

National Youth Development Council (NYDC)



Monitoring and Evaluation Framework National Action Plan on the Development of Cambodian Youth 2022-2026

2022

Preface

The Royal Government of Cambodia recognizes that the youth force is an indispensable potential human resource in contributing to the development of the nation and as a foundation for the development of the society. The personality and creativity of the youth, as well as the orientation of the youth, are the driving force to ensure the speed of development, security and stability of the nation. The National Policy on Cambodian Youth Development and the National Action Plan for Cambodian Youth Development are a roadmap for providing comprehensive youth services and support at both the national and sub-national levels.

To achieve the objectives set out in the National Policy and National Action Plan on Cambodian Youth Development, the Cambodian National Council for Youth Development has developed a system framework for monitoring and evaluating the implementation of the National Action Plan on Cambodian Youth Development, focusing on strengthening the monitoring and evaluation system at the national and sub-national levels, which ensures a clear harmonization of the reporting flow system and develops the capacity of institutions, entities and officers in charge of monitoring and evaluation.

I would like to express my deep gratitude for the cooperation between the relevant ministries, institutions of the government, non-governmental organizations, civil society, and United Nations agencies that have been actively involved in the development of the monitoring and evaluation system framework on the implementation of the National Action Plan on the Cambodian Youth Development in 2022-2026.

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National Youth Development Council

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Chapter 1

Monitoring and Evaluation System

1.1. General Status of Monitoring and Evaluation System

1.1.1. Background

Youth development is one of the core priorities of the Royal Government of Cambodia, defined in the first corner of the Rectangular Strategy-Phase IV of the Sixth mandate of the Royal Government of Cambodia, which focuses on human resource development, focusing on youth because human resources are the foundation to lead Cambodia towards achieving its vision of 2030 as a high middle income country and 2050 as a high income country. So far, the Royal Government of Cambodia has always focused on the development of the youth who are the pillars of the country by providing quality education and skills that respond to the labor market both in the country and in the region. In order to demonstrate its commitment to the development of Cambodian youth, in 2011, the Royal Government of Cambodia has launched the "National Policy on the Cambodian Youth Development", which has a long-term vision to mobilize all sectors of society to contribute to youth development to be more positive and give them the opportunity to develop their potential in education, employment, health, contribution to the decision-making and to the development of families, communities, nations and the world.

This policy aims to develop youth to have complete personality in terms of body, intellectual, spirit, morals, values and skills for youth to be good citizens in society. In the digital context of global growth in the 21st century, as well as in the context of the Industrial Revolution 4.0, Cambodian youth not only need quality and equitable education and vocational training, but also need encouragement in the development of soft skills that include initiative, invention, innovation and entrepreneurial spirit. In addition, Cambodians youth shall have the opportunity to access multi resources, including physical, education, fitness skills, behavioral skills, leadership and know how to live together in peace and harmony. Cambodian youth shall cultivate the spirit of patriotism, citizenship, self-belief and the belief on self-nationality, as well as global citizenship that can live and work with multinationalism and cultural and religious diversity with dignity and mutual rights and sovereignty respect.

The National Policy on Cambodian Youth Development also sets out gender promotion goals, in particular the empowerment of women and the opportunity for youth to express their opinion, views and make decisions in community and social development. In this regard, the Royal Government of Cambodia has mobilized all ministries, institutions, development partners, civil society organizations, communities, parents and guardians to participate in the implementation of the 12 strategies set out in the national policy under the coordination and regular monitoring of the General Secretariat of Cambodian National Council for Youth Development.

Since the launch of the National Policy on Cambodian Youth Development in 2011, the Cambodian National Council for Youth Development has launched the first National Action Plan on Cambodian Youth Development from 2016 to 2018. Over the past few years, the National Council, with ministries, national institutions at all levels and all stakeholders, has developed all the necessary legal frameworks and legal documents to strengthen the mechanism for the implementation of national policy strategies. So far, we have achieved the establishment of councils for youth development in all ministries, institutions and in all provincial-capitals.

In the development of Cambodian youth, the National Council organized a partnership workshop with non-governmental organizations (NGOs) to discuss additional practical actions needed to develop youth in the framework of national policy strategies. In particular, the Council has developed the Cambodia Youth Development Index document, which is an important document for defining strategies and activities for youth development. The Cambodia Youth Index document has been prepared using a clear data collection and analysis method, as well as going through several stages of consultation with stakeholders. The initiative to develop this document is the right step, as it provides data and a scientific basis for the government, policy makers, policy implementor and the youth themselves to make decisions regarding education, health, employment and any participation in national, regional and global societies.

In 2019, the Cambodian National Council for Youth Development will launch the second National Action Plan on Cambodian Youth Development for the next five years implementation from 2022 to 2026 in accordance with the National Policy on Youth Development, National Development Strategic Plan and Rectangular Strategy-Phase IV of the Royal Government.

1.1.2. Purpose

This monitoring and evaluation framework is designed to ensure the implementation of the National Action Plan on Cambodian Youth Development in response to:

- Development of human resources to serve the economic and social development of the nation
- Achieving national policy on youth development
- Principles of management, planning, monitoring and evaluation based on results
- Harmonization of sectoral data collection systems
- Key inputs to improve and develop the field of youth development
- As a mechanism to monitor and evaluate the progress and challenges of action implementation

1.1.3. Goal

To achieve the above objectives, the Cambodian National Council for Youth Development has identified the main goals for the monitoring and evaluation system on the implementation of the National Action Plan on Cambodian Youth Development, focusing on:

- Develop a framework and tools for monitoring and evaluation
- Strengthen monitoring and evaluation systems at all levels (sectoral and sub-national)
- Ensure a harmonious and clear reporting flow system
- Develop the capacity of institutions, entities and officers in charge of monitoring and evaluation
- Improve and develop the National Action Plan on Youth Development through the results of monitoring and evaluation in all its forms.
- Define clear roles and duties in sectoral and sub-national monitoring and evaluation

1.2. Outcome Framework of the National Action Plan on Youth Development

1.2.1. Core indicators

The National Policy on Youth Development has 12 strategies that are a priority for implementing this policy to achieve the purpose and goals set. In order to participate in the achievement of the National Policy on Youth Development, the Cambodian National Council for Youth Development has developed a National Action Plan on Youth Development with 12 strategies.

To monitor the progress in the implementation of national policies and national action plans on youth development, four priorities have been identified as follows:

Priority 1: Education

- Percentage of students passing the high school exams by gender
- High school dropout student rate by gender
- Overall higher education rate (between the age of 18 and 22 years old) by gender (CSDG 4.3.1)
- Gender Age Index of overall secondary education rate (CSDG 4.5.2)
- Number of youths receiving high school and higher education scholarships by gender
- Number of STEM students in higher education by gender
- Number of STEM students at the secondary education level by gender
- Number of outstanding young people in sex education

Priority 2: Jobs and Opportunities

- Rate of students obtaining from Technical and Vocational Certificate 1 (CQF2) to Master Degree/Associate Degree in Technical/Specialization in public and private institutions
- Youth employed rate between the age of 15 and 24 by gender
- Youth employed rate between the age of 25 and 30 by gender
- Trainees, graduates employed rate (by gender and age)
- Youth employed in the public sector rate by gender
- Youth in the role of manager in public and political functions by gender

Priority 3: Health and well-being

- Teenage pregnancy rates of young women aged 15 and over
- Proportion of young women between the ages of 20 and 24 who were married or living together before the age of 18 (CSDG 5.3.1)
- Youth mortality rate by gender
- Percentage of youth aware about how to prevent HIV infection and transmission through gender
- Proportion of young women over the age of 15 who have experienced physical, sexual or psychological violence from a current or former partner in the last 12 months, divided by form of violence and age (CSDG 5.2 .1)
- Proportion of young women over the age of 15 who have experienced non-partner sexual violence in the last 12 months differentiate by age (CSDG 5.2.2)
- Disability rate of youth by gender

Priority 4: Youth participation

- Number of youths participate in Commune/District and national elections by gender
- Proportion of youth members of Commune/District Councils by gender (CSDG 5.5.3)
- Youth rate as candidates for Commune/District elections and national elections by gender
- Number of youth volunteer nationwide (differentiate by gender and age)
- Number of associations and non-governmental organizations related to youth in Cambodia
- Youth rate using the Internet, online and social media
- Number of youth participating in national and international forums by gender

1.2.2. Output Indicators

To monitor the implementation of national action plans on sectoral and sub-national youth development, output indicators are set out in Annex 2.

1.3. National Action Plan on Youth Development

1.3.1. National Policy on Youth Development

The National Policy on Youth Development in Cambodia was officially approved by the Council of Ministers on June 24, 2011. This cross-sectoral policy is developed under the guidance and coordination of the Ministry of Education, Youth and Sports and with the full cooperation of relevant ministries, institutions, associations, federations, national and international organizations, development partners and civil society working on youth which has identified some strategies to work in line with their field. The implementation of the National Policy on Cambodian Youth Development can only be achieved effectively if all sectors of society recognize the importance of youth development and the role of youth in society. The National Policy on Cambodian Youth Development sets the direction for this work, while the whole country needs to work towards this direction and invest in youth development.

National policy points to the establishment of the "Cambodian National Council for Youth Development", also known as the NCYD which acts as a facilitator for the effective implementation of this policy. The first point of work implementation of the NCYD is the preparation of the National Action Plan for Youth Development 2016-2018, which shows the key elements of the vision to be implemented for the benefit of youth and to guide its operations focusing on youth, gender, youth work integration, environment of youth empowerment, youth participation, effectively response, transparency, ability and diversity. This National Action Plan aims to ensure that young people between the ages of 15 and 30 are clearly aware of the National Policy on the Cambodian Youth Development, support the implementation of this policy, and consider that the implementation of this policy is also their duty.

1.3.2. Vision and Purpose

In order to develop the human resource in the Kingdom of Cambodia for the country development, the Royal Government has a long-term vision by mobilizing all forces in society to contribute to the development of youth to gain more positive qualities and give them the opportunity to develop their potential in education, work, health, participation in decision making and contribution to family, community, nation and world development.

Development of youth to have a complete personality in terms of body, intellectual, spirit, morals, values and skills to be good citizens in society.

1.3.3. Priorities and key strategies

Priorities for the National Action Plan on Cambodian Youth Development (2022-2026) are determined based on the consultation and existing data and are consistent with the National Policy on Cambodian Youth Development in 2011 and other relevant policies, in particular, the Rectangular Strategy-Phase IV (2019-2023). Therefore, the National Action Plan on Youth Development (2022-2026) focuses on the following five main priorities:

- Priority 1: Institutional capacity to coordinate, monitor and evaluate
- Priority 2: education skills and capacity development
- Priority 3: health, safety and well-being
- Priority 4: Employment and Entrepreneurship
- Priority 5: Youth participation and volunteer work

Inclusive development and gender equality are considered common goals, especially for the second to fifth priorities. Additional attention will be given to vulnerable youth groups, such as: rural youth, out of school youth, migrant youth, youth with disability, youth come from indigenous and minority communities, and transgender youth (LGBT).

Future youth development work is broad and has been incorporated into government policies, particularly the Rectangular Strategy-Phase IV, which emphasizes human resource development and skills. To determine the scope, this national action plan will focus on specific issues for priority, as shown in the table below:

| Priority | | Strategic (National Policy on Youth Development 2011) |
|----------|---|--|
| 1 | Institutional capacity to coordinate and monitor and evaluate | Strategy 1: Develop legal framework and mechanisms |
| 2 | Education, Skills and Capacity building | Strategy 2: Promote education, training and capacity development |
| 3 | Health, safety and Well-being | Strategy 3: Increase education, care and health services Strategy 5: Promote protection safety, security, and justice Strategy 12: Prevent drug use and rehabilitate |
| 4 | Employment and Entrepreneurship | Strategy 4: Entrepreneurship Training and the Labor Market |
| 5 | Youth Involvement and Volunteering | Strategy 6: Increase Youth Involvement Strategy 7: Promote relaxation, recreation and sports Strategy 8: Promote Arts and Culture Strategy 9: Raise awareness of environment, agriculture, tourism and business Strategy 10: Increase volunteer work Strategy 11: Promote Gender Equality |

Chapter 2

Monitoring and Evaluation Framework

2.1. Monitoring

Monitoring is the operation of managing data or information on a regular basis to evaluate progress compared to the goals set. Monitoring is the tracking of inputs, processes, activities, outputs, or achievements. Monitoring will lead to improvements in inputs, adjustments to those work processes or activities if necessary. The purpose of monitoring is to support the efficiency and accountability of management through the results achieved compared to the expected targets.

2.2. Evaluation

Evaluation is a systematic process using indicators or criteria for evaluation (relevance, effectiveness, efficiency, impact and sustainability) on the work implemented. Inputs, activities, outputs, outcomes, and impact of program project intervention activity are subject to evaluation. Evaluation is a decision-making tool that locate in the planning process, implementation of the plan, and performance measurement. Evaluation are made at a specific time, at early, mid, or late fiscal year of the program, project, interventions, and activities.

Monitoring can specify if we are on the right track towards achieving the results we want, while evaluation may be made to find out the reasons or challenges which makes the implementation of the plan cannot achieve the set direction.

2.3. Types of monitoring

Monitoring and Evaluation of National Policy on Cambodian Youth Development, Strategic Plan of the NCYD and the national action plan of the policy ensures that the policy can meet its objectives and achieve the expected results. In addition, a number of high-priority research projects should be identified and implemented under the policy, strategic plan and national action plan on Cambodian youth development. Ministries and institutions involved in youth development and councils for youth development of the ministries and institutions shall set up a system or mechanism to monitor and evaluate the programs or youth development in their respective sectors to monitor the progress of each service.

2.3.1. Impact monitoring

The National Action Plan on Cambodian Youth Development in Cambodia has a mid-term review in 2024 and a final review in 2026 to evaluate the impact of the overall implementation. Mid-term and final evaluation shall be submitted through an independent evaluation report. The review is administered by the NCYD to review the reasons for the quality and effectiveness of strategic programs to contribute to the implementation of the national policy on cambodian youth development.

2.3.2. Monitoring the implementation of the National Action Plan

Mid-Year Review Meeting and Annual Review Meeting are held annually from 2022-2026 for the purpose of reviewing the progress of the outcome indicators set out in each strategy. Relevant ministries-institutions as the youth development council, the ministries-institutions shall prepare an outcome report of each strategy and program to the NCYD to summarize and organize a joint meeting to review the outcomes before reporting the progress to the Royal Government and the President of the National Council in the middle and end of each year from 2022-2026.

2.3.3. Monitoring the implementation of programs and strategies on sectoral youth development

Relevant ministries-institutions as the youth development council, the ministries-institutions in youth development shall set up a monitoring and evaluation system to evaluate the impact of each program or strategy by sector and monitor the implementation of youth development at the ministry-institution, sub-national and service level. The sectoral monitoring and evaluation system shall be linked to the monitoring plan, the provision and submission of reports, as well as the relevant forms of monitoring activities on the results of each service.

General Secretariat of the NCYD coordinate the mechanism of monitoring and evaluation in each sector, as well as coordinate the collection of the outcome reports of the implementation of all Cambodian youth development programs and the reports of sectoral monitoring and evaluation, in particular, facilitate the organization of meetings to review the outcomes and examine the impact of the implementation of the National Action Plan and the National Policy on Cambodian Youth Development.

In addition, youth development programs supported by development partners, international organizations, NGOs, civil society and the private sector will be reviewed and evaluated by the NCYD. These interventions provide a good example of innovative youth development and encourage more involvement from stakeholders. The experiences of those interventions were properly documented and examined in terms of the impact of effective inter-sectoral coordination, cost-effectiveness and clear scaling of expenditures for the Royal Government as well as the NCYD could expand Cambodian youth development services in accordance with its abilities and capabilities.

2.3.4. Preparation of annex to the National Action Plan

Statistic indicators, each years detailed points, detailed budget plans by strategies and prioritization of activities in the relevant sectors shall be prepared as attachments for monitoring the implementation outcomes and for analysis in the preparation of a follow-up plan or detailed plan by each year in the relevant field.

2.4. Duties and Responsibilities

The Cambodian National Council for Youth Development (NCYD) has roles and responsibilities in developing policies and guidelines to coordinate, monitor and evaluate the implementation of policies and action plans to ensure the effectiveness of youth development. General Secretariat of the NCYD shall support the NCYD In fulfilling the above role.

The National Action Plan for Youth Development 2022-2026 is a coordination plan for youth development with the General Secretariat of the NCYD as the coordinator, overall monitoring and evaluation (according to Sub-Decree No. 66 on the role of the General Secretariat of the NCYD).

Coordination, monitoring and evaluation of the implementation of the National Action Plan on Youth Development is a key priority. Strategic framework and action plan of the General Secretariat of the NCYD 2022-2026 is designed to lead this work.

To ensure efficiency, a technical working group has been set up, consisting of representatives from ministries-institutions, development partners, NGOs, the private sector and youth members. Members from the coordinating and monitoring entity for the implementation of relevant national policies (such as the National Labor Policy) will also be considered. General Secretariat of the NCYD will decide on adding members and methods to expand the technical working group step by step.

With the support of the General Secretariat of the NCYD, this technical working group will play an important role in facilitating the regular, systematic monitoring and evaluation of the implementation of the National Action Plan on Youth Development.

Monitoring and evaluating the implementation of the National Action Plan on Youth Development is the responsibility of the General Secretariat of the NCYD which will facilitate the following work:

- Organize regular meetings of the technical working group to share data for monitoring and evaluation.
- A database on youth development and status will be established. The database will be operated and maintained by the General Secretariat of the NCYD to collect, organize, update and share feedback on youth status and progress.
- Regularly update the Cambodian Youth Development Index using data from official and scientific databases and sources.
- Organize an annual youth forum with NGOs related to youth and youth to share information on progress and experiences.
- The National Action Plan on Youth Development will monitor, evaluate and review on the following dates:
 - Monitor and make annual report
 - Mid-term review of the National Action Plan on Youth Development in 2024
 - Review at the end of the mandate of the National Action Plan on Youth Development in 2026.

Chapter 3

Reporting system

3.1. Report type

- 3.1.1. Semester Report on the Progress of Cambodian Youth Development
- 3.1.2. Annual Report on the Progress of Cambodian Youth Development
- 3.1.3. Mid-Term Review Report on the Implementation of National Action Plan of Youth Development
- 3.1.4. End-of-Term Report on the Implementation of the National Action Plan on Youth Development

3.2. Time frame

| No. | Report Type | Time Frame | | | |
|-----|---|------------|--------|--------|--------|
| | | Year 1 | Year 2 | Year 3 | Year 4 |
| 1 | Semester Report on the Progress of Cambodian Youth Development | | | | |
| 2 | Annual Report on the Progress of Cambodian Youth Development | | | | |
| 3 | Mid-Term Review Report on the Implementation of National Action Plan of Youth Development | | | | |
| 4 | End-of-Term Report on the Implementation of the National Action Plan on Youth Development | | | | |

3.3. Report flow



Chapter 4

Roles and responsibilities of stakeholders

4.1. National Unit

4.1.1. National Council for Cambodian Youth Development (NCYD)

The National Council for Cambodian Youth Development (NCYD)'s mission is to coordinate and to promote youth development. NCYD provide services to youth through the implementation of the National Policy on the Cambodian Youth Development, which is closely related to and in line with the Cambodian National Strategic Development Plan. NCYD It has the role of ensuring the cooperation between inter-ministerial, institutional, capital, provincial and local authorities by working hand in hand with national, international and private partners to serve the development of youth through the participation of all stakeholders. NCYD has 38 members which are nominated and appointed by the Royal Government. NCYD's role and responsibilities focus on the following tasks:

- A national mechanism for coordinating and implementing national policy on Cambodian youth development.
- Approve the National Action Plan for implement the National Policy on Cambodian Youth Development.
- Promote and integrate youth development into national policies and development programs of the Royal Government.
- Advise, guide and coordinate youth participation in the economy and decision-making of education and training.
- Concentrate youth force from all environment and mobilize resources to support and develop Cambodian youth.
- Study, research, monitor, review, evaluate, recommend and report on the development and implementation of the National Policy on Cambodian Youth Development to the Royal Government.
- Implement other duties assigned by the Royal Government
- Promote the coordination of youth development services, the development of programs and initiatives for youth development.
- Monitor and evaluate the development, implementation and impact of policies and programs on youth.
- Advocate on behalf of youth and target youth groups to obtain youth-friendly programs, services and facilities.
- Monitor and coordinate youth research and work with youth in Cambodia to develop youth-oriented policies and programs.
- Strengthen the capacity of youth sector to plan, manage and programs management, coordinate, mobilize financial resources for effective capacity building and youth development services.
- Promote the value of Cambodian youth and their experiences by promoting and highlighting the NCYD's work in disseminating public knowledge.

4.1.2. General Secretariat

To support the implementation of the program in the Action Plan, NCYD establish the "General Secretariat" as a staff with the following roles and responsibilities:

- Provide policies, programs, research, technical support and management for the formulation and implementation of NCYD strategies and activities that respond to gender and reflect the Guiding Principles of the National Policy on Cambodia Youth Development.
- Facilitate, monitor, evaluate, schedule and manage resources for the NCYD's strategies and activities.
- Establish and maintain a network of information, funding, technical assistance, training and development support and management for the NCYD's strategies and activities. NCYD General Secretariat's officials monitor the implementation and update the civil society roadmap.
- The structure of the General Secretariat is divided into three parts to fulfill the roles and responsibilities as the staff of the Cambodian National Council, which are as follows:

Policy Implementation Division

For the implementation of strategies and activities in the strategic plan, officials of the General Secretariat shall:

- Examine the formulation and implementation of the strategy and activities of the NCYD and ensure adherence to the guiding principles
- Establish and maintain a network that supports the strategy and activities of the NCYD both in terms of working procedures at the capital-provincial level and in terms of entity management.
- Representing the NCYD in meetings forums delegates and conferences.
- Facilitate the flow of information between the NCYD And key stakeholders, including youth and the public. This work requires the use of channels such as the Ministry of Women's Affairs, which operates a consulting service on social issues and the impact on youth.
- Develop an action plan management program to optimize resource utilization, ensure interconnected activities and project completion, and minimize the duplication by enable the possibility to find different ways to use them.
- Ensure that all activities are clearly managed as a project with proper resource management and that all activities are included in the Ministry's strategic plan and budget as necessary and timely.

Officials of the General Secretariat shall provide a report to the Executive Committee of the NCYD and the Plenary Meeting of the Council. Chairman of the NCYD supervise the work of the General Secretariat. The Chairman of the Council works with the Secretary General on a regular basis to ensure that all activities and strategies of the NCYD are coordinated, managed and executed in a clear and effective manner.

Monitoring and Evaluation Division

The Monitoring and Evaluation Division collects all information related to policy strategy support activities. The three main parts of the evaluation are:

- Policy goals: Identify current existing data that can be used as a basis for evaluating policies and requiring additional few resources.
- Qualitative evaluation of the implementation of strategies in the policy
- Establish quantitative monitoring and evaluation for each of the 12 strategies in the policy, primarily based on data from existing projects. This task includes a gender-segregated analysis where possible. This division shall create:
 - A monitoring and evaluation strategy that will identify key skills needs
 - Work plan for 2022-2026
 - Surveys and effective tools to respond to emerging needs for better access to information in subsequent development cycles.

This division prepares regular reports for the Cambodian National Council for Youth Development and public use to achieve policy goal, support project implementation status report, and support project outcome reports.

Administration, Planning and Finance Division

In addition to logistical support to the NCYD And the General Secretariat for Administration, Planning and Finance Division shall prepare a youth budget that defines the expenditures of all ministries on programs, services, materials and locations related to youth. This joint budget will be used to determine the government's commitment to youth development. The youth budget includes:

- Based on agreed mechanisms and conditions for determining the finances to be spent on programs, services, materials and locations.
- Shall publish in April each year
- Shall establish in consultation with the Cambodian National Council for Youth Development
- Updated information on the cost of government youth programs related to youth work
- Disseminate knowledge about youth work among ministries-institutions.

The Administration, Planning and Finance Division monitors the work of the Council, which supports gender and disability, and provide recommendations when the prevention measure is needed.

4.2. Council for Youth Development of Ministries-Institutions

Council for Youth Development of Ministries-Institutions shall be established with members of the NCYD as the chair to coordinate government programs, develop and strengthen the youth budget, monitor the implementation of programs and integrate those programs into relevant departments. The main roles of this council are:

- Coordinate national frameworks of services, programs, research, and government initiatives affecting youth in relevant ministries.

- Monitor and evaluate policies, programs, legislation and government expenditures on youth-related work and
- Coordinate coordinated program planning, program implementation, and program review in relevant ministries-institutions.

In order to fulfill its duties, the Council for Youth Development of Ministries-Institutions shall implement the following duty:

- Planning:

The Council for Youth Development of Ministries-Institutions, has the role of creating a platform for program planning in departments and providing an opportunity for exploring new initiatives as well as effective ways for youth. This task includes the production of guidelines for best practices in building, implementing, and monitoring youth programs.

- Coordination:

The Council for Youth Development of Ministries-Institutions provides a means for designing, implementing, and reviewing well-coordinated, complementary, and appropriate programs available at ministries-institutions that affect youth.

-Monitoring and evaluation:

The Council for Youth Development of Ministries-Institutions develops measures for monitoring and evaluating youth programs and services in quantity and quality.

-Financial planning and expenditure:

Councils for Youth Development of Ministries-Institutions establish a systematic working mechanism for financial planning and expenditure on youth-related programs and maximizing existing resources (for example, through coordination, shared costs or joint initiatives) by reducing duplicated work. In addition, the report on the national budget for youth is made annually by determining the government's expenditure on youth programs in ministries-institutions.

The member of the Cambodian National Council for Youth Development, who is the chairman of this council, is in charge of the Secretariat of the Council of Ministries-Institutions. The National Policy on Cambodian Youth Development provides a basis that ministries or government institutions can use to respond to youth development and can be used in its structure organization. The Council for Youth Development of Ministries-Institutions shall conduct a meeting at least twice a year or hold extraordinary meetings as necessary.

The members of the Council for Youth Development of each ministry-institution are representatives from all subordinate entities, namely the youth work focal officers appointed by the director general of their ministry and who are mature, experienced, have sufficient understanding of their roles, functions and activities of its departments to have the capacity and ability to be represented in the Council for Youth Development of Ministries-Institutions. The youth work focal officer shall report on the policies, programs, services, activities that affect the youth related to the Cambodian national policy on youth development and be included in the

plan of self-department to the council four times a year. Focal officers shall work with council members for youth development in their respective ministries-institutions to enhance the government's overall response to youth development in the Kingdom of Cambodia.

The Council for Youth Development of Ministries-Institutions can establish technical working groups to focus on youth development work on specific strategies of the National Policy on Cambodian Youth Development. The membership of the technical working group shall be selected from the membership of the council and may include additional experts and youth representatives as necessary. Some existing technical working groups may be requested to incorporate youth development into their work.

4.3. Sub-National Entity

4.3.1. Capital-Provincial Youth Development Council

Recognizing the context in which the Capital-Provincial Administration diligently work on youth development, the National Policy on Cambodian Youth Development promotes joint efforts that use a clear framework, knowledge and capacity for youth development at the national and capital-provincial levels capital-provincial administrative authorities must partner with the NCYD to achieve the direction and strategy of the National Policy on Cambodian Youth Development. Within the national framework of youth development as set out in the National Policy on Cambodian Youth Development, as well as a thorough consideration of the overview, needs and aspirations of the youth in the capital-provincials, the capital-provincial authorities are encouraged and supported on their efforts to work on youth development challenges.

All Capital-Provincial Council for Youth Development shall fulfill the following functions of youth development:

- Develop capital-provincial youth development policies by identifying the needs, challenges, aspirations and opportunities that youth face and develop in response to policies within the framework set by the National Policy on Cambodian Youth Development.
- Develop programs to meet the needs, opportunities, aspirations and potential of youth in the capital-provincial. Such initiatives complement and support the vision, goals and strategies by recognizing capital-provincial differences.
- Work in partnership with national, capital, provincial, and local youth organizations to develop and maintain materials, locations, and means that youth can use.
- Establish a mechanism for subsequent dialogue with the youth sector in the capital-provincial to ensure that all youth, especially young women, can fully participate.
- Contribute to continuous improvement and action plans implementation and policy revisions.

In addition, NCYD shall work with government institutions to support capital-provincial efforts. This support provides:

- Information: Youth Development Strategies and Methods, Youth Research, Resources Programs, and Best Practices for Youth Development

- Training and Capacity Building: to enable youth workers to have better ability to provide effective youth programs and services.
- Monitoring and Evaluation: Policies, programs and youth services at the capital-provincial levels
- Advocacy: In liaison with capital-provincial authorities to work on government policies programs and resources.

4.3.2. Youth Development Council of Municipalities, Districts and Khans

The Council for Youth Development of Municipalities, Districts and Khans is the level that directly and most affects the youth. Local authorities provide essential services as well as mechanisms for leadership improvement, policy planning, and development efforts. These mechanisms are designed to create services, means and facilities that serve youth at the grassroots level. The role of local authorities in identifying the needs of youth and development opportunities, the creation of youth development services, and cooperation with local youth organizations are paramount. The National Policy on Youth Development recognizes the important role of local authorities and other leaders in rural areas in achieving the objectives of youth development. Despite financial constraints, local authorities need to identify and address youth challenges. Local authorities have a number of roles in their local youth development, including:

- Incorporate youth development into the context of local authorities. Example: By establishing a council to develop youth, using it as a mean to provide information and integrate into the council the needs of youth and propose local youth programs and services.
- Establish mechanisms for youth to understand governance at the grassroots level. Local authorities shall ensure the establishment of participatory approaches from all environment to youth development and ensure that vulnerable youth (example: young women and youth with disabilities) are allowed to participate more closely in these processes.
- Gather local youth organizations to participate in youth development programs and campaigns.
- Identify the need for facilities and services necessary for youth development (such as youth centers, where information about service can be obtained) and form alliances with authorities, private sector, donors and youth development organizations at all levels to respond to these needs through the creation of materials, locations and means.

All local authorities shall perform the following necessary functions related to youth development:

- Introduce an elected council member (from the council's executive committee) and a senior official member responsible for overseeing the council's youth development activities and policies.
- Audit local programs, service and youth organizations to ensure that all youth receive equal benefits from these services and programs.
- Identify the priority needs that youth face and their development

- Identify specific target youth groups that need special attention
- Define the role of the council in determining the needs, opportunities and target groups identified above and
- Establish a permanent mechanism for the participation of youth or organizational representatives in council planning and decision-making.

NCYD with the National Assembly and the Ministry of Interior, shall monitor and provide assistance to local authorities for their efforts to promote development among local youth through:

- Require local authorities to report to the Council on the fulfillment of their obligations for youth development.
- Organize the resources of local authorities to work on youth development and develop resources and means of information on the feasibility, establishment, role and management of youth centers.

4.3.3. Youth Development Council of Commune/Sangkat

The role of the Youth Development Council of Commune Sangkat is to coordinate, point out and bring about the cooperation of all partners working in the legal area of their responsibilities. Other responsibility is sharing responsibility scope and support for mutual benefit. The sharing of responsibilities scope and support for mutual benefit is as follows:

- Promote youth development
- Create an environment to support and promote youth development
- Ensure that Keys Performance Actions-KPAs for the development of governance work at Commune Sangkat level are prioritized and monitored.
- Utilize existing structures and mechanisms to integrate and establish youth development roles and responsibilities throughout the legal scope of the Commune Sangkat.
- Develop and monitor Keys Performance Indicators for youth officers responsible for youth development at the Commune Sangkat level.
- Participate in supporting youth development plans based on context as well as capacity as a public institution.
- Cooperate closely with sectors at the district, provincial and national levels to identify the organization and coordinate the work on youth development.
- Maintain and analyze information on youth development challenges and their impact on the provision of development services, develop and implement plans to support youth development.

4.4 Development Partners and Civil Society

Civil society institutions refer to youth organizations, gender, research, resources, civil, politics, culture, sports and entertainment that are not directly related to the government. These organizations are represented in the youth sector through the cluster associations. The National Policy on Youth Development recognizes the role that national and international civil society organizations have played in the past and beyond in youth development. In addition, the role of the cluster associations representing the youth sector in civil society is recognized. The role of

CSO collaboration in Cambodia as a comprehensive collaboration of a large number of NGOs is noted.

The role of civil society in youth development requires recognition and the availability of resources. Only through well-resourced civil society that can participate in the development and promote youth development policies and programs. The support for essential operational costs of the cluster association, a major youth development organization in the non-governmental sector, demonstrates the government's commitment to promoting effective and sustainable civil society.

The National Policy on Youth Development in Cambodia recognizes the need for financial support and capacity building in civil society. To accomplish this, the NCYD work with civil society through cluster associations to identify the needs, resources, and capabilities of government, the private sector, and donor support. NCYD encourage active participation with the network of associations in promoting the development and implementation of the national policy on Cambodian youth development.

Inputs and contributions from the private sector are very important for youth support programs. NCYD has the role of developing and strengthening relationships with associations in the private sector, as well as associations working in specific areas such as the economy, general trade and finance.

Moreover, the educational institution provides a lot of support for youth development, especially useful development and high quality qualifications and research.