

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.