

# Terms of Reference for Joint Monitoring Mechanisms

## 1. Background

MI has completed one and a half years of implementing the Strategic Plan (SP) 2021-2025. The new strategic plan has three regional development themes: Agricultural Development and Commercialization (ADC), Trade and Investment Facilitation (TIF), and Sustainable Energy and Environment (SEE); three cross-cutting themes, which are Digital Economy and Innovation, Social Inclusion and Vulnerability, and Labor Mobility. Implementing Projects in Partnerships, Providing Advisory Services to GMS Governments, Development Partners, the Private Sector, and Civil Society, and Conducting Research for Policy Advocacy on Transboundary Development Areas are the key strategies of the current strategic plan. Parallel to regular project implementation, based on the needs of the GMS member countries, the MI Flagship Program will also play an essential role in shaping MI's contribution to the GMS.

Being aligned with the regional cooperation framework and latest development agenda, and considering the ongoing COVID-19 crisis, the new strategic plan has placed two main focuses for the next five years: i) Contribution to GMS Development by MI, and ii) Institutional Strengthening of MI in delivering the results. The plan has strongly emphasized developing a Results Framework (RF) and strengthening Monitoring, Evaluation, and Learning (MEL) system towards enhancing its institutional performances, assessing implementation progress, and achieving the results envisioned in MI Strategic Plan 2021-2025.

## 2. Rationale

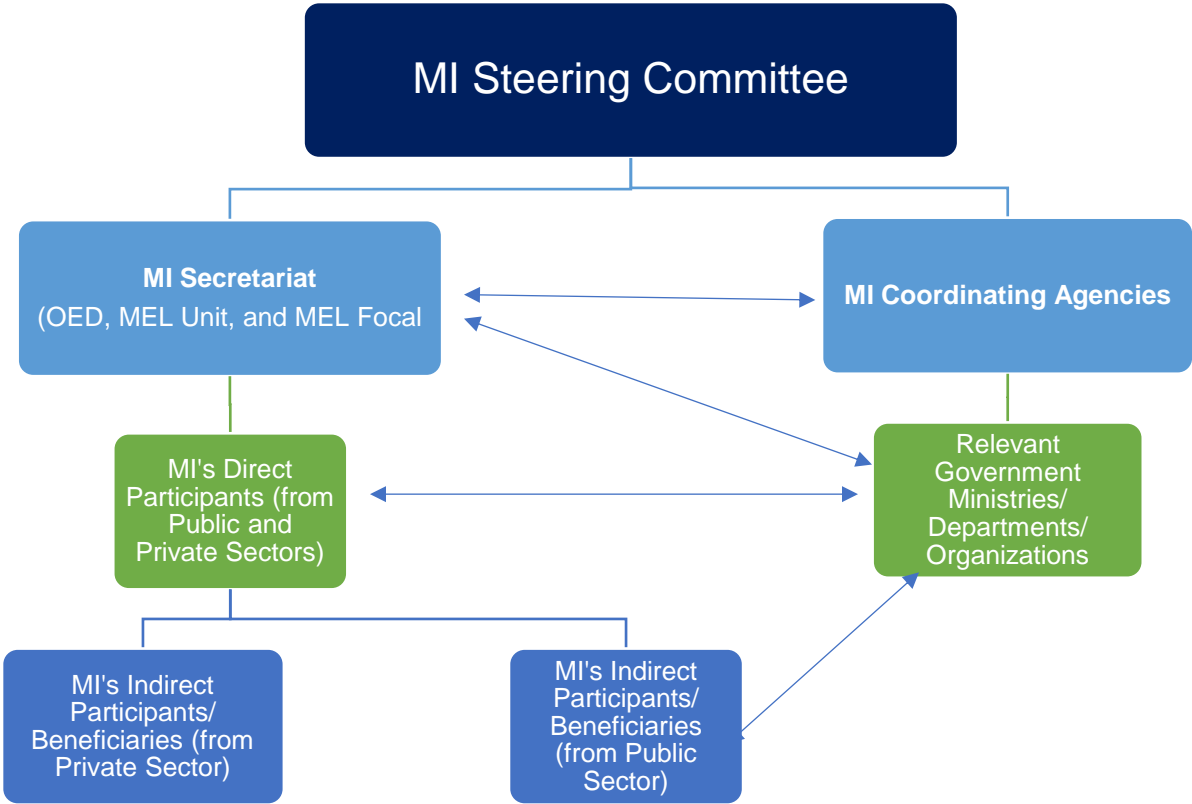
Following the Strategic Plan 2021-2025, MI has already developed a Results Framework (Please see the Annex 1) to outline MI's means-to-end adapting and blending of the concepts of internationally renowned concepts of capacity development approach and monitoring and evaluation mechanisms. However, for tracking and measuring MI's contribution to GMS Development and Institutional Strengthening, MI has developed two detailed Logical Frameworks. One framework will capture the desired results and critical performance indicators for the Regional Development Themes and Cross-cutting Themes for MI's contribution to GMS development. The other one is on institutional strengthening, mainly focusing on Leadership, Organizational Structure and Culture, Business Model, Greater Mekong Community Affairs, and Finance and Operations.

Relying on its experience of the past 25 years working for the GMS development, cooperation, and integration, and considering the aim of its Strategic Plan 2021-2025, MI has recently developed a holistic capacity development model. The MI Capacity Development Model (See Annex 2) explains the logic of MI's capacity development initiatives and highlights the monitoring and evaluation mechanisms for measuring the results. The model has highlighted the expected

short-, medium-, and long-term changes and results in capacity and performances in the following four hierarchical levels, i.e., Individual, Organizational, Sectoral, and Regional (GMS).

MI is in transition toward Results-Based Management (RBM). As part of this aim, MI Secretariat realizes that without working with the members of Steering Committee and Coordinating Agencies in designing, monitoring, and evaluation of MI interventions, the secretariat alone cannot achieve MI’s broader goal of the capacity development for the GMS member countries. Hence, the concept of the Joint Monitoring Mechanism has been incorporated in the MI’s Monitoring, Evaluation and Learning Strategy and was discussed with the members of Coordinating Agencies (CAs) of six member countries in the meeting held on 20 June 2022. All CA members have acknowledged the importance of this joint monitoring mechanisms and agreed to work with MI Secretariat to achieve higher level results and measure the expected outcomes and impacts from MI’s capacity development initiatives for the GMS.

### Proposed Structure of the Joint Monitoring Mechanisms



For proper implementation of MI's Capacity Development Model (MI-CDM) and achieving the expected results, the following table summarizes the proposed roles of the different stakeholders.

**Table 1: Roles of Stakeholders involved in the Joint Monitoring Mechanisms**

Sl. No.	Stages of MI CDM	Roles of MI Secretariat	Roles of Coordinating Agencies	Roles of Steering Committee
1	Conduct Capacity Need Assessment, Study/Research (at Individual, Organizational, Sectoral, and Country levels)	<ul style="list-style-type: none"> <li>Develop the capacity of relevant stakeholders</li> <li>Design and conduct assessment study</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with relevant Ministries/ Departments/ Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Review MI's policies, strategies, approaches, and interventions</li> <li>Review MI's progress</li> <li>Review the achieved results (Outcomes)</li> <li>Review the key gaps and findings</li> <li>Recommend to the MI Council for corrective measures (to be followed by MI Secretariat and relevant government agencies)</li> </ul>
2	Identify Capacity Needs and Performance Gaps	<ul style="list-style-type: none"> <li>Prepare reports with recommendations on capacity needs and performance gaps</li> </ul>	<ul style="list-style-type: none"> <li>Provide input and identify the key actions</li> </ul>	
3	Articulate Expected Changes and Results	<ul style="list-style-type: none"> <li>Identify the expected results in line with MI Results Framework and Logical Frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Provide input and identify key results and necessary inventions for MI</li> </ul>	
4	Design and Implement Capacity Development Interventions	<ul style="list-style-type: none"> <li>Monitor the quality of MI's capacity development interventions</li> <li>Monitor the process of implementation of activities</li> </ul>	<ul style="list-style-type: none"> <li>Provide input for designing appropriate capacity development interventions</li> <li>Assess the quality of MI interventions</li> </ul>	
5	Facilitate and Reinforce Changes in Behavior, Practices, and Systems	<ul style="list-style-type: none"> <li>Monitor the follow-up facilitation by MI</li> <li>Monitor the reinforcement mechanisms by private sector stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the reinforcement mechanisms by public sector stakeholders</li> </ul>	
6	Measure Short- and Medium-term Results	<ul style="list-style-type: none"> <li>Design the mechanism and tools to measure the results</li> </ul>	<ul style="list-style-type: none"> <li>Lead the monitoring of medium-term outcomes</li> </ul>	

Sl. No.	Stages of MI CDM	Roles of MI Secretariat	Roles of Coordinating Agencies	Roles of Steering Committee
		<ul style="list-style-type: none"> <li>Lead the monitoring of outputs and short-term outcomes</li> <li>Monitor the capacity of individuals</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the performance of individuals and organizations</li> </ul>	
7	Measure Long-term Results	<ul style="list-style-type: none"> <li>Design the mechanisms for evaluation or impact assessment</li> <li>Jointly evaluate the long-term outcomes and impacts</li> </ul>		
8	Sustainability	<ul style="list-style-type: none"> <li>Monitor the consistency of MI's interventions</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the mechanisms in the organizations to sustain the changed capacity and performances</li> <li>Monitor the long-term performance of organizations and systems</li> </ul>	

### 3. Tentative Plan for December 2022 to June 2023

The activities of the joint monitoring mechanisms will require a common understanding of MI's M&E mechanisms among the key stakeholders involved in the process. The following table presents a tentative work plan. A concrete plan will be developed after consultation with the relevant stakeholders, including the MI Secretariat.

**Table 2: Work Plan for the Joint Monitoring Mechanisms**

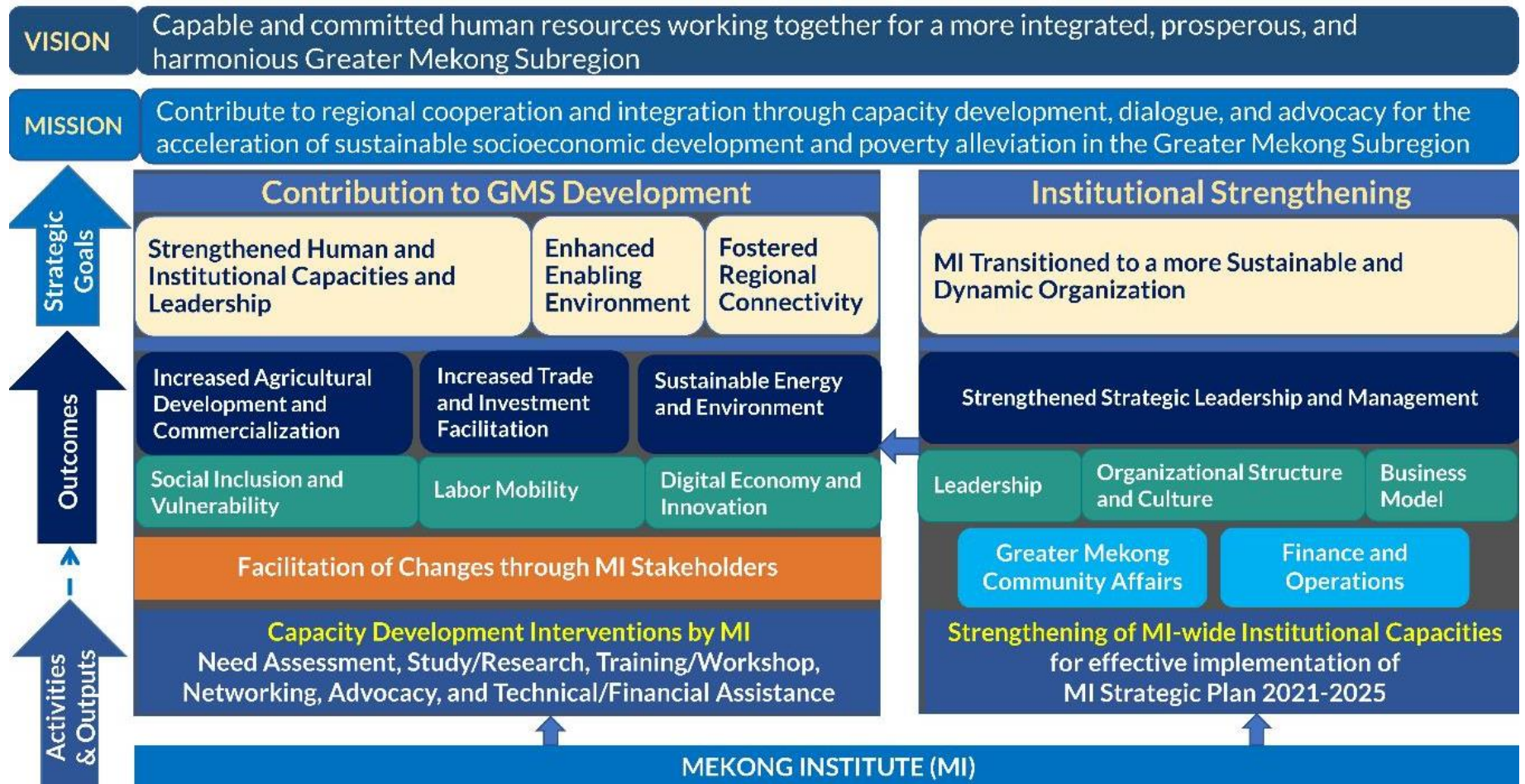
Sl. No.	Name of Activities	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023
1.	Seek approval of the ToR of Joint Monitoring Mechanisms by the MI Governing Board members in the second GB meeting							
2.	Develop detailed plan of the joint monitoring for the year 2023 (after consultation with key stakeholders)							
3.	Organize Capacity development workshop with relevant stakeholders on <ul style="list-style-type: none"> <li>• Orientation of MI Capacity Development Model, MEL Strategy, Results Framework, Logical Frameworks, and tools</li> <li>• Development of joint monitoring and evaluation mechanism for the GMS countries</li> </ul>							
3.	Finalize methodologies and tools for the joint monitoring in the GMS							
4.	Pilot the new monitoring mechanisms and conduct the joint monitoring in the GMS							
5.	Provide recommendations on course correction and strategic decision-making in the Governing Board meeting							
6.	Review the joint monitoring mechanisms and tools and adjust, if needed							

#### **4. Budget**

Outcome monitoring and impact evaluation require significant investment in developing the systems and generating evidence-based results. Hence, there is a need to ensure the annual budget allocation for the joint monitoring activities. Besides, MI's MEL Unit needs to be resourced with adequate and skilled M&E staff in contributing to this joint monitoring mechanisms for the GMS countries.

5. Annex

Annex 1: Results Framework for MI Strategic Plan 2021-2025



# Annex 2: MI Capacity Development Model (CDM)

