Practice in order to continue to develop and market their skills.

Annex C.1 – Set of I4C Posters



Information for Citizens



Your Rights at the Health Center

DID YOU KNOW?








Your Health Center staff will:

TREAT YOU EQUALLY AND WITH RESPECT

- Health Center staff will provide you with the best health care that meets your needs with dignity and respect, without discrimination

DISPLAY ALL HEALTH SERVICE INFORMATION

- Health Center staff will inform you clearly of all services, hours, fees, and services free of charge

HELP YOU UNDERSTAND YOUR HEALTH

- Health Center staff will help you understand your health status and care in clear and plain language
- Health Center staff will keep your health information private and ensure the information is managed properly and confidentially

CHARGE ONLY LISTED FEES

- Health Center staff will inform you about prices and how/if you need to pay for the service received
- Health Center staff will not ask for or take any additional payment

ENSURE YOUR PRIVACY, ESPECIALLY FOR WOMEN

- Health Center staff will ensure your privacy throughout your treatment and care by providing separate areas and toilets

ASK YOU FOR CONSENT AND FEEDBACK

- Health Center staff will ask for agreement from you before treatment, explain treatments and listen to feedback from you after treatment.

JOIN IN

...and help improve your Health Center



**National Committee for
Sub-National Democratic Development**

Please contact your Community Accountability Facilitators, Commune Chief or Health Center Chief for any clarifications, questions, or more information.

Ministry of Interior
Norodom Boulevard, Phnom Penh, Kingdom of Cambodia
Tel: 023 720 038 / 720 061 Email: info@ncdd.gov.kh
Website: www.ncdd.gov.kh



Information for Citizens



Health Center Standards

DID YOU KNOW?








Your Health Center will provide:

8 to 11 STAFF ON DUTY

- Your Health Center should have 8 to 11 staff on duty during working hours to provide you with good service

24 HR STANDBY DUTY

- Your Health Center should have 24 hour standby duty for emergencies with the schedule and contact information posted

12 DRUG DELIVERIES PER YEAR

- Your Health Center should receive 12 drug deliveries from Operational District per year
- Your Health Center should provide drugs according to the Doctor's prescription

SEPARATE TOILETS

- Your Health Center should have 2-3 separate working toilets for women, men, and disabled persons

12 HEALTH CENTER MANAGEMENT COMMITTEE MEETINGS PER YEAR

- Your Health Center should hold monthly Health Center Management Committee meetings, 12 per year

INFORMATION PUBLICLY POSTED

- Your Health Center will publicly posts list of services, fees, working hours, 24 hour standby schedule and contact information, and budgets

JOIN IN

...and help improve your Health Center



National Committee for
Sub-National Democratic Development

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Information for Citizens



Health Center Budget & Performance

DO YOU KNOW YOUR HEALTH CENTER BUDGET?

Health Center Revenue

1

HEALTH CENTER REVENUE
Display in this space

Health Center Spending

2

HEALTH CENTER SPENDING
Display in this space

HOW IS YOUR HEALTH CENTER PERFORMING?

Check Your Health Center Performance



3

**HEALTH CENTER
PERFORMANCE
RESULTS**
Display in this
space

4

**HEALTH CENTER
PERFORMANCE
RESULTS**
Display in this
space



DISPLAY ALL HEALTH SERVICE INFORMATION

Inform you clearly of all services, hours, fees, and services free of charge; help you understand.



National Committee for
Sub-National Democratic Development

Please contact your Community Accountability
Facilitators, Commune Chief or Health Center
Chief for any clarifications, questions, or more
information.

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Information for Citizens



Your Rights at School

DID YOU KNOW?

Your Primary School will provide:



FREE SCHOOLING FOR EVERY CHILD STARTING AT AGE 6 UNTIL GRADE 9

- Parents and guardians must send their children aged 6 or at least 70 months to school ••
- Teachers will not discriminate between boys and girls



ONE TEACHER FOR EVERY CLASS AND EVERY 42 STUDENTS

- Every class should have 1 teacher with no more than 42 students



228 DAYS OF TEACHING PER YEAR

- Teachers should teach 190 days of the national curriculum and 38 days of life skills each year
- Teachers will be present during school hours



3 OR 4 FREE TEXTBOOKS

- Your School should provide and/or lend each students 3 textbooks in Grade 1-3 and 4 textbooks in Grades 4-6



TOILETS FOR GIRLS AND BOYS

- Your School should have functioning, separate toilets for girls and boys, in every school



TEACHERS WILL HELP STUDENTS TO LEARN

- Treat students equally
- Treat students with respect
- Not ask for or take any informal payments
- Not punish your child in body or heart
- Communicate monthly with parents on how their child is progressing

JOIN IN

...and help improve your School



National Committee for
Sub-National Democratic Development

Please contact your Community Accountability
Facilitators, Commune Chief or
School Principal for any clarifications,
questions, or more information.

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Website: www.ncdd.gov.kh



Information for Citizens

Primary School Budget & Performance



DO YOU KNOW YOUR SCHOOL BUDGET?

School Revenue

1

SCHOOL REVENUE
Display in this space

School Spending

2

SCHOOL SPENDING
Display in this space

HOW IS YOUR SCHOOL DOING?

Check Your School Performance



3

SCHOOL PERFORMANCE
Display in this space

4

SCHOOL PERFORMANCE
Display in this space



DISPLAY ALL SCHOOL INFORMATION

Display publicly the school improvement plan, budgets, and expenditures



National Committee for
Sub-National Democratic Development

Please contact your Community Accountability
Facilitators, Commune Chief or
School Principal for any clarifications,
questions, or more information.

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Website: www.ncdd.gov.kh



Information for Citizens



Your Rights in the Commune

DID YOU KNOW?

Your Commune Council will:



BE ELECTED BY YOU EVERY 5 YEARS

- You can elect Commune Councilors every five years, to represent you



LISTEN TO YOUR VIEWS

- Host annual village meetings to ask your opinions on how Commune funds should be spent



INVITE YOU TO COUNCIL MEETINGS

- Councilors make decisions in Council meetings
- Councilors must publicly announce and display meeting times, topics, and minutes on the notice board
- You can attend Council meetings, speak, and ask questions about commune services and projects



RESPOND TO YOUR CONCERNS AND INFORM YOU ABOUT DECISIONS

- You can contact your Councilors to help solve problems, respond to complaints, and answer questions about commune services and projects
- Councilors will present and inform you about the Commune budget, plan, and proposed project activities at a public meeting



ISSUE BIRTH, DEATH, AND MARRIAGE CERTIFICATES

- You can get birth, death, or marriage certificates from your Commune office within 3 working days, excluding holidays, if you bring the required documents
- You are not expected to make any payment in addition to the official fees
- Your Commune will provide you these services with dignity and respect



POST INFORMATION

- Councilors will display publicly the Commune plan and budget, project information, working hours, list of services, and fees

JOIN IN

...and help improve your Commune



National Committee for
Sub-National Democratic Development

Please contact your
Community Accountability, Facilitators or
Commune Chief for any clarifications,
questions, or more information.

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Information for Citizens



Commune Budget

DO YOU KNOW OUR COMMUNE BUDGET?

Commune Revenue

1

COMMUNE REVENUE
Display in this space

Commune Spending

2

COMMUNE SPENDING
Display in this space

DO
YOUR
PART



Take part in your
village consultations

Find out how your Commune
will use its budget

Join consultation about
Commune Projects

Help monitor project
implementation

HOW IS OUR COMMUNE BUDGET USED?

After consulting with you and listening to our views, your Commune decided to use these funds for:

3

COMMUNE SANGKAT
FUND PROJECT
Display in this space

4

COMMUNE SANGKAT
FUND PROJECT
Display in this space



GET INVOLVED

You can help improve the quality of your Commune by helping to identify and monitor the implementation of CSF project activities.



National Committee for
Sub-National Democratic Development

Please contact your
Community Accountability Facilitators or
Commune Chief for any clarifications,
questions, or more information.

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National Committee for



Information for Citizens



Commune Performance

DO YOU KNOW YOUR COMMUNE RESPONSIBILITIES?



1 Representation and Decision-Making



2 Civil Registration



3 Planning and Budgeting

HOW IS YOUR COMMUNE PERFORMING?

Check Your Commune Performance



1

COMMUNE
PERFORMANCE
Display in this
space

2

COMMUNE
PERFORMANCE
Display in this
space



DISPLAY PUBLICLY ALL COMMUNE INFORMATION

Display publicly the commune development plan, budget, and expenditures.



National Committee for
Sub-National Democratic Development

Please contact your
Community Accountability Facilitators or
Commune Chief for any clarifications,
questions, or more information.

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Information for Citizens



Joint Accountability Action Plan

DO YOU KNOW YOUR COMMUNE'S ACTION PLAN?



Community



Service Provider

1

JOINT ACCOUNTABILITY
ACTION PLAN
Display in this space



Commune Council



District



GET INVOLVED

You can help improve the quality of our Commune by completing the agreed actions.



National Committee for
Sub-National Democratic Development

Please contact your Community Accountability
Facilitators or
Commune Chief for any clarifications,
questions, or more information.

NCDD is located at: Ministry of Interior Building T Norodom Boulevard
Sangkat Tonle Basak Khan Chanikar Mon Phnom Penh
Kingdom of Cambodia
Tel: 023 720 038 / 720 061 Email: info@ncdd.gov.kh
Website: www.ncdd.gov.kh

Annex D.1 – I-SAF Citizen Monitoring: A Summary Table of Stakeholders and Roles

Stakeholders	Roles
Local NGO partners	Identify, train, support and mentor community accountability facilitators Assist in mobilizing stakeholders and organizing and facilitating the Inception meeting Assist in facilitating service provider self-assessment meetings and interface meetings
Community accountability facilitators (CAFs)	Conduct community-level outreach activities Conduct outreach activities to explain the content of I4Cs to community members Facilitate community scorecard meetings
National NGO partners	Train, support and supervise local NGO partners
Community members	Attend meetings to learn about government standards, performance and budgets Participate in scorecard meetings to assess local public services Participate in implementing the JAAP
Local service providers	Publicly post I4C data Self-assess performance and quality of service Report problems requiring higher level interventions to superiors Participate in implementing the JAAP
Commune chief and councilors	Publicly post I4C data Self-assess performance and quality of service Report problems requiring higher level interventions to superiors Participate in implementing the JAAP Lead and coordinate efforts to improve governance and public services at the commune level
JAAP committee	Support and oversee the implementation of the JAAP
NCDD	Oversee the annual production of I4Cs Issue guidelines and instructions to ensure that local officials and service providers support and participate in citizen-led monitoring Conduct training for local level officials
International funder and support organizations	Provide financial and technical support

Annex D.2 – The Basics of Facilitation

- Be visible – stand and face group
- Be loud and clear
- Control conversations – let one person speak at a time
- Ensure participation – don't let someone take over the discussion
- Summarize points and statements
- Periodically check if everyone is understanding the process

Facilitation Do's and Don'ts

DO...

- Listen and observe
- Know your audience
- Be patient
- Encourage participation
- Use simple language
- Be humble and respectful
- Respect opinions
- Be creative and flexible
- Be engaging/humorous

DON'T

- Don't talk too much
- Don't be a FACILITATOR (manipulator in disguise!)
- Don't be condescending
- Don't cut/pre-empt answers
- Don't speak to one person (beware of the dominant spokesperson)
- Don't lose sight of the objectives of the exercise.

Annex D.3 – Suggested Methodologies for Voting and an Explanation of How to Calculate the Median Score

Recommendations regarding scoring

1. Once assessment criteria have been identified, participants vote on each criteria.
2. It is important to clarify to participants that they should vote according to *their own personal current level of satisfaction* with the service in question. It is perfectly normal that scores will differ between individuals, because individuals' experiences with the service will also differ.
3. Scoring of assessment criteria should be conducted as simply and quickly as possible. Ideally it should take no more than 10-15 minutes.
4. Begin by explaining that each participant can cast their vote (e.g. Very Bad, Bad, Just OK, Good or Very Good) using a scorecard as shown below. To avoid confusion (and to improve the flow of group voting) it is recommended to use a separate scorecard (i.e. flipchart) for each indicator.

VOTING SHEET					
	Very Bad - 1	Bad - 2	Just OK - 3	Good - 4	Very Good - 5
					
Criteria A	IIII	I	III	I	I

5. If the scorecards are placed on the floor, participants can vote by placing a pebble or dried bean in the appropriate square (to indicate a vote of Very Bad, Bad, Just OK, Good or Very Good). If scorecards are placed on the wall, participants can vote by: making a mark (with a marker) in the appropriate square, putting a sticker in the appropriate square, or placing a straw, dried bean or pebble in a plastic cup (taped to each square for this purpose).
6. Place the scorecards (one for each indicator) at different places around the room or on the floor. Give each participant the appropriate number of stickers, straws, beans or pebbles (one for each indicator) and welcome them to walk around the room to vote for each indicator.
7. Invite participants to start with any indicator, in order to avoid line-ups and allow everyone to vote simultaneously. Getting everyone moving and voting simultaneously should make the voting go quickly and also ensure a certain degree of confidentiality - by keeping everyone busy at the same time and avoiding people standing in a single line watching the person ahead of them vote. Using this method, the actual voting process should take no more than 5-10 minutes.
8. If there is a concern with "copycat" voting (i.e. people being overly influenced by the vote of others), then it is recommended to use opaque plastic cups and small beans or pebbles (that fall to the bottom of the cup), making previous votes less obvious to see.
9. Different colored straws, beans or pebbles can be used to distinguish between men and women (allowing for the disaggregation of data by gender).
10. Once scoring is complete, an assistant facilitator should move quickly around the room, rapidly marking the number of votes for each score and calculating and indicating the median score for each indicator. As soon as the votes and median score for the first indicator are calculated (which

should take no more than one minute), the main facilitator should lead a group discussion about that indicator identifying current strengths, weaknesses and proposed actions for improvement (while the assistant facilitator continues to count votes and calculate the median score for the other indicators) in order to avoid a lull in the meeting. An explanation of how to quickly calculate the median score is shown below.

Explanation of how to calculate the median score

VOTING SHEET					
	Very Bad - 1 	Bad - 2 	Just OK - 3 	Good - 4 	Very Good - 5 
Criteria A	IIIII	I	III	I	I
Step 1 – Calculate the mid-point of the total number of votes	Total of 11 votes. Mid-point (halfway between 0 and 11) is 6 votes.				
Step 2 – Count the mid-point number of votes from the left or right.	6 th vote from the left (or right) falls in the category of "Bad" (2). Therefore, the median score for Criteria A is 2.				

Annex D.4 – Examples of Assessment Criteria Identified by Service Users

Health Centers

- Attitude and behavior of staff (friendly and respectful behavior, no discrimination)
- Availability of staff (reliable working hours, 24 hour standby service)
- Competency of staff (quality consultations, properly trained midwife, effective communication)
- No additional fees
- Access to information (working hours, fees, contact information posted)
- Adequate infrastructure (rooms and beds, waiting room, source of water, toilet)
- Cleanliness (clean and hygienic facility, clean yard)

Primary Schools

- Teachers' attitude and behavior (presence in school, punctuality, teachers do not drink prior to during class)
- Adequate number of teachers
- Resources for students (number of desks, books)
- Access to toilets
- Playground
- Student attendance (students attend school regularly, teachers inform parents of student's absence through record books and signatures)
- Student support structures (establish school council)

Communes

- Commune management (roles and responsibilities are understood and fulfilled, regular and reliable working hours)
- Information sharing and outreach (posting information, inviting people to attend commune meetings)
- Commune responsiveness
- Timely and equitable service delivery (no discrimination, no additional charges)
- Quality of commune infrastructure (e.g. roads, water, sanitation)
- Effective security and conflict resolution

Annex D.5 – Assessment Form for Community Scorecard Meetings

Group:

Village Cluster:

Commune and District:

A. Assessing Citizen Representation

	<i>Women</i>	<i>Youth</i>	<i>Representatives from Poor Households</i>	<i>Total</i>
<i>1. Number of participants present at the official start time</i>				
<i>2. Number of participants present by the end of the meeting</i>				
<i>3. Did the meeting start on time? If no, how many minutes late? How long did the meeting last?</i>				

B. Assessing Citizen Interest and Participation in I4Cs

Participants	Level of Interest			
	Citizens demonstrate very strong interest (many questions and comments)	Good level of interest (some questions and comments)	Moderate level of interest (a few questions or comments, and only with prompting)	Low interest (no one speaks or asks questions)
1. Women				
2. Youth				
3. Representatives from poor Households				
4. Overall				

C. Level of Understanding of I4Cs

Participants	Level of Understanding			
	Citizens exhibit high level of understanding	Moderate level of citizen understanding	Citizens seem to have limited understanding	Citizens seem to lack understanding
1. Women				

2. Youth				
3. Representatives from poor households				
4. Overall				

D. Assessing Participation in Identifying and Scoring Indicators and Explaining Scores

Activity	Quality of Participation			
	Citizens participate actively confidently	Good level of citizen participation	Limited citizen participate (and only at the prompting of the facilitator)	Citizens have low participation /no one speaks
1.Women				
2. Youth				
3. Representatives from poor households				
4.Overall				

E. Assessing Participation in Proposing and Prioritizing Actions

Activity	Quality of Participation			
	Citizens participate actively and confidently	Good level of citizen participation	Limited citizen participate (and only at the prompting of the facilitator)	Citizens have low participation /no one speaks
1.Women				
2. Youth				
3. Representatives from poor households				
4.Overall				

F. Comments and Recommendations

Please note any additional comments about the community scorecard meeting and any recommendations to address challenges.

Annex D.6 – Tactics for Promoting Inclusive and Constructive Dialogue

What can you do if one or more (higher status) individuals are dominating group discussion?

- Collectively agree ground rules at the beginning of the meeting.
- There should be three people in one facilitation team- facilitators, note takers and observation.
- Change the energy and mood of the meeting through a quick energizer.
- Thank the speaker and invite other participants to share their ideas.
- Use body language to encourage the speaker to wrap up (e.g. stand up or move to the front of the room to indicate that it is time to move on).

What can you do if "less powerful" participants are not speaking up or participating?

- Organize small group discussion.
- Choose a venue where participants feel comfortable and not intimidated.
- Set a friendly and welcoming tone for the meeting (through a greeting, ice-breaker or the use of humor).
- Use clear, simple language and short, direct questions.
- Directly ask them to share the ideas.
- When putting a question to the group, invite anyone who has not yet spoken to contribute before opening up the question to the whole group.
- Invite women, youth (or whatever group has been less vocal) to answer questions or contribute comments first.
- Encourage "less powerful" groups to sit near the middle of the room and towards the front.

What can you do if participants are engaging in unconstructive criticism, blaming or finger-pointing?

- Remind participants at the beginning of the meeting (and as often as necessary) that the purpose is not to lay blame but to collectively identify solutions.
- Collectively agree ground rules at the beginning of the meeting.
- When someone raises a criticism, ask them if they can recommend a solution.
- Take a quick break or use an energizer to change the mood of the meeting.
- Create a "parking lot" – a flipchart for noting issues to be dealt with at another time (during or after the meeting).
- Give "unconstructive" or dominating participants a role to "keep them busy" (e.g. note-taking or time-keeping).

Annex D.7 – Examples of Action Points Agreed at Service-Specific Interface Meetings

Health Centers

- Staff commits to be more polite to patients.
- Working hours, list of services and fees and emergency numbers are posted on notice boards.
- Community members agree to clean HC grounds.
- Infrastructure improvements are made (e.g. funds are mobilized to convert parking lot to waiting room and a battery is purchased to provide light for night-time emergencies and deliveries)
- Better mutual understanding and expectations of services fosters friendlier service delivery and engagement.
- Service providers, commune and citizens join forces to mobilize resources and make requests from responsible authorities.

Primary Schools

- Toilets are unlocked and made available for use by students.
- School directors conduct meetings with staff to reinforce standards.
- Teacher behaviors and attitudes improve.
- Students, teachers, and parents work together to establish mechanisms to improve attendance (attendance is recorded in students' notebooks and require parent signatures).
- Student councils are established to increase student involvement and advocacy.
- School, commune and parents raise funds to improve playground.

Communes

- Invite people to attend commune meetings.
- Post information (commune meeting schedule and minutes) at village-level.
- Post list of services and fees at commune hall.
- Community members agree to select representatives to attend commune meetings.
- Enhance enforcement of internal policies of the commune.
- Commune staff and councilors to seek training.
- Convene village-level meetings to discuss and address issues of solid waste management.
- Unlock the commune toilet for public use.

Annex D.8 – Terms of Reference for the Joint Accountability Action Plan Committee

Overview

The Joint Accountability Action Plan (JAAP) Committee is responsible for supporting the implementation of the JAAP and monitoring its progress. The JAAP, developed jointly by citizen representatives, commune councils, service providers, and district officials, outlines actions that these four stakeholders can collectively take to promote greater accountability in service delivery. The JAAP Committee is a critical body to identify implementation difficulties and to follow up with relevant actors to ensure that the plan is implemented in a timely manner. To ensure ownership and buy-in and to foster a collaborative spirit, the committee is composed of citizen representatives, commune council representatives and service providers. These terms of reference outline the membership of this committee and its roles and responsibilities.

Membership of the JAAP Committee

As discussed above, the committee is composed of citizen representatives, commune council representatives and service providers, representing the key contributors to the action plan. During the selection process, a gender balance should be ensured, so that at least four members of the committee are women. In addition, there should be one youth representative. Further, it is recommended that at least for the first two years of the JAAP Committee, a representative from the local partner NGO serve as an advisor and assistant, who can advise the committee on the best way to monitor and help identify implementation strategies. The JAAP committee will include:

- Five community representatives (selected among the village cluster representatives)
- Five government officials/service providers (including the Commune or deputy commune chief; two additional commune representatives; the Chief or Deputy Chief of the health center; and the School Director or Deputy School Director).

It is recommended that JAAP Committee members be nominated and selected at the end of the final Interface Meeting.

Roles and Responsibilities

The committee is a critical mechanism to ensure the successful implementation of the JAAP. The committee meets on a regular basis after the creation of the JAAP in order to: (i) facilitate coordination among service providers and citizens to ensure implementation of the action items; (ii) monitor progress; and, (iii) update state and non-state stakeholders on a regular basis. In this way, the JAAP Committee plays both an operational support and trouble-shooting role and a monitoring and reporting function. Regular meetings of the JAAP committee ensure that there is coordination among the various service providers. The local NGO partner will support and work with the committee to develop effective implementation and monitoring strategies.

Responsibilities of the JAAP Committee include the following:

- Publicly post information about the JAAP at the commune hall;
- Work with the local NGO partner to develop a monitoring strategy;
- Meet once a month to discuss and monitor progress in implementing the JAAP;
- Undertake any field trips as necessary to monitor progress;
- Present JAAP progress reports at a commune council meeting at least twice a year;
- Organize public meetings every six months to provide an update on the progress made;
- Organize meetings with district officials to update them on the progress of the JAAP, and;
- Liaise with community members, state actors, and media groups as necessary to promote the JAAP.

