



KINGDOM OF CAMBODIA
NATION RELIGION KING

ROYAL GOVERNMENT

COUNCIL FOR THE DEVELOPMENT OF CAMBODIA

Ref: 704 119 CDC/CRDB

Phnom Penh,

04 - June

2019

Mr. Soeung Saroeun

Executive Director, Cooperation Committee for Cambodia-CCC
Phnom Penh, Cambodia

Subject: Guidelines on Partnership Mechanisms and Tools of the Development Cooperation and Partnerships Strategy (DCPS) 2019-2023

Dear Sir,

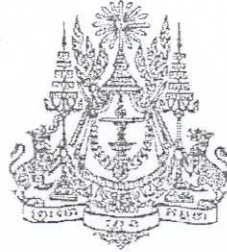
I have the pleasure to share with you the ***Guidelines on Partnership Mechanisms and Tools of the Development Cooperation and Partnerships Strategy (DCPS) 2019-2023***, which was approved by the Royal Government of Cambodia through Decision No. 68 SSR dated 10 May 2019.

The overarching objective of the Guidelines on Partnership Mechanisms and Tools of DCPS 2019-2023 is to implement DCPS for promoting partnerships with all development actors and ensuring transparency, accountability and development cooperation effectiveness.

Please accept, Sir, the assurances of my high consideration.



RITH VUTHY
Deputy Secretary General, CRDB/CDC



KINGDOM OF CAMBODIA

Nation – Religion – King

ជាតិ ព្រះមហាក្សត្រ ព្រះពុទ្ធិសាសនា

Royal Government of Cambodia

No: 68 SSR

Decision

**On Guidelines on Partnership Mechanisms and Tools
of the Development Cooperation and Partnerships Strategy 2019-2023**

ROYAL GOVERNMENT

- Having seen the Constitution of the Kingdom of Cambodia;
- Having seen the Royal Decree No. NS/RKT/0918/925 dated 06 September 2018 on the Formation of the Royal Government of Cambodia;
- Having seen the Royal Kram No. NS/RKM/0618/012 dated 28 June 2018 promulgating the Law on the Organization and Functioning of the Council of Ministers;
- Having seen the Royal Kram No. 03/NS/94 dated 05 August 1994 promulgating the Law on Investment of the Kingdom of Cambodia and Royal Kram No. NS/RKM/0303/009 dated 24 March 2003 promulgating the Amendment to the Law on Investment of the Kingdom of Cambodia;
- Having seen the Sub-Decree No. 60 ANK.BK dated 05 April 2016 on the Organization and Functioning of the Council for the Development of Cambodia;
- Having seen the Decision No. 03 SSR dated 11 January 2019 on the Development Cooperation and Partnerships Strategy 2019-2023;
- Pursuant to the necessity for promoting partnerships and development cooperation effectiveness with all development actors;

Hereby Decided

Article 1:

To promulgate the implementation of Guidelines on Partnership Mechanisms and Tools to implement the Development Cooperation and Partnerships Strategy 2019-2023 which are attached to this decision to promote partnerships with all development actors and ensure transparency, accountability and development cooperation effectiveness.

Guideline on the Sectoral Multi-stakeholder Dialogue April 2019

1. Context

The Royal Government of Cambodia (RGC) acknowledges an increasing need to promote multi-stakeholder dialogue at the sector level to review and discuss sector-wide progress, challenges and opportunities and broaden inclusive participation of all development actors including the private sector. To support the RGC's objective, the Development Cooperation and Partnerships Strategy (2019-2023) identifies Sectoral Multi-stakeholder Dialogue to serve as a high-impact partnership dialogue mechanism at the sector level that brings together a broader range of development actors including the RGC, development partners, NGOs, associations, academic community and the private sector to identify an appropriate and agreed strategy or a course of action and to create consensus on priorities and financing that requires both collective and individual attention by all actors and all sources of development finance.

This Guideline sets out objectives, guiding principles, priority areas of work, and institutional arrangements of Sectoral Multi-stakeholder Dialogue together with the relationship to Technical Working Groups (TWGs) to ensure that this mechanism is convened in a collaborative manner for maximum effect. While acknowledging a process of learning, adaption and incremental adjustment, this Guideline is not intended to be prescriptive but, rather, provides broader aspects for more purposeful and informed dialogue.

2. Objectives of Sectoral Multi-stakeholder Dialogue

The over-arching objective of the Sectoral Multi-stakeholder Dialogue mechanism is to support the implementation of the RS-IV, NSDP, CSDGs, sector strategy/plan and major governance reform programmes. It is intended to support RGC's efforts to strengthen RGC's ownership and leadership in implementing sector plans and reforms, to ensure partnership in mobilising and coordinating all resources, and to deliver effective development results as articulated in the RS-IV, NSDP, CSDGs, and sector strategy/plan.

Specific objectives of the dialogue mechanism are:

- (i) To promote effective partnership dialogue at an additional level of the sector and provide an important opportunity for all development actors working within the sector to review and discuss sector's progress and challenges;
- (ii) To serve as high-level consultation mechanism for sector-wide review by reinforcing the sector's results framework and facilitating high-impact decisions and commitments;
- (iii) To ensure wider inclusiveness with an increased representation of all development actors in the respective sector including the private sector;
- (iv) To support the gradual integration of ODA into the sector plan and budget plan by providing an opportunity especially for development partners to commit new funding; and
- (v) To complement other partnership arrangements including the TWG mechanism with an emphasis on building consensus on priority-setting and financing.

3. Guiding Principles for Sectoral Multi-stakeholder Dialogue

A number of general guiding principles are intended to ensure that the organisation of Sectoral Multi-stakeholder Dialogue is purposeful and informative including:

- (i) **Inclusive** – The dialogue is designed to accommodate a wide range of actors to ensure wider inclusiveness including the RGC, development partners, NGOs, associations, academic community and the private sector;
- (ii) **Coordinating** – The dialogue offers an opportunity to bring together relevant actors to ensure that all essential tasks including information sharing and effective communication are being performed efficiently and effectively with a minimum of overlap and duplication;
- (iii) **Complementary** – The dialogue will increase efficiency and effectiveness by serving as a partnership arrangement at an additional level that complements other mechanisms including TWGs; and
- (iv) **Collaborative** – The dialogue shall provide an opportunity for important development actors to collaborate, mobilise and commit certain resources to support the implementation of sector strategy/plan and major governance reform programmes.

4. Priority Areas of Sectoral Multi-stakeholder Dialogue

This Guideline presents four areas of work that the host ministry/agency should prioritise in the dialogue. However, these agenda items and activities within each area of work are discretionary under the management of the host ministry/agency.

(a) *Monitoring and Review of Sector Development Results*

- (i) Review and discuss sectoral/thematic/reform progress and challenges faced by relevant development actors working in the respective sector/theme/reform;
- (ii) Promote the use of the sector's results framework that is linked to the NSDP and CSDGs to strengthen the RGC's monitoring and evaluation system;
- (iii) Discuss and follow-up issues related to the sector that are raised in other forums including the unresolved challenges identified in the TWG meetings; and
- (iv) Promote the use of performance-informed budgeting to monitor and evaluate the sector progress and gradually integrate ODA into sector plan and budget plan.

(b) *Identification of Forward-looking Priorities*

- (i) Identify sector priorities and prepare/implement a sector strategy/plan that is associated with the RS-IV, NSDP and CSDGs including cross-cutting thematic issues and major governance reforms;
- (ii) Determine agreed priority activities to address identified challenges that are raised in the monitoring and reviewing process;
- (iii) Present priority works for the next fiscal year including programs/proposals to be financed by external resources;
- (iv) Identify and discuss cross-cutting thematic issues either through collaboration across relevant ministries/agencies or with other development actors; and
- (v) Propose dedicated modalities for improving collaboration and synergic implementation of sector priorities with similar or common objectives.

(c) *Resource Mobilisation and Financing Issues*

- (i) Identify agreed resource mobilisation strategy, based upon resource mapping exercise and reports on support financed by all development actors;

- (ii) Identify the funding gap for the following year and discuss an appropriate strategy, ideally on a joint basis, to mobilise and commit resources to fulfil the spending needs;
- (iii) Promote the use of the annual budgeting process to gradually integrate ODA into the sector plan and budget plan; and
- (iv) Follow-up financing issues raised in other forums (e.g. TWG) and discuss them in line with PFM reform (budget) and DCPS (all non-RGC development actors).

(d) Capacity Development and Organisation Strengthening

- (i) Identify capacity development work, based on the review and monitoring exercises, to ensure a sufficient level of monitoring competencies and evaluation system strengthening;
- (ii) Discuss organisational and capacity requirements with emphasis on opportunities to collaborate for mutual benefits;
- (iii) Propose initiatives for program-specific capacity development, especially with a focus on the implementation of the RGC's reform programmes; and
- (iv) Share information and promote dialogue on policy implementation so that a more informed course of action could be pursued to strengthen national systems and better deliver development results.

5. Institutional Arrangements

Sectoral Multi-stakeholder Dialogue will take place over a full day or in sufficient duration and should be convened once per annum or as deemed appropriate under the leadership of the host ministry/agency. To avoid establishing an additional or parallel mechanism, the host ministry/agency is encouraged to use the existing or similar arrangement to accommodate the dialogue by broadening the participation to all development actors.

This mechanism should emphasise representation at a senior level so that bottlenecks and challenges identified at other forums including in the TWG meetings can be brought further to the discussion. The process of preparation will ensure readiness to take important decisions and certain high-level political commitments and to agree upon an individual or collective action that builds on the technical dialogue and coordination work under the TWG.

The dialogue is open to all development actors active in the respective sector. However, for reasonable and manageable representation, participants and management should be determined by the host ministry/agency. To achieve purposeful and informed deliberation, it is necessary that the dialogue should consist of:

- (i) **An RGC Chair:** The chairperson is the head of ministry/agency or his/her appointee who is of the top management position and able to address all policy matters arising in the sector.
- (ii) **The Secretariat:** The host minister/agency may consider establishing a new Secretariat to support the administration of the dialogue, to follow-up on agreed actions, to facilitate information management and to produce the dialogue report. To avoid creating an additional bureaucratic structure, reduce transaction costs, and increase efficiency and effectiveness, the host ministry/agency is encouraged to use the existing TWG Secretariat to serve as the dialogue's Secretariat. The TWG Secretariat may have 1) a clearly structured Terms of Reference and mandate; 2) an adequate level of coordination and partnership skills; and 3) an ability to bring the unresolved issues and challenges identified in the TWG mechanism to discuss in the dialogue.

- (iii) **Representatives of all relevant ministries and agencies:** Representatives from relevant ministries and agencies should be of sufficiently senior level, preferably in the rank of Director General or above, to discuss cross-cutting thematic issues and support cross-government coordination. The representative must be well-informed, technically competent, and resourceful in term of providing required information and facilitating follow-up action within his/her own organisation.
- (iv) **A development partner lead facilitator:** The development partner lead facilitator(s) in the TWG plays an important role in Sectoral Multi-stakeholder Dialogue in coordinating within development partner community, discussing and setting agenda for the discussion with the RGC counterparts and mobilising and committing resources to fulfil the financing requirement.
- (v) **Development partners active in the sector:** Representatives from development partners should be at country/agency-represented level, ideally ambassadors, country representatives, or heads of cooperation, and be able to make certain commitments and contributions and support the Chair in reaching high-impact decisions. They could propose policy initiatives to address on-going issues of the sector and disseminate deliberations and decisions of the dialogue to create a common course of action that can be carried out at the technical level.
- (vi) **A representative of CRDB/CDC:** The CRDB/CDC representative of a senior level will provide advisory and technical support on aid and development effectiveness issues in line with the DCPS (2019-2023). The representative will also ensure good practices, coordination and management of the provision of technical cooperation.
- (vii) **NGO and private sector representatives and other relevant stakeholders:** Representatives from NGOs, the private sector and other relevant stakeholders should be invited. As of high-level dialogue, they should demonstrate a capacity to well-represent their broader community and must make a commitment to contribute, based on their comparative advantage, and agree on collective action for undertaking at the implementation level. Their representatives, at the discretion of the Chair, should be determined based on their relevance and ability to contribute to the sector and the dialogue.

6. Relationship to Technical Working Groups

In the fast-changing context of development cooperation, the DCPS (2019-2023) proposes Sectoral Multi-stakeholder Dialogue to serve as an effective partnership mechanism for elevating the discussion and coordination from the technical level in TWGs to the higher level. The two mechanisms are complementary and not substitutes for one another. The Guideline on the Role and Functioning of Technical Working Groups was revised to ensure no duplication between the two and encourage the improved performance of TWGs to realise their objectives.

TWGs remain critical to technical functions as articulated in their respective Guideline. The Sectoral Multi-stakeholder Dialogue mechanism can add value by providing a more senior-level, medium-term and strategic dialogue opportunity based on all of the functions included in this Guideline.

Guideline on the Sub-national Partnership Dialogue **April 2019**

1. Context

As stated in the Rectangular Strategy–Phase IV (RS–IV), reforms at the sub-national level remain one of the main priorities of the RGC for strengthening the capacity of public institutions that are productive, responsive, accountable and transparent for an effective and efficient delivery of public services, and thus promoting public confidence.

To support the ambitious objective of these reforms, the Development Cooperation and Partnerships Strategy (DCPS) 2019-2023 identifies a partnership mechanism, **Sub-national Partnership Dialogue**, in which governance and development issues are discussed at the sub-national level. Sub-national Partnership Dialogue provides an opportunity for a wide range of actors including the RGC, sub-national authorities, development partners, NGO representatives, the private sector and grassroots communities to review development progress, discuss challenges, and identify actionable measures to advance socio-economic development within their respective mandate.

Sub-national administrations have currently undertaken various initiatives to ensure inclusive participation and consultative dialogue with grassroots communities, NGOs, development partners and relevant stakeholders. Their mechanisms include the dissemination and consultation forum, forum on three-year capital/provincial investment programmes, workshop on integrated three-year city/district investment programmes, steering committee meeting on capital/provincial and city/district reforms, consultative meeting on draft development plan, and consultation forum between sub-national administrations, NGOs and local communities.

This Guideline determines objectives, principles, participants and supporting mechanisms for the implementation, arrangement and monitoring and evaluation of Sub-national Partnership Dialogue. Sub-national administrations can use the forum on three-year capital/provincial investment programmes or an existing, similar mechanism to accommodate the dialogue followed the provision in this Guideline accordingly.

2. Objectives of Sub-national Partnership Dialogue

The over-arching objective of the Sub-national Partnership Dialogue mechanism is to support the implementation of the RS–IV, NSDP, CSDGs and the sub-national democratic development reform via support the implementation of five-year development plan and three-year investment programmes of sub-national administrations.

Specific objectives of this Dialogue mechanism are:

- (i) To promote inclusive and participatory approaches to reviewing development progress, discussing challenges faced by local people and relevant actors, and identifying an appropriate course of action to address the challenges within their respective mandate;
- (ii) To further strengthen management capacity of sub-national authorities to address local development disparities and ensure coherent development interventions among different actors;
- (iii) To improve the quality and effectiveness of public service delivery at the sub-national level aimed at better serving the people, improving living standards, and promoting public confidence;

- (iv) To establish effective and transparent communication and information sharing among relevant development actors who support or implement their activities at the sub-national level; and
- (v) To complement other partnership mechanisms including the existing consultation forums at the sub-national level, Technical Working Groups (TWGs) and Sectoral Multi-stakeholder Dialogue.

3. Principles

A number of general guiding principles are intended to ensure that the organisation of Sub-national Partnership Dialogue is purposeful and informative. The Sub-national Partnership Dialogue mechanism shall promote inclusive partnership and participatory development approaches based on the following principles:

- (i) **Inclusive** – the dialogue is designed to accommodate a wide range of actors at the sub-national level including relevant ministries/agencies, capital/provincial departments/units, capital/provincial administration, city/county/district administrations, commune administrations, grassroots communities, development partners, NGOs and the private sector;
- (ii) **Coordinating** – the dialogue offers an opportunity to bring together relevant actors to ensure that all essential tasks including information sharing and effective communication are being performed efficiently and effectively with a minimum of overlap and duplication;
- (iii) **Participatory** – the dialogue will promote a participatory approach for all relevant actors in order to increase public confidence in public institutions and ultimately improve quality and effectiveness of public service delivery and local development; and
- (iv) **Complementary** – the dialogue will increase efficiency and effectiveness by serving as a partnership arrangement at an additional level of governance that complements the SNDD reform, the TWG mechanism, Sectoral Multi-stakeholder Dialogue and other existing sub-national mechanisms including the dissemination and consultation forum, forum on three-year capital/provincial investment programmes, workshop on integrated three-year city/district investment programmes and consultative meeting on draft development plan .

4. Organisation of Dialogue

Capital/Provincial Council shall convene Sub-national Partnership Dialogue once per annum or more as deemed appropriate to ensure informed, purposeful and effective dialogue as per this Guideline. Since existing mechanisms have been currently convened for similar purposes, Capital/Provincial Council should advise its Board of Governors to use a forum on three-year capital/provincial investment programmes or an existing or similar arrangement to accommodate the dialogue by incorporating relevant agenda items and broadening participation.

The Sub-national Partnership Dialogue is managed and coordinated under the leadership of the Capital/Provincial Board of Governors who shall ensure inclusive participation and promote partnerships with all relevant actors. Results of the discussion in the dialogue will be inputted to improve quality and effectiveness of public services and local development in a more transparent, accountable and equitable manner.

4.1 Participation

Participants should include all relevant stakeholders that are actively working within the respective capital/province:

- (i) **Members of Capital/Provincial Council** are to be invited as deemed required by the Chair of the Council.
- (ii) **Representatives from Capital/Provincial Departments and Units** are to be invited according to their ability to discuss cross-cutting thematic issues and support cross-departmental coordination at the sub-national level.
- (iii) **Governors of City/County/District** are to be invited to review progress of public service provision and local development and to receive feedback for improving quality and effectiveness of public service delivery and local development under their respective mandates.
- (iv) **Representatives of associations of City/County/District Council** are to be invited
- (v) **Commune Chiefs** are to be invited upon required.
- (vi) **Development Partners** will be invited based on their activities, funding and commitments to further supporting reforms at the sub-national level.
- (vii) **Local Communities** will be invited to participate in an inclusive manner. Although Sub-national Partnership Dialogue is open to all relevant actors, the number and profile of participants are to be determined by the provincial authority for selective inclusion and reasonable representation. Representatives from local communities will be invited by the Secretariat upon discretion of the Capital/Provincial Governor in consultation with City/County/District Governors and Commune Chiefs.
- (viii) **Representatives from NGOs, the Private Sector and other relevant stakeholders** should be invited based on their active contribution to development in the capital/province.

The Capital/Provincial Governor can consult with CRDB/CDC to select relevant development actors at the sub-national level. CRDB/CDC will support the Capital/Provincial Governor to determine development partners and NGOs working within their respective province via the Cambodia ODA and NGO Database.

4.2 Supporting Mechanisms

Supporting Mechanisms for Sub-national Partnership Dialogue are:

- (i) **Planning and Investment Division** under the Capital/Provincial Administration serves as the Secretariat of the Sub-national Partnership Dialogue. The Secretariat identifies participants, prepares a draft agenda, and manages logistic arrangements for the dialogue and is responsible for preparing the report of the dialogue that includes the agreed follow-up actions.
- (ii) **NCDD Secretariat and Ministry of Interior** will provide policy and advisory support. The NCDD-S will also coordinate with CRDB/CDC and across RGC's ministries/agencies and development partners to support and provide inputs for addressing challenges that are identified during the Sub-national Partnership Dialogue but cannot be resolved at the sub-national capacity.
- (iii) **CRDB/CDC** will use the Cambodia ODA and NGO Database to provide information related to development partners and NGOs who are providing development cooperation and working actively within the respective capital/province for determining participants.

4.3 Process of Dialogue

Sub-national Partnership Dialogue should be arranged as follows:

(i) Before Dialogue

Capital/Provincial Board of Governors in collaboration with the Secretariat shall determine agenda items including:

- Presentation and discussion on the need of public service delivery and local development;
- Deliberation on the improvement of public services and local development;
- Coordination and alignment of support from development partners, NGOs and the private sector with priority activities of sub-national administrations;
- Presentation and discussion on effective cooperation, challenges and agreed solution options; and
- Cross-cutting sectors such as gender, climate change, inclusiveness and social equity.

In the case that Sub-national Partnership Dialogue is integrated into the forum on three-year capital/provincial investment programmes or an existing or similar arrangement, the Secretariat should coordinate with Capital/Provincial Planning Team and/or dedicated working groups for appropriate participants; agenda and timeframe.

(ii) During Dialogue

The arrangement of dialogue should be according to the above-mentioned agenda. The process of the dialogue is indicated as following:

- Opening ceremony by the Capital/Provincial Governor
- Presentation and discussion on each agenda item:
 - o Capital/Provincial Governor, City/County/District Governors and Commune Chiefs report on public service delivery, progress of local development and challenges including capacity development for improving sub-national governance;
 - o Representatives from development partners, NGOs, the private sector and local communities identify problems regarding public service provision, local development and cooperation with sub-national authorities;
 - o Deliberation and agreement on challenges and solutions for improving quality and effectiveness of public services, local development and cooperation (and partnership) with development partners, NGOs and the private sector; and
 - o Capital/Provincial Governor ensures that feedback identified at the dialogue is taken into consideration, properly responded and resolved accordingly.
- Closing ceremony

(iii) After Dialogue

Main tasks for undertaking after the dialogue include:

- Secretariat should prepare a report of the dialogue that ensures all inputs and feedback are well-articulated and formulates an action plan to respond and address identified challenges. Unresolved problems are to be brought to request the intervention from the national-level agencies. The dialogue report is to be submitted to the Ministry of Interior and copied NCDD Secretariat, CRDB/CDC, Capital/Provincial Departments and Units, relevant sub-national administrations, development partners, NGOs and the private sector that participated in the dialogue.
- Ministry of Interior and NCDD Secretariat can bring those issues for discussion in the TWG on Decentralisation and Deconcentration, existing mechanisms and/or report to the attention of the NCDD.
- Representatives from development partners can bring identified challenges that cannot be resolved at the dialogue to higher level discussion including the TWGs, Sectoral Multi-stakeholder Dialogue and bilateral consultation as deemed appropriate.

- Capital/Provincial Administration, City/County/District Administrations, Commune Administrations as well as Capital/Provincial Departments and Units should coordinate internally within their respective organisations to implement the action plan agreed in the dialogue.
- Capital/Provincial Governor should formulate and implement monitoring and follow-up action on the action plan and measures or resolutions that are identified and agreed in the dialogue
- Capital/Provincial Governor should report the results of the dialogue to their Board of Governors for advice.

4.4 Monitoring and Follow-up Action

The NCDD Secretariat in collaboration with CRDB/CDC will monitor, follow up and support the implementation of the dialogue as per this Guideline.

Guideline on the Technical Working Groups April 2019

1. Context

Technical Working Groups (TWGs) were established by the Royal Government of Cambodia (RGC) in 2004 to serve as coordinating bodies and partnership dialogue mechanisms that bring together the RGC, development partners, associations and NGOs to support the attainment of national development priorities set out in the Rectangular Strategy, NSDP and associated sector/thematic/reform programme/strategy. Twenty TWGs currently function across a range of sectoral, thematic and major governance reform programmes.

A review of TWG performance commissioned in 2018 proves that TWGs continue to be an effective partnership mechanism for facilitating dialogue and for coordinating external assistance. The review also identified a number of challenges that can influence TWG's ability to realise their objectives and the need of TWGs to adapt to the evolving partnership environment and fast-changing context of development cooperation coupled with the issues of management, leadership, membership and organisation.

This Guideline sets out objectives, guiding principles, priority areas and institutional arrangements of TWGs together with the relationship to the Sectoral Multi-stakeholder Dialogue mechanism. TWGs are encouraged to use this Guideline to strengthen their work, including by ensuring that they have a clear programme of work that is adapted to their current priorities and working modalities that are appropriate to their respective circumstances.

2. Objectives of TWGs

The over-arching objective of TWGs is to support RGC's efforts to facilitate technical dialogue, coordinate and mobilise external assistance to implement sector/reform strategies/plans that are associated with the RS-IV, NSDP and CSDGs. This mechanism is not intended to substitute for or to duplicate the functions of ministries/agencies. Specific objectives of TWGs are:

- (i) To promote effective partnership dialogue at the technical level for coordinating and mobilising external resources;
- (ii) To ensure alignment of ODA support to sector or reform priority activities;
- (iii) To serve as a follow-up mechanism for reviewing the progress of jointly identified activities that are included in the TWG's workplan and JMIs; and
- (iv) To complement other partnership mechanisms including Sub-national Partnership Dialogue and Sectoral Multi-stakeholder Dialogue.

3. Guiding Principles for Effective TWGs

A number of important principles must be adopted to ensure the effectiveness of the TWG mechanism in line with the DCPS (2019-2023). To promote purposeful and informed dialogue, TWGs should uphold the following principles:

- (i) **Ownership** – The RGC will exercise commitment to ownership so that, with its development partners, there can be a relationship based on trust and mutual respect that is guided by appropriate frameworks for producing results.
- (ii) **Partnership** – The RGC will promote consultative dialogue with TWG members in order to mobilise funding and achieve results as stated in the TWG's objectives in line with national priorities.
- (iii) **Alignment and results** – Partnership and coordination mechanisms must clearly articulate the objectives for better alignment and identify effective monitoring systems that

are linked to results embedded in, or derived from, existing frameworks.

- (iv) **Accountability** – All TWG members should hold each other accountable for delivering development results.

4. Priority Areas of TWGs

This Guideline presents five areas of work that TWGs should prioritise. TWGs may therefore adopt this Guideline directly as the ToR in order to formulate a workplan. Alternatively, they may prefer to develop their own ToR that takes account of additional priorities, which may inform their workplan. Organisational principles should be determined by each TWG in order to identify, prioritise and sequence its activities based on agreed need, available resources and existing capacity.

(a) Alignment, coordination and resource mobilisation

Coordination and resource mobilisation lie at the heart of TWG's work and should include efforts to:

- (i) Promote alignment of development partners support with TWG workplan, especially capacity development;
- (ii) Maintain a record of all on-going externally-funded projects in the Cambodia ODA and NGO Databases and use this information for coordination and consultation;
- (iii) Use available data in the database for mapping resources and project support funded by development partners and NGOs working within the respective TWG's mandate; and
- (iv) Identify funding gaps and pipeline projects that will address sector and reform priority activities to inform the Sectorial Multi-stakeholder Dialogue.

(b) Partnership dialogue

Dialogue should be based on partnership and development effectiveness commitments as articulated in the DCPS (2019-2023). TWGs should:

- (i) Promote dialogue on the use of results frameworks of projects/programs under the TWG;
- (ii) Strengthen the use of country systems, principally PFM-related, at the project/program implementation level;
- (iii) Discuss and promote other partnership and development effectiveness indicators including aid on budget and aid predictability;
- (iv) Include a focus on cross-cutting/thematic/reform issues that are related to the TWG's work and require collaboration across the RGC or with other development actors in order to identify opportunities for dialogue and mutually-beneficial collaboration; and
- (v) Identify a coherent capacity development work, based on a needs assessment and functional review for improving the TWG's performance.

(c) Monitoring and review of the TWG's progress

A regular assessment of TWG performance, together with a reflection on challenges, is required to ensure the TWG's ability to realise its objectives. The review and monitoring exercises should also be linked to capacity development work to ensure that monitoring competencies and systems are in place. The following actions are relevant to TWG's work:

- (i) Convene regular meetings to review the progress of TWG's annual workplan and JMIs and discuss cross-cutting issues related to the TWG's work;
- (ii) Confirm and validate relevant available data sources and systems for monitoring JMIs. Identify additional analytical work that the TWG might support to enhance reporting and

- monitoring capacities;
- (iii) Promote the use of the results-based JMIs that are linked to the sector's results framework and use this process to promote dialogue on progress and priority-setting;
- (iv) Identify, monitor and revise where required, agreed JMIs to ensure partnership principles and mutual accountability; and
- (v) Follow-up issues relevant to the TWG that are raised in other forums.

(d) Cross-cutting issues

TWGs are mainly theme, reform or sector based but must also identify cross-cutting issues that the TWG is expected to support. Key cross-cutting issues to be addressed by TWGs may encompass gender mainstreaming, environment and climate change, and major governance reform (i.e. PFM, PAR and SNDD) including the strengthening of a service-oriented public sector. Where cross-sectoral themes are to be addressed, the following recommendations should be considered:

- (i) Membership of the TWG must be consistent with the issues to be discussed;
- (ii) Sub-group(s) may be considered to allow for a specific focus on cross-cutting themes that can then be reported to the main TWG;
- (iii) TWGs are encouraged to nominate focal points within the host ministry/agency to manage respective cross-cutting issues;
- (iv) Meetings among core members of relevant interconnected TWGs are strongly recommended to ensure consistency and to promote follow-up; and
- (v) The TWG Network Meeting provides an additional opportunity to consider cross-sectoral linkages and inter-ministerial coordination to address common challenges.

(e) Information sharing

The opportunity to share information and to ensure that all TWG members can perform their individual and collective tasks is the minimum expectation for TWGs. TWGs should:

- (i) Use the TWG mechanism as a forum to inform other members of on-going work (research, studies, missions, reviews etc.) that relates to the functions of the TWG;
- (ii) Inform TWG members of other consultations/meetings, especially regarding external support, that have taken place and are relevant to the TWG's work;
- (iii) Update other TWG members on the programming or implementation of activities that will impact on the achievement of the TWG objectives as set out in the annual workplan;
- (iv) Share information on support of other actors (private sector, development partners not present in Cambodia or non-members of the TWG) that is relevant to TWG's work; and
- (v) Develop and/or strengthen information systems that are required to ensure that the RGC and all TWG members have access to accurate and timely data including project documents/agreements.

5. Institutional Arrangements

(a) Accountability of TWGs

TWGs are under the management of, and accountable to, their host ministry/agency. The **RGC-appointed Chair** of the TWG is the final decision-making authority. However, the Chair should make every effort to promote dialogue and consensus with due regard to the partnership spirit that underpins the work of TWGs.

TWGs report to their host ministries/agencies on progress and challenges in terms of workplan, JMIs and cross-cutting issues related to the TWG. Any unresolved issues must be presented to the host ministry/agency for consideration or may be proposed for discussion at Sectoral Multi-stakeholder Dialogue.

Development Partners work in cooperation with their RGC counterparts and other development actors to align their resources and direct their development efforts to attain JMIs and TWG's related works. Their contribution to the TWG is made both collectively, through a **Development Partner Lead Facilitator**, and individually, in line with the roles and responsibilities set out in this Guideline.

(b) Composition of TWGs

The composition of each TWG should normally include members from the RGC, development partners and representatives of associations and NGOs and other relevant stakeholders. TWG Chairs, in dialogue with current members, are responsible for determining TWG membership but, in order to achieve purposeful and informed dialogue, it is necessary that TWGs consist of:

- (i) **An RGC-appointed Chair.** The Chairperson is to be appointed by the head of the ministry/agency and is to function as the authority of the host ministry/agency, able to address all matters arising in the TWG as well as to guide discussions smoothly. The Chairperson needs to be fully committed, must liaise and follow-up with other RGC's ministries/agencies represented in the TWG and should be familiar with the development partner portfolio that supports the respective TWG.
- (ii) **A development partner lead facilitator.** The development partner lead facilitator(s) must be at a senior level within their organisation, competent in the field and be willing to relate information to all other development partners. Development partners should manage their own arrangements for nominating or replacing the lead facilitator but, in the interest of continuity, the lead facilitator is expected to support the TWG for at least two years. The development partner lead facilitator should coordinate with all development partners to come up with collectively committed contribution or concrete resource mobilising effort to support the TWG's work.
- (iii) **The TWG Secretariat.** The host ministry/agency, under the direction of the Chair, will establish a secretariat to support the administration of the TWG, to follow-up on actions agreed at TWG meetings, to facilitate information management and to represent in the Partnership and Harmonisation (P&H) TWG.
- (iv) **RGC representatives of all relevant ministries and agencies.** These TWG members should support cross-government coordination, especially in the main reform areas, and must be well informed, technically competent, and of a sufficiently senior level to represent the views of their organisation, to provide required information and to facilitate follow-up action within their own organisation. Members representing RGC's ministries/agencies should bring information and knowledge from their offices and communicate information, required actions and decisions back to their ministry/agency.
- (v) **Development partners active in the sector/thematic/reform area.** Development partners should be represented at an appropriate and competent level and be able to share information and support the Chair in reaching decisions. Development partners need to bring all information about on-going and proposed programmes that they support; they should also disseminate deliberations and decisions of the TWG to other members of the development partner community.
- (vi) **A CRDB/CDC representative.** The CRDB/CDC representative of a senior level will provide advisory and technical support on aid and development effectiveness issues in line with the DCPS (2019-2023). Provision is made for CRDB/CDC to provide support to TWGs based on request from the Chair (see page 6 on CRDB support to TWGs).
- (vii) **Focal points for generic and cross-cutting issues.** These should be appointed by the Chair, in consultation with their respective ministries/agencies to which staff are attached,

and may include, for example, gender mainstreaming, public sector reforms and environment and climate change members, as deemed necessary in each ministry/ agency.

- (viii) **Technical Advisors of projects/programmes working within the RGC's structure.** Embedded TAs, either national or international, should participate and contribute to the TWG as experts and an important resource for capacity development. They should not function as development partner lead facilitator(s) or as spokespersons of the RGC.
- (ix) **NGO representatives and other relevant stakeholders.** The Chair may invite NGOs representatives and other relevant stakeholders to participate in TWGs. They should have an operational role and/or provide relevant assistance and/or services in areas of work associated with the TWG. NGOs should demonstrate a capacity and commitment to represent the broader NGO members and must make a commitment to share information about their on-going projects (including through the NGO Database). Representatives from NGOs and other relevant stakeholders should coordinate with their respective community and come up with committed support or contribution to the TWG.

(c) Size of TWGs and use of sub-groups

Large plenary meetings have been found to be useful for information sharing but an obstacle to effective and meaningful dialogue. The size and structure of the TWG must therefore be properly managed to ensure adequate representation while allowing for fruitful discussion. It is suggested that:

- (i) An optimum size to facilitate dialogue indicates that some upper limit to membership must be identified by the TWG Chair and the development partner lead facilitator, in dialogue with other members.
- (ii) Where it is necessary to accommodate a larger membership that may hinder effective dialogue, it is desirable to constitute a "core group", which could meet more regularly and report to the plenary during full meetings of the TWG. Development partner lead facilitators and NGO representatives in such core groups can keep their respective colleagues informed of progress and developments.
- (iii) Smaller "sub-groups" within any TWG may also be constituted to address more detailed issues (as is already being done in some TWGs), thus making the TWG set-up more flexible and adaptable to changing needs and circumstances. Sub-groups can be used on a time-bound, task-specific or permanent basis. Sub-groups have been usefully employed to support the implementation of major reforms, to focus on capacity development and to address cross-cutting issues that can be reported back to the TWG plenary for further discussion and agreement on any actions that are required;

(d) Conduct of meetings

The following points serve as a checklist for ensuring good TWG performance. They guide the organisation of TWGs and conduct of meetings as follows:

- (i) An annual workplan, the JMIs and arrangements for addressing cross-cutting issues, should inform the content of TWG meetings and help to ensure focus and continuity in the meetings.
- (ii) TWGs should meet as often as deemed appropriate, but with the minimum of twice per year. Meetings should have a clear agenda with documentation shared to the participants at least ten days in advance.
- (iii) Preparatory (and follow-up) meetings between the Chair, the lead facilitators and other members as deemed necessary - as well as within the development partner community - may ensure focused and productive TWG dialogue and follow-up.
- (iv) There must be adequate time for discussion and all TWG members should be provided with an opportunity to inform the TWG of important issues.

(e) Implementation support mechanisms

Internal TWG implementation support

The Chair and development partner lead facilitator should meet regularly to follow-up on any agreed actions, especially in advance of TWG meetings. An informal approach is encouraged to manage this relationship, build mutual trust and establish open communications.

A well-organised, adequately-resourced and properly-led Secretariat within the host ministry/agency is essential to supporting the TWG's work. The Secretariat should:

- (i) Have a clear mandate to support the TWG;
- (ii) Organise meetings, keep records/minutes of TWG and sub-group meetings and circulate information before/after meetings as required;
- (iii) Conduct follow-up activities with line ministries/agencies and be responsible for carrying out actions agreed during the TWG meeting;
- (iv) Serve as the designated contact point for the lead facilitator or other TWG members on behalf of the Chair; and
- (v) Draft TWG and JMI progress reports and serve as a focal point with CRDB/CDC.

To avoid adding new layers to the existing structure, this Secretariat should be an integral part of the host ministry/agency, such as the planning or international cooperation department. TWGs are expected to mobilise a sufficient level of resources, principally using domestic human and financial resources but, also engaging technical and/or financial support from development partners to support the TWG Secretariat functions. Where resourced with development partner funding, this should ideally be provided as part of integrated support to capacity development in the ministry/agencies rather than be directed specifically to TWG work.

CRDB Support to TWGs

CRDB/CDC provides support to TWGs in its capacity as the RGC's focal point on aid coordination and convenor of the TWG Network Meetings.

- (i) A CRDB/CDC representative participates in every TWG meeting to provide immediate support and advice on matters related to development effectiveness and aid management. Support can also be provided to TWGs regarding DCPS's principles, tools (including the Cambodia ODA and NGO Database) and mechanisms.
- (ii) CRDB/CDC also serves as an information-sharing hub and convenes dedicated meetings including TWG Network meetings for all TWGs for providing an opportunity for learning, information dissemination and agreeing actions related to TWG performance.
- (iii) CRDB/CDC will ensure the continued facilitation of the TWG Network Meetings which will be convened once per annum or as deemed appropriate. The TWG Network Meetings will provide an opportunity for all TWGs to promote peer-to-peer learning, share information and exchange experiences and good working practices.

(f) Criteria for formation of additional TWGs

The criteria for formation of TWGs are established as follows:

- (i) There must be clearly identifiable targets, drawn from the NSDP or sector strategies that the TWG would support the RGC to achieve through its own work.
- (ii) Where adequate coordination and RGC-development partner information sharing mechanisms already exist outside the TWG structure, there is no need to create parallel or additional mechanisms.

- (iii) TWGs should cover clearly identifiable sectors or themes, with sub-groups where necessary to deal with individual components.
- (iv) The subject or theme to be covered should not be too diffused, making it difficult to assign clear responsibilities or to monitor progress across several RGC's ministries/agencies (cross-cutting issues should be mainstreamed across sectors and TWGs).
- (v) Prior to the formation (or possible dissolution) of a TWG, the host ministry/agency, in consultation with CRDB/CDC where necessary, is to prepare a proposal to be submitted for the Government Decision from the RGC.

6. Relationship to Sectoral Multi-stakeholder Dialogue

In the fast-changing development context, the RGC acknowledges the increasing need to promote multi-stakeholder dialogue at a higher level beyond technical consultation. The DCPS (2019-2023) proposes Sectoral Multi-stakeholder Dialogue to serve as an effective partnership mechanism that elevates discussion from technical to higher level dialogue. The Guideline on the Implementation and Management of Sectoral Multi-stakeholder Dialogue was formulated to ensure that the dialogue is convened in a purposeful manner for maximum effect. The two mechanisms are complementary but not interchangeable.

It is important that the TWGs retain all of their current functions as per this Guideline. The sector dialogue mechanism then adds value, for example by enabling a more strategic and forward-looking dialogue. But it does not replace the TWG's work, which remains focused on mobilisation, alignment, implementation and capacity issues identified in Section 4 of this TWG Guideline. The added-value of the Sectoral Multi-stakeholder Dialogue mechanism is: (a) to serve as a higher level consultation for all development actors that informs RGC's strategic decision-making; (b) to be a forum for high-impact decision making on longer-term reform and service delivery issues beyond the scope of the TWG; (c) to ensure wider representation, with a membership beyond those that usually attend TWG meetings; (d) to provide a strategic look at medium-term sector resourcing and gaps, as well as provide an opportunity to commit new longer-term funding (especially for development partners) outside the scope of specific projects; and (e) to set priorities and the agreed agenda for the next year or over the medium-term.

**Guideline on the Consultative Meeting between the
Royal Government of Cambodia and Non-Governmental Organisations
April 2019**

1. Background

The Royal Government of Cambodia (RGC) acknowledges the continued contribution of Non-Governmental Organisations (NGOs) to national development. NGOs play an important role in terms of contributing to the development of national and sector policies and programmes, supporting their implementation through mobilising resources for service provision, especially in the social sectors as well as providing inputs to the assessment of development progress. Formal arrangements for holding meetings with NGOs have been established and consultations on specific sectors or themes have taken place since 2012. To further promote their participation in the implementation of Rectangular Strategy – Phase IV, the RGC reaffirms its commitment to continue working in partnership with NGOs in the interest of national development. This Guideline provides clarification on how such a meeting could be organised for maximum effect and mutual benefit.

2. Objectives of the consultative meeting

The purpose of the consultative meeting between the RGC and NGOs shall be to ensure that NGO support is consistent and effective in line with national development priorities as articulated in the Rectangular Strategy–Phase IV, the National Strategic Development Plan (NSDP), the Cambodia Sustainable Development Goals (CSDGs) and sectoral/ thematic/reform strategies.

The specific objectives of the consultative meeting shall be to:

- Provide an opportunity for in-depth discussion in a constructive manner on a “*specific sector or theme*”;
- Promote mutual respect and trust, shared understanding, increased collaboration and effective information sharing on progress and challenges faced as well as to identify appropriate actions that can stimulate improved service delivery in line with the national development vision so that performance and development effectiveness can be improved. Information sharing will include consideration of the effective use of the RGC-led information management systems (Cambodia NGO Database) for key sectors or humanitarian activities;
- Share lessons and innovative practices by promoting knowledge building and information exchange *amongst* NGOs as well as *between* NGOs and the RGC that can be useful for policy making and programme implementation;
- Strengthen and establish effective two-way communication beyond the consultative meeting, including through links to other routine dialogue mechanisms at the national, sectoral and sub-national level in which issues raised at the consultative meeting may be followed-up for further discussion, resolution and/or monitoring.

3. Guiding principles for the conduct of the meeting

A number of general principles are useful to ensure that all parties understand the context for convening a consultative meeting between the RGC and NGOs.

The meeting shall promote a partnership that is based on the following principles:

- (a) *Constructive* – the meeting is designed to promote and review the achievement of national development goals. It, therefore, provides an opportunity for offering feedback that is based on recent experience in programme delivery with a view to promoting future impact through improved policy development and operational practices and effective use of resources and expertise;
- (b) *Coordinating* – the meeting offers an opportunity to bring together a range of actors and partners to ensure that all essential tasks (including the use of information management systems and information sharing) are being performed efficiently with a minimum of overlap and duplication;

- (c) *Consultative* – the meeting shall provide an opportunity for effective two-way communication, allowing all parties to engage in a dialogue and seek clarifications on issues that influence the implementation of their programmes and the impact of their work;
- (d) *Complementary* – the meeting will increase efficiency and effectiveness by promoting linkages between different areas of work and by ensuring consistency across different policies and sectors;
- (e) *Collaborative* – the meeting shall identify opportunities (and learn from current experience) for promoting Government-NGO partnership in service delivery especially in social sector and contracting in key sectors or in coordinating an emergency response;
- (f) *Mutual benefit* – all parties should be able to utilise the meeting to guide their own work more effectively and to promote the achievement of results. This can be achieved, in part, by establishing a greater understanding of the work of other actors in the development process.

4. Organisation of the meeting: roles and responsibilities

The consultative meeting will take place over half a day or full day and will focus on a priority sector or theme (e.g. education, health, agriculture, rural development, environment, climate change etc.) under each ministry/agency's mandate as deemed appropriate and will include relevant representation of NGOs. The sector or theme should be identified in advance, based on its importance to the development of Cambodia. The host Ministry/Agency is encouraged to use the existing or similar arrangement to accommodate the consultative meeting in order to avoid establishing an additional or parallel bureaucratic structure, reduce transaction and administrative costs, and increase efficiency and effectiveness.

Host Ministry/Agency through an existing or ad hoc coordination body will work with NGO representative(s) to identify NGO participants, prepare a draft agenda including theme for discussion and the timing of the meeting, confirm levels of NGO activity/funding in the sector/theme for review, and manage logistics for the meeting. The host Ministry/Agency is encouraged to organise pre-meetings with NGO representative(s) to identify and resolve as many outstanding issues as possible in advance of the consultative meeting; this ensures that the consultative meeting focuses only on most important matters that require the attention of the host Ministry/Agency and relevant NGOs. The host ministry/agency will take responsibility for implementing any follow-up decisions and will prepare a progress report after the meeting for the attention of **Samdech Techo Prime Minister**.

NGO coordination group – this group – either an established NGO coordination body or an ad hoc grouping established for the consultative meeting – will be formed and then nominates a core group (up to three persons) to serve as the “*Principal NGO Focal Point*” for communications with the host Ministry/Agency. The Focal Point will be responsible for coordinating any pre-meetings amongst NGOs for issue identification, for leading the NGO representatives in developing the agenda, for leading discussions during the consultative meeting and for coordinating/monitoring agreed follow-up actions. NGOs, at their own initiative, could organise their own meeting for lesson learning and the exchange of experience.

The Principal NGO Focal Point will be self-selected by their NGO members based on the criterion that it is:

- (i) active in the topic (sector/theme) that is to be discussed at the consultative meeting;
- (ii) able to lead discussions and facilitate information sharing related to technical aspects of the topics to be considered at the consultative meeting and resourced with sufficient leadership and capacity to play a coordinating role in the preparation, conduct and follow-up of the meeting; and
- (iii) willing to engage in and facilitate a results-based dialogue between the host Ministry/Agency and NGOs and to support monitoring efforts after the meeting including to prepare a regular progress report after the meeting to the host Ministry/Agency.

Preparation arrangements will be as follows:

- (a) Host Ministry/Agency, in collaboration with CRDB/CDC, uses the NGO Database and consults with NGO coordination group to identify NGOs that are active in that respective sector or thematic area.
- (b) The Principal NGO Focal Point will convene a pre-meeting or internal consultation that can identify a list of proposed issues for discussion at the consultative meeting.
- (c) The Principal NGO Focal Point will then meet with the host Ministry/Agency to inform their preparation for the meeting, especially the proposed issues for discussion.
- (d) If required, pre-meetings will be organised by the host Ministry/Agency prior to agreeing with the main issues to be put forward for discussion at the consultative meeting.

The format of the consultative meeting will be according to a generic agenda that can be adapted for each meeting based on the following draft template:

- (i) Welcoming remarks and introduction to the agenda by the host Ministry/Agency, to include an overview of the status of development in the sector/theme/reform, recent achievements, current challenges, future objectives etc.
- (ii) Opening address by the Principal NGO Focal Point
- (iii) Presentation by NGOs on achievements, challenges, issues for dialogue and proposed future actions
- (iv) Response by the host Ministry/Agency including proposed actions and monitoring arrangements
- (v) Plenary discussion
- (vi) Identification of agreed actions and monitoring arrangements
- (vii) Summary of the meeting and concluding remarks by the host Ministry/Agency.

Monitoring of follow-up actions will be the responsibility of: (a) the host Ministry/Agency for actions agreed at the meeting that fall under its responsibility; and (b) the Principal NGO Focal Point, which will prepare a brief report on actions taken by NGOs after the meeting. The reports may be used for further dialogue and coordination between the host Ministry/Agency and NGOs.

5. Participation and timing of the consultative meeting

Participation: The focus is to be placed on both local and international NGOs that are actively engaged in the sector or theme of the consultative meeting. The meeting will, therefore, place an emphasis on bringing together: (a) NGOs working at the national and sub-national level; (b) international NGOs who finance or support local NGOs; (c) development partners who finance NGOs. The host Ministry/Agency including relevant departments and possibly other key RGC's ministries and agencies related to the sector or theme will also attend the meeting. Invitations will be issued by the host Ministry/Agency.

Timing: The meeting shall take place once a year or at any time if required.

Guideline on Joint Monitoring Indicators for 2019-2023 April 2019

Background

The Joint Monitoring Indicators (JMIs) have been initiated and utilized since 2004 by the Royal Government of Cambodia (RGC) as an effective instrument to enhance mutual accountability between the RGC and its development partners. JMIs are used to guide activities that promote development results and mutual accountability and construct a framework for setting medium-term goals that have been prioritised in the Rectangular Strategy – Phase IV, National Strategic Development Plan (NSDP), Cambodia Sustainable Development Goals (CSDGs), sector/thematic/reform strategy and Budget Strategic Plan (BSP). Based on dialogue between the RGC and its development partners in the Technical Working Groups (TWGs), JMIs are, where possible, derived from the NSDP and sector policies/plans and their associated result frameworks but should become increasingly embedded in programming and budgeting dialogues as well as in the performance-informed budgeting process. As the PFM reform progresses and program budgeting becomes more result-based, there is an opportunity to further strengthen the JMI mechanism by linking it closely to the budget process.

The current set of JMIs identifies development outcomes, outputs, indicators, baselines, and targets for the period 2014-2018. Following the formal launch of the Rectangular Strategy – Phase IV, the Development Cooperation and Partnerships Strategy (DCPS) 2019-2023 acknowledges the need to review and update JMIs for 2019-2023. The revision of JMIs will (i) ensure mutual accountability between the RGC and its development partners; (ii) strengthen results-based development; and (iii) link the JMIs more closely to the budget process.

To support the forthcoming JMI revision exercise, this Guideline sets out the objectives and principles of the JMIs together with the process for JMI formulation.

Objectives of the Joint Monitoring Indicators

JMIs must be results-based in order to establish a closer relationship between: (i) desired development outcomes (e.g. as defined in the NSDP, BSP/programme budgeting or sector strategy); (ii) outputs (i.e. the verifiable product of an activity); and (iii) activities and resources (to integrate external finance into the budget process where applicable). The objectives of the JMIs are as follows:

1. To jointly agree on realistic and achievable targets for achieving priority development outcomes and reform goals as outlined in RGC's policy documents (principally the Rectangular Strategy – Phase IV and the NSDP) and in line with sector/thematic plans;
2. To create consensus around the activities to be undertaken (and responsible parties), the resources to be mobilised, the timeframe for implementation and the respective commitments of RGC, development partners and relevant stakeholders to achieving the targets;
3. To foster and promote joint efforts to achieve development goals in a results-based manner informed by the principles of partnership and mutual accountability;
4. To further support the integration of external finance into sector plan and budget strategic plan so that progress can be assessed through performance-informed budgeting process.

Principles for Joint Monitoring Indicator formulation and monitoring

- JMIs should be of a strategic nature linked to the achievement of 5-year development outcomes included in the Rectangular Strategy – Phase IV, the NSDP or respective sector policies/plans. JMIs should therefore, to the fullest extent possible, be derived from existing RGC results frameworks associated with national or sectoral/thematic policies, strategies and workplans. This will ensure effective ownership and leadership of the Royal Government.
- JMIs should identify a 5-year development outcome and associated 1-3 year monitorable outputs and output indicators (with baseline and target) linked to this outcome. In addition,

JMIs must be associated with identified activities and partnership actions required. JMIs should be SMART: specific, measurable, achievable, realistic, and timebound. Responsibilities for implementation are to be clearly associated with each activity.

- To ensure coherence between planning and budgeting, JMIs agreed activities, outputs and outcome should be closely linked to the 3 years rolling BSP/programme budgeting. Specific baselines/targets/indicators may be derived from routine data systems and/or the NSDP or CSDG monitoring frameworks.
- JMIs are to be identified, monitored and revised where required, in the TWG. This will ensure that the principles of partnership and mutual accountability are fully respected and translated into actions. Associated actions and responsibilities to promote partnership and development effectiveness may also be included in the JMI matrix as means to further promote mutual accountability for achieving results.
- Each TWG is encouraged to select only one JMI outcome where possible, although additional JMI outcomes may be added where the TWG members agree that this is appropriate. Similarly, TWGs are encouraged to identify no more than 3 outputs to be monitored as making a contribution to the identified outcome.
- The focus of the JMIs is to be placed on the output (and its respective indicator, baseline and target) as this is the point in the results chain for which the RGC and its development partners can most practically be held mutually accountable for their performance.
- A JMI Progress Report will be prepared and discussed at the TWG meeting where implementation progress and challenges may be discussed.
- CRDB/CDC will prepare a consolidated Progress Report of JMIs to be included in the Development Cooperation and Partnerships Report (to serve as the DCPS annual progress report).

Process and timeline for developing and agreeing a new set of JMIs for 2019-2023

The following process and timeline is anticipated for preparing a new set of JMIs for 2019-2023:

1. All TWGs are requested to submit their new draft of JMIs to CRDB/CDC before 15 June 2019.
2. A new set of JMIs is consolidated by CRDB/CDC to be submitted to Samdech Prime Minister by early Q3 of 2019.
3. CRDB/CDC will consolidate the annual progress of JMI implementation based on the submission by TWGs and will include it in the DCPS annual progress report.

2019 - 2023 Joint Monitoring Indicators (JMIs) Template

Outcome (2019-2023)	Output (2019-2020)	Output indicator with baseline and target (2019-2020)	Main activity Identified implementer (2019-2020)	Partnering actions (required/prerequisites)
<p>Definition The outcome is the development result that can be expected to be achieved or advanced within the lifetime of the JMIs.</p>	<p>Definition The verifiable result of the activity (and focus for routine monitoring).</p>	<p>Definition Indicators can quantify/confirm the delivery of the output. To be informed by (and derived from) NSDP M&E framework or sector results framework reflecting in BSP/programme budgeting monitoring framework.</p>	<p>Definition The actions required to achieve the identified output. Some of these activities may be included in the program budgeting.</p>	<p>Definition Relevant / priority actions that are required to build partnership and strengthen development effectiveness.</p>
<p>Guidance The outcome is to be associated with NSDP, CSDGs or sector plans and well reflected in the 3 years rolling Budget Strategic Plan through program budgeting.</p> <p>Monitoring by the routine M&E process during, and immediately after, the JMI period should be possible (so that baselines and achievement can be recorded).</p>	<p>Guidance Emphasis on being feasible, realistic in timeframe, & within RGC/DP influence.</p> <p>Each JMI should identify <u>one</u> output from its routine M&E framework to be elevated to JMI status.</p>	<p>Guidance To be: Specific Measurable Achievable Relevant Time-bound</p> <p>To include baseline & target & timeline (if not to cover whole period).</p>	<p>Guidance These should be at a sufficient level of ambition to ensure the output will make a contribution to the higher-level outcome (and achievable within the JMI timeframe).</p> <p>Only "milestone" activities need be explicitly identified.</p>	<p>Guidance Should include practices that strengthen and/or encourage use of RGC systems, promote ownership, coherent capacity development (use of TC) etc.</p>
<p>Scope for discretion The outcome may be adopted from RGC policy documents to suit the agreed needs of the TWG, based on established plans and strategy documents.</p> <p>TWGs are encouraged to select <u>one</u> outcome.</p>	<p>Scope for discretion TWGs are encouraged to identify <u>no more than 3</u> monitorable outputs (although TWGs have some discretion to assess their own needs).</p>	<p>Scope for discretion Although one indicator per output is preferred, multiple indicators (or intermediate targets with dates) are permitted if relevant.</p>	<p>Scope for discretion May include dates for key milestones.</p> <p>Based on a workplan, this text may simply refer to the plan (detail not required).</p>	<p>Scope for discretion To be guided by current principles of Development Cooperation and Partnerships Strategy (2019-2023).</p>

Notes

- While the outcome should be identified as the starting point (and should be measurable), the focus of JMI monitoring is on the output. This will ensure that identified outputs are within the influence of RGC and its development partners to deliver, and can be more easily monitored/verified using routine M&E arrangements.
- "Joint" means either jointly identified, formulated, implemented, monitored – based on the principles of partnership and mutual accountability.