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Digital Solutions and Innovation for Better Public Services
through the Implementation of the Social Accountability Framework

**STAKEHOLDER
MAPPING**

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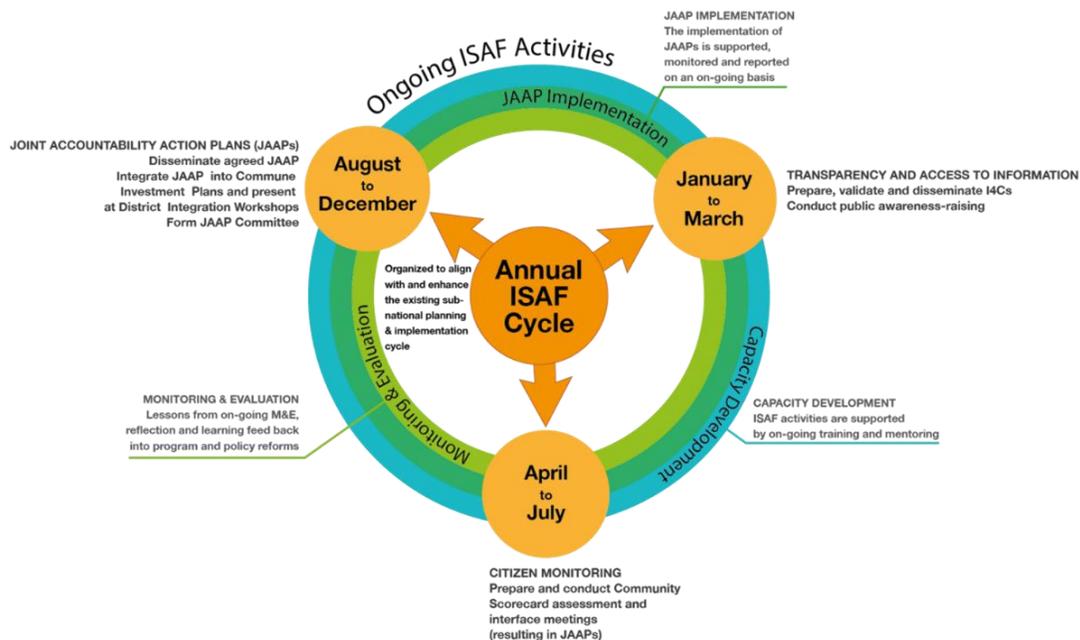
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BACKGROUND ON THE IMPLEMENTATION OF THE SOCIAL ACCOUNTABILITY FRAMEWORK (ISAF)

The Implementation of the Social Accountability Framework (ISAF) in Cambodia aims to improve local service delivery through enhanced accountability. Through ISAF, citizens are informed about the services they are entitled to receive, dialogue with sub-national authorities are fostered and joint actions to address issues are identified and implemented. ISAF originated from the National Programme for Sub-National Democratic Development (SNDD) of the Ministry of Interior (MoI) in Cambodia. Under the leadership of the Royal Government of Cambodia, donors, international organizations and Civil Society Organizations (CSOs) joined forces behind this project.

ISAF Phase I (2015 – 2018)

During Phase I, ISAF was successfully implemented in more than 800 communes across the country (almost 60% of the total number of communes), covering more than 1400 primary schools and 600 health centres. More than 550,000 people were informed on the services they are entitled to receive



and 270,000 people were involved in the monitoring of the quality of the services received at the local level. In all communes and every year, Joint Accountability Action Plans were adopted.

During ISAF Phase I, around 60 % of the actions set out in the JAAPs were implemented. Monitoring data also shows above-average rates of implementation for the majority of actions focusing on the issues most often prioritized by citizens (especially on staff performance). A final evaluation of ISAF Phase I led by the World Bank identified that the project improved the quality of the services provided by the 3 service providers covered by the project. Finally, the data shows that the level of satisfaction with the quality of local services of both users and service providers increased from 2016 to 2018.

ISAF Phase II (2019 – 2024)

In 2018, a 5 year Implementation Plan for ISAF Phase II (2019 - 2023) was developed and launched through a consultative process with the Royal Government of Cambodia, development partners and civil society. ISAF Phase II still focuses on improving the performance of public service providers through improved transparency, strengthened citizen engagement and responsive action. But it also introduces some important innovations:

- Expansion of ISAF to all rural communes and 50% of urban areas (and adaptation of ISAF methodologies for urban settings)
- Extension of ISAF to district administrations and other selected services (such as water or land management)
- Use of Information and Communication Technologies (ICT), digital solutions and innovations to reach a larger number of citizens
- Measures to increase the implementation of the Joint Accountability Action Plans
- Institutionalization and enhanced sustainability of ISAF processes

During Phase I, the [ISAF App](#) was developed and launched to support implementing partners and Community Accountability Facilitators in their work. Over 2019 and 2020, several projects, some of them working outside of the formal ISAF framework, have registered significant progress toward the development of digital tools and solutions for social accountability in Cambodia. The present document is a first attempt at mapping these projects.

SUPPORTING MEANINGFUL CIVIC ENGAGEMENT FOR IMPROVED ACCOUNTABILITY BY LEVERAGING DIGITAL TECHNOLOGIES

CARE, InSTEDD and the Advocacy and Policy Institute (API)

CARE

CARE's expertise lies in our holistic and inclusive approach to tackling poverty and injustice. We are a global connector from communities living in poverty to those holding power. We elevate the voice of the vulnerable and leverage our organizational diversity and learning to tackle inequalities and bring about lasting impact.

- Our Vision: we seek a world of hope, inclusion and social justice, where poverty has been overcome and all people live in dignity and security.
- Our Mission: Save lives, defeat poverty, and achieve social justice.
- Our Focus: we put women and girls in the centre because we know that we cannot overcome poverty until all people have equal rights and opportunities.

The current project aims to implement ISAF in 183 communes and sangkats in 5 provinces (Kratie, Stung Treng, Ratanak Kiri, Modul Kiri and Koh Kong).

What we are doing on SA and plans on digital tools and innovations?

Under this project, we believe that the SA will be enhanced through digital tools and innovation, which could be summarised as follows:

- The developed interactive engagement toolkit, comprising videos, audios, cartoons, and other visual materials, which should improve access to information to raise the profile of ISAF work.
- Online Publication: Social media partnerships will increase reach and visibility of audio-visual materials through the dissemination on social media platforms; sharing of photos, quotes and human-interest stories within social media, website and online sources.
- Mobile Application: digitised scorecard app will be developed through consultative process with stakeholders. This will be made available for stakeholders to use as open source.
- Visualisation application link scorecard and joint action plan (CSC to JAAP)
- ICT materials portal/application as a hub to gathering and display available and related materials of SA.

Advocacy and Policy Institute (API)

API is active in advocacy, policy influencing, good governance and civic engagement and capacity building and dialogue facilitation are at the heart of our efforts towards democratic and sustainable development. API builds capacity of CAFs, Local partners and local service providers on social accountability and implements social accountability projects directly in different provinces.

InSTEDD

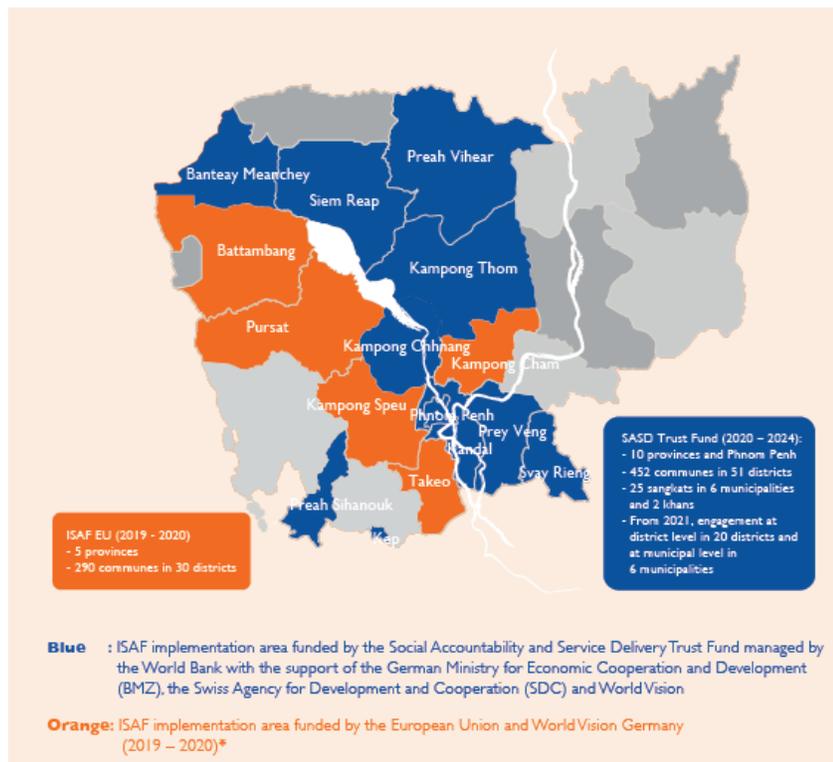
We are technical partners supporting the co-design and development of the blended digital scorecard, and I4C in this project. We use human-centered design and agile approach to focus our understanding on user context and identify key pain points of target users. We co-design solutions with stakeholder and end-user following by multiple iterative prototyping and field validations-both in Phnom Penh and Ratanakiri. We use this process to create potential digital solutions that could help CAF improve scorecard data accuracy, simplify data entry processes that will at the end improve the scorecard result and timeliness.

The pilot of this digital scorecard will begin in March with the lesson learned from the pilot we will have more to share with the ISAF working group. We look forward to open collaboration with the ISAF working group to maximize effort to improve ISAF and citizen participation in Cambodia nationwide.

ISAF PHASE II – ENGAGING CITIZENS TO IMPROVE SERVICE DELIVERY THROUGH SOCIAL ACCOUNTABILITY

World Vision International Cambodia (WVI)

World Vision is a Christian NGO committed to helping children enjoy life in all its fullness. World Vision works in more than 90 countries, including urban and rural areas, to bring help and hope to the world's most vulnerable. World Vision implements development programs as well as delivering humanitarian assistance. Since the early 1970s World Vision has implemented a diverse range of relief and development programmes to benefit vulnerable children in Cambodia. In 2020, we employ over 600 staff that work in nine provinces and the capital city, Phnom Penh, reaching 2.7 million children.



World Vision International Cambodia (WVI-C) started to implement social accountability in Cambodia in 2011 and participated in the design of ISAF in 2014. Our organization was one of the first CSOs to pilot it in six districts in 2015. During Phase I, WVI-C directly implemented I-SAF in 220 communes. World Vision started to support the implementation of ISAF Phase II in 290 communes (2019 – 2020) through a grant of the European Union (EU) and received a new grant (2020-2024) from the World Bank, the German Ministry for Economic Cooperation and Development (BMZ) and the Swiss Agency for Development and Cooperation (SDC).

Through this new grant, [WVI-C is currently implementing ISAF](#), directly or through local partners, in more than 475 communes and sangkats in 10 provinces and Phnom Penh in 2020 where more than 4.1 million people live. It covers more than 370 health centres and 2000 primary schools. The ambition is to reach a full national coverage by 2023 and the target area will be extended as additional funds are made available by new or existing donors.

Progressive extension of ISAF

WVI-C has piloted several projects or approaches that are extending ISAF to new services, contexts or citizens.

- **Extension to social assistance (IDPoor):** Through funding from GIZ and in partnership with the Ministry of Planning, WVI-C is currently piloting ISAF for social assistance in around 200 communes. The objective is to use ISAF to inform citizens about the new on-demand IDPoor registration process and to support them in demanding a quality implementation of this service by the Commune Administrations.
- **Adaptation to urban context and district level:** In 2021, WVI will implement ISAF in an urban context in 23 sangkats before a scale up in 2022. This year, WVI-C will also pilot ISAF for district administration in 10 districts with a strong focus on the One Window Service Office (OWSO).
- **A new inclusive model:** WVI-C and API led the review of the ISAF Operational guidelines for NGO partners in 2020 with the ambition to integrate learnings and best practices from Phase I and to improve the key steps of the process to make it more inclusive, especially for people with disabilities and indigenous people. The new ISAF Operational Guidelines is been finalized and its minimum quality standards will be soon mandatory for all ISAF implementers.

Sustainability and institutionalization

Since 2018, WVI-C has piloted several models and approaches to promote sustainability of ISAF. This has allowed to significantly reduce the costs of activities on the ground while convincing local authorities to support financially ISAF in their communes/districts/provinces.

Digital solution to connect the local to the national

In FY20, WVI reviewed the M&E data from all ISAF implementers for ISAF Phase I. This include the feedback provided by 180,000 people on the quality of local services in around 700 communes and detailed information about around 34,000 actions, adopted following these local dialogues to improve the quality of the services provided in these facilities.

Unique in its scale, the [review of the data](#) shows clear patterns in the feedback of citizens, highlighting the existence of nationwide issues affecting the health and education systems. The data also shows that, while more than 60% of the actions responding to the feedback of citizens were implemented, local authorities and service providers struggled to address some of the issues most often raised by citizens. Building on these findings, the report presents recommendations that could allow to better factor the feedback of citizens on local services into the national planning and budgeting processes in Cambodia, contributing to the development of a national feedback and accountability loop.

As part of its current project, WVI-C is developing an online platform that will allow to consolidate at provincial and national levels, visualize and analyse the feedback from citizens and the efforts of local authorities to respond to them. This platform will be available to all implementers and will allow to connect directly citizen feedback with the development of policies and budget at provincial and national levels.

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INNOVATIONS FOR SOCIAL ACCOUNTABILITY IN CAMBODIA (ISAC)

FHI 360, DAI Global LLC, Internews and Open Development Cambodia (ODC)

ISAC is a five-year (2019-2024) project funded by the United States Agency for International Development (USAID), implemented by FHI 360, with its partners Development Alternatives Incorporated (DAI) Internews, Open Development Cambodia (ODC) and six other local Implementation Partners working in parallel with the second phase of the Implementation Plan for Social Accountability (ISAF 2). ISAC supports demand side social accountability activities through grantee partners in 51 sangkats in seven municipalities of six provinces: Battambang, Banteay Meanchey (Poi Pet and Serey Sophorn), Siem Reap, Kampot, Kandal (Ta Kmao), and Kampong Chhnang. The project has 4 objectives:

- Objective 1: Improved access to information on government decisions and processes, and the planning, spending, and investment of public funds
- Objective 2: Increased citizen participation and collective initiative to increase accountability for public services
- Objective 3: Increased utilization of new or existing technologies enabling citizen engagement to increase accountability for public services
- Objective 4: Education and outreach to raise awareness of accountability and integrity in public administration

Digital solutions & innovations

To help safeguard its partners, participants, and staff, ISAC is using a Do No Harm approach to inform the design and implementation of its key technology-based activities.

- [Digital Innovation and Information Fund grants](#). ISAC issues grants to civil society organizations (CSOs), community based organizations (CBOs), or technology companies to develop information sharing and technology-based solutions, platforms, or tools that will help citizens generate and use trustworthy, actionable content for social accountability and collective action.
- Promote networking opportunities for tech companies, CSOs, and other civic tech actors. ISAC regularly conducts civic tech meetups in its target provinces to build personal and professional networks among key players in the local tech and civic tech ecosystems. This also includes sharing ISAC's lessons learned about digital tool development and showcasing digital solutions developed by ISAC and/or other partners.
- Windows of Opportunity grants. ISAC issues grants to partners at the sub-national and national levels to take advantage of openings for social accountability and strengthen public demand for improved governance.
- Safe Digital Platform grant. ISAC will issue a grant to a local organization to design, test, and launch a digital platform that will aggregate and showcase credible Khmer language information and content from a variety of sources about government service delivery in the health, education, municipal services, environment, and other ISAC-supported sectors.
- Enhance the data portal for info-mediaries. ISAC will support ODC to update its well-known web portal by strengthening its content related to public service delivery and social accountability.
- Raise awareness about social accountability digital tools through media products. ISAC has supported local non-governmental organizations (NGO) and USAID partners to promote their social accountability digital solutions and reach a broader audience.
- Strengthen the digital security capacity of NGO partners and Community Accountability Facilitators (CAFs). ISAC provides training and coaching to help them stay safe when using digital solutions for social accountability.

- Technology-focused sessions at the end of Interface Meetings. ISAC will generate demand for tech solutions at the local level, meeting the needs of individual communities within ISAC’s target municipalities.

Digital Solutions – Information Dissemination & Citizen Engagement

ISAC supports its local NGO partners to design and roll out low-cost, effective digital solutions to disseminate information for citizens (I4C) and engage with its target communities. These digital solutions include:

- Facebook pages to disseminate I4C to and engage with citizens in Battambang municipality and Kampong Speu municipality. Implemented by AMARA and Cambodian Civil Society Partnership (CCSP).
- I4C Telegram group to disseminate I4C, raise awareness about social accountability, and engage with citizens in Kampong Chhnang municipality. Implemented by STAR Kampuchea.
- Facebook Live talk shows where key government officials, API staff, and CAFs discuss social accountability, citizen rights, the responsibilities of Sangkat administrations, and service standards for health centers and primary schools. Implemented by the
- Advocacy and Policy Institute (API) Organization with the Voice for Democracy (VOD) media outlet.
- Local NGO partners and Citizen Journalists’ online I4C campaigns to raise public awareness about social accountability, including rights and responsibilities for citizens regarding schools, education, commune budgets, and much more. Implemented by ODC, RACHA, API, STAR Kampuchea, CCSP, AMARA, PSOD, CENTRAL, NGO Forum, Open Cyber Talk, and CJ News Cambodia.
- Developed I4C contents – including infographics, posters, and video animations – for online I4C campaigns on behalf of its local partners.

Open Development Cambodia (ODC) support the ISAC project in the development and implementation of a set of activities under objectives 1 and 4. Our organization will focus on [strengthening education](#) and outreach to raise awareness about accountability and integrity practices in the public administration.

The ISAC project will build on and expand ODC’s ongoing work towards enhancing public service delivery. For the past few years, ODC has received funding from SPIDER to implement our project on the use of information technology to improve public service delivery in Cambodia. ODC’s platform already holds accessible and easy-to-navigate interactive maps providing information to facilitate access to multiple public services, ranging from public transportation and healthcare facilities to governmental offices.

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GREATER YOUNG WOMEN EMPOWERMENT IN DECISION MAKING AND ACCOUNTABLE PUBLIC SERVICE DELIVERY

Transparency International Cambodia and Action Aid

Transparency International Cambodia is a fully-accredited National Chapter of Transparency International Secretariat based in Berlin, Germany. With more than 120 Chapters worldwide, we work with all relevant stakeholders including the government, civil society organisations (CSOs), development partners (DPs), private sector, media and individuals to promote integrity and reduce corruption. Transparency International Cambodia signed a Memorandum of Understanding (MoU) with Ministry of Interior on 15 January 2016 in an aim of supporting reform agenda of Government, particularly in building institutional capacity of the national and sub-national administrations on good governance, accountability, anti-corruption and integrity in order to provide more accountable and transparent and inclusive public service delivery to citizens. The project was financially supported by the Swedish International Development Cooperation Agency (SIDA) and the European Union (EU) from July 2016 to December 2019.

From January 2020 to December 2022, TI Cambodia have received financial support again from EU and SIDA to implement Phase II of the above project with an expected outcome *“to create an enabling environment and empower youth, particularly young women, in Cambodia to effectively participate in decision-making processes to improve public service delivery, particularly gender-responsiveness, through innovative technology platforms and to engage in policy dialogue with key decision-makers and service delivery entities at local and national levels.”*

Objectives

1. Increased participation of youth, particularly young women, in related policy dialogue, decision-making and policy implementation at national and local levels
2. Increased women and youth participation in influencing Gender-Responsive Public Service (GRPS) to decision makers for improved GPRS implementation
3. Increased access to the complaint handling mechanisms of local authorities on public service delivery, particularly gender responsiveness, at local levels and newly created spaces for communicating feedback and dialogues on improving public service implementation

Approaches

- 1) Capacity building of public officials and public service providers at sub-national levels
- 2) Capacity building and providing platforms for youth to engage in social and economic policies
- 3) Creating a platform for citizen report handling mechanism (mobile application)
- 4) Multi-stakeholder engagement at sub-national and national levels

Innovative tools: Mobile application for citizen to submitting complaints/feedbacks on public services (App name “Our feedback”).

Target areas for implementing Mobile App

- **3 One-Window Service Units/Provincial Ombudsmen:** Phnom Penh, Siem Reap, and Kampong Cham province

- **7 One-Window Service Offices/District Ombudsmen:** Kampot municipality, Siem Reap municipality, Peap Ro District, Khan Chamkarmon , Kampong Cham municipality, Pursat municipality (Pursat) and Stueng Sen Municipality (Kampong Thom)
- **10 communes/sangkats:** 3 Sangkats/ Siem Reap, 3 Sangkats/Kampot, 3 Sangkats/Kampong Cham, 1 Commune/Peap Ro

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ONE WINDOW FOR CITIZENS

Nickol Global Solutions, the Advocacy and Policy Institute (API) and InSTEDD

OVERVIEW

USAID’s One Window for Citizens (OW4C) is a three-year project (October 2019-September 2022) that uses technology to provide Cambodian citizens clear, transparent information on public services available to them through the Royal Government of Cambodia’s One Window Service Offices (OWSOs). In order to empower citizens and ensure accountability for OWSO services, OW4C technology offers real-time information explaining application processes for key services as well as the required documents, materials, and service fees. OW4C tech tools also provide a safe space for citizens to voice their feedback on the quality of services received. OW4C will combine that feedback with measures of social accountability such as community scorecards to enable citizens to hold government accountable for quality services.

PROJECT DESCRIPTION

OW4C aims to connect citizens to real-time, transparent, and accurate information about OWSO services. It will also enhance the dialogue between citizens and the OWSOs through civic tech applications and collaborative learning. OW4C will help citizens hold government accountable to improve public services offered by the OWSOs such as official copies of birth certificates, business registration, and construction permits.

OW4C Civic Tech Tools Currently, citizens learn about OWSOs by word-of-mouth or by making long, time-consuming and often unproductive trips to/from the OWSO to confirm what documents and fees are required to obtain a particular service. Harnessing the high market access rates of cell phones and Facebook in Cambodia, OW4C has developed Pidor, the Smart Villager. Pidor guides citizens to the information they are seeking through either a [Facebook-based chatbot](#) or an Interactive Voice Response (IVR) call line. for citizens to learn about OWSO services. After they are launched these tools will immediately provide users with up-to-date information on required documentation, standard application fees, and processing times. They will also offer a secure feedback mechanism for users to rate the quality and timeliness of the services they received. OW4C technologies will also connect citizens with their District Ombudsman to discuss service improvements with the citizens’ advocate who has the authority to investigate and arbitrate complaints. OW4C Public Outreach & Community Engagement Serving the needs of Cambodian citizens is the focus of OW4C.

The project connects citizens to information on OWSO services and creates an open, safe dialogue between citizens and the government to improve those services with data-driven adaptation. Technology alone cannot achieve these results. OW4C also works with communities to establish a pathway for OWSO service accountability. This process conducts a community scorecard of OWSO services, developing OWSO

community joint action improvement plans, and identifying “community ambassadors” to engage with the District Ombudsman to make and monitor service improvements. This direct, community-based action is supported by OWSO user feedback generated by the OW4C tools. To assure community understanding of the services (to which all citizens have access) the project will undertake a dynamic, widespread public outreach effort about OWSO services and OW4C civic tech tools.

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TECH FOR GREEN CITIES

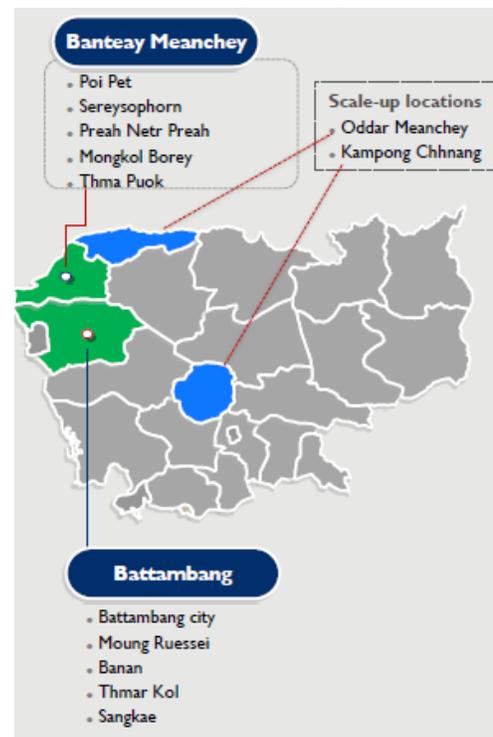
Institute for Development Impact (I4DI)

The Institute for Development Impact (I4DI) was awarded a \$3 million, three-year prime contract from USAID in Cambodia to address growing issues stemming from inadequate waste disposal sites and practices including traditional trash burning. We are facilitating the emergence of a circular economy by creating an advanced technology platform to connect citizens and entrepreneurs and report, track, analyze, and measure progress. The goal is to foster household behavior change and private sector investments that operationalize the country’s Reduce, Reuse, Recycle strategy for leveraging market forces to solve waste management problems.

The project [Tech for Green Cities](#) (T4GC) to increase civic action and improve waste management services in the two pilot provinces and two scale up locations. First year interventions focused on startup and initial stakeholder engagement and analytical activities to inform T4GC vision and overall approach, as well as to inform design and development of the T4GC platform prototype which includes web and mobile application.

Objectives

- Bring transparency to waste management: the context, challenges and opportunities
- Build a platform to support citizen feedback
- Bring entrepreneurs together to stimulate economic opportunities based on waste reduction, reuse and recycling for a clean Cambodia



As part of the project, I4DI developed the app [Green Cambodia](#) that that offer solutions for real time citizen reporting of waste management problems.

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SOLID WASTE MANAGEMENT PLATFORM (SWAP)

Triangle Environmental, The Asia Foundation, the DevLab@Duke University, COMPED and Waste Voice

OVERVIEW

The Solid Waste Accountability Platform (SWAP) is a three-year (October 2019-October 2022) USAID-funded project that aims to strengthen the solid waste management system in Cambodia in three urban centers: Siem Reap, Stueng Saen, and Kampong Cham. SWAP seeks to increase municipal government and service provider accountability in Cambodia's solid waste sector. SWAP will develop a digital tool that is accessible to citizens, empowering them to report solid waste management issues to a public platform and enabling all stakeholders to view the reported concerns. SWAP will work with private waste collection firms, local stakeholders, and residents to test interventions designed to increase the accountability and responsiveness of municipal solid waste collection and management.

This will be achieved by providing an inexpensive and scalable framework for similar improvements in municipalities outside of the initial platform service areas.

ACTIVITIES

SWAP will use an agile development approach, where successive rounds of testing will inform a pilot to ensure the best fit before scaling further in Cambodia. SWAP will:

- Conduct research to understand the current state of solid waste service provision in Siem Reap, Stueng Saen, and Kampong Cham municipalities, including government accountability toward solid waste management
- Improve the functionality, accessibility, and distribution of a smartphone app that allows users to geotag the location of waste problems
- Establish operations hubs in all three municipalities to promote the application and facilitate community information campaigns
- Provide waste disposal receptacles to encourage proper waste disposal habits

EXPECTED RESULTS

- The development of a smartphone application for reporting on solid waste issues combined with information and advertising campaigns, which will result in a reduced rate of improperly disposed waste in the communities where SWAP is implemented.
- Stakeholders will have better information and will increase responsiveness to solid waste concerns in the communities where SWAP is implemented, resulting in an increased frequency and reliability of solid waste collection.
- The citizens will have information and tools to advocate for improved service quality within their communities, resulting in a cleaner environment.
- With higher quality solid waste service delivery, the expectation is that more households will be serviced and have higher rates of payment for services.

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