

Module Proposal



TC Module: Improved Service Delivery for Citizens
in Cambodia II (ISD II)

Project Number: G-018129

Submission of a proposal for a standalone follow-up technical cooperation module

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Shortened Version of the Original Proposal

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List of abbreviations

ADB	Asian Development Bank
AI	Artificial Intelligence
CSOs	Civil Society Organisations
DFAT	Department of Foreign Affairs and Trade
DM	Districts and Municipalities
EM	Expert-months
OECD	Organisation for Economic Co-operation and Development
ISD	Improved Service Delivery for Citizens in Cambodia Project
ISAF	Implementation of the Social Accountability Framework
JES	Joint European Strategy for Development Cooperation with Cambodia 2021-2027
LNOB	Leave no one behind
MDI	Multi-Donor Initiative
MEF	Ministry of Economy and Finance
MoI	Ministry of Interior
MoP	Ministry of Planning
NASLA	National School of Local Administration
NCDD-S	National Committee for Sub-National Democratic Development Secretariat
NCDD	National Committee for Sub-National Democratic Development
NP-2	National Programme for Sub-National Democratic Development, Phase 2
OSC	Operational Steering Committees
PSC	Political Steering Committee
SDC	Swiss Agency for Development and Cooperation
UNICEF	United Nations Children's Fund

1 Brief description

The module “Improved Service Delivery for Citizens II (ISD II) in Cambodia” constitutes a Multi-Donor Initiative (MDI), which is jointly financed by Germany, Switzerland and Luxembourg. This MDI builds on the successful cooperation between all partners in the scope of ISD I and is characterised by a common strategic approach, a unified log frame and a consolidated budget framework. Financial contributions by all partners are provided without earmarking, thereby ensuring coherence, flexibility, and the efficient allocation of resources in line with jointly agreed priorities. Implementation, monitoring, and reporting follow harmonized procedures, ensuring accountability to all financing partners while reducing administrative burdens during implementation and creating a coherent basis for joint steering and decision-making.

Title of module	Improved Service Delivery for Citizens in Cambodia II (ISD II)
Joint programm	The programme is a Multi-Donor Initiative, jointly financed by Germany, Switzerland and Luxembourg with a jointly agreed log frame and methodological approach as well as a joint budget (no earmarking of funds).
Strategic framework	Joint European Strategy 2021-2027; BMZ Asia Strategy; BMZ Country Strategy; Swiss International Cooperation Strategy 2025-2028; Swiss Cooperation Programme in the Mekong Region 2022–26; Luxembourg’s General Development Cooperation Strategy: The Road to 2030 Royal Government of Cambodia Pentagonal Strategy for Growth, Employment, Equity, Efficiency and Sustainability; Cambodia Sustainable Development Goals Framework; National Programme for Sub-National Democratic Development, Phase 2 (NP-2)
Core problem	The population of Cambodia has insufficient access to services at the level of Districts and Municipalities (DMs).
Module objective	The population in selected partner provinces of Cambodia has access to improved inclusive, climate sensitive and digital services of districts and municipalities
Contribution to national implementation of the 2030 Agenda	Contribution to the Cambodia Sustainable Development Goals Framework 2016-2030, in particular to Goals 5, 11 and 16.
Target group	Population in selected DMs, with a focus on disadvantaged groups, in particular women, young people and the elderly. The target group is reached indirectly through DM technical and managerial staff acting as intermediaries.
Lead executing agency	National Committee for Sub-National Democratic Development Secretariat (NCDD-S).
Methodological approach (including instruments)	Advisory support to 18 champion DMs on innovations in service delivery, development and budget planning, accountability and citizen participation. Developed solutions and good practices will be disseminated nationwide and fed into policy reforms. Instruments include 3 international long-term experts, 25 national long-term experts. In addition to the mentioned long-term experts, there will be intermittent and short-term experts (international and national) plus a team of administrative and support staff.
Key outputs	1) Improved operational capacity of DMs for inclusive, climate-sensitive and digital service delivery; 2) Strengthened institutional capacities of DMs for steering and management; 3) Strengthened mechanisms for

	participation and accountability in service delivery; 4) Improved access to knowledge and learning experiences for sustainable services; 5) Improved legal, financial and strategic framework conditions for service delivery.
Term	01/2026 - 12/2029 (4 years)
Provinces	The project will work with DMs in 4 provinces in Cambodia.

2 Positioning the module

2.1 Positioning the module within the DC programme or the strategic framework

The module contributes to the Joint European Strategy for Development Cooperation with Cambodia (JES) 2021-2027 as the reference framework for European bilateral DC with Cambodia. Support to the Cambodian government in implementing decentralisation and strengthening subnational administrations is part of the first JES priority “Strengthening the accountability of public institutions.” Contributions of the module to the second JES priority “Promoting democratic participation” lie in improving subnational accountability and in strengthening citizen participation, in particular with regard to the participation of women, young people and other disadvantaged groups in DM decision-making processes. The module objective of improving subnational service delivery in selected sectors is consistent with the third JES priority “High-quality, accessible and inclusive services.”

The module is aligned to BMZ's country strategy for Cambodia (2024) and contributes to strengthening good governance as a central building block of value-based German and European development cooperation with Cambodia. Within the framework of the “BMZ 2030” reform concept, the measure is assigned to the core area “Peace and social cohesion” in the area of intervention “Good governance” and makes concrete contributions to its implementation by strengthening the capacities of DM administrations for citizen-oriented delivery of DM services as well as by improving accountability and transparency in administrative action. In addition, the module has links to the area of intervention “Sustainable urban development” of the core area “Climate and energy, Just Transition” and is aligned with the BMZ position paper “Sustainable urban development” (07/2023). The module is also aligned with the strategic parameters of the BMZ Asia Strategy and, in accordance with this, contributes to gender equality through targeted promotion of female technical and managerial staff as well as to climate-sensitive development of the country through advice on improving DM services (in particular environmentally sound waste management).

The project is aligned with the thematic priorities of Luxembourg's general development cooperation strategy (“The Road to 2030”), especially with improving access to quality basic social services, integration of women and youth, and strengthening inclusive governance (including administrative reform, decentralisation, and deconcentration). The Government of Luxembourg is currently establishing a bilateral development cooperation portfolio with Cambodia, allowing for synergies between interventions in Laos, Vietnam and Cambodia. For the cooperation with Cambodia a general cooperation agreement was signed in March 2025. The establishment of a first Indicative Cooperation Programmes is envisaged for 2026.

The module is aligned with the objectives of the “Swiss International Cooperation Strategy 2025-2028”. By improving access of the Cambodian population to public services at the DM-

level, the module contributes in particular towards the strategy's objectives in the fields of (i) human development, (ii) climate and the environment as well as (iii) peace and governance. Furthermore, the module takes into account the objectives of the Swiss Cooperation Programme in the Mekong Region 2022–26, contributing in particular to the portfolio outcome 3 “Governance and Citizen Participation” by enhancing DM planning, citizen participation as well as accountability mechanisms. It is also inherently linked to portfolio outcome 2 “Climate Change and Natural Resource Management” by strengthening climate sensitive DM planning and budgeting as well as public service delivery.

The 2030 Agenda and its 17 sustainable development goals constitute a key reference framework shared by all funding parties of the module. On the partner side, the module is aligned with “Cambodia's Pentagonal Strategy” as well as the “Cambodia Sustainable Development Goals Framework 2016-2030,” which describes the Cambodian government's approach to implementing the 2030 Agenda; in particular, it contributes to Goals 5, 11 and 16. By systematically anchoring the agenda's implementation principle of “Leave no one behind” (LNOB), combined with a gender-sensitive approach in the methodological approach, the module places a focus on disadvantaged groups of the population. The module's transformative ambitions are illustrated by its aim to promote democratic principles and constructive state-citizen relations with a bottom-up approach, as well as accountability and participation at the subnational level. Both dimensions represent important prerequisites for political and economic cooperation with Cambodia as a relevant Asian (middle-income) country on its path towards becoming a middle-income economy.

2.2 Other development measures in the module's specific intervention area

The German technical cooperation (TC) module “Green Growth Initiative Circular Economy” supports the establishment of a circular waste management system in selected cities, inter alia by harmonising responsibilities and strengthening the capacities of private and public actors. The German TC module “Improvement of Social Protection and Health in Cambodia II” supports improved access to social protection and health services in Cambodia; amongst others, it advises the National Social Protection Council on clarifying social sector responsibilities between the national and subnational levels. Both modules afford opportunities for creating synergies in providing coherent advice on improving service delivery at subnational level, leading to increased efficiency in implementation (outcome level).

In addition to co-financing ISD II, SDC supports measures on climate change adaptation under the project “Nurturing Climate Resilience in Cambodia (NURTURE).” Potential synergies arise in supporting the implementation of subnational water management strategies (outcome level).

Luxembourg is planning to establish a bilateral development cooperation portfolio with Cambodia. With a regional focus on the north-eastern provinces bordering the Lao People's Democratic Republic, this portfolio is expected to cover health care, vocational training and local planning and development. Potential synergies with ISD II in the field of supporting local development as well as service delivery in the health sector can be further leveraged in the future. It is agreed to coordinate closely during LuxDev's research phase to ensure strong complementarity and synergies.

The Asian Development Bank (ADB), through the “Strengthening Governance for Improved Service Delivery Program (Sub-programme 1)”, provides support to (i) improving operational efficiency in revenue and expenditure management, (ii) strengthening public investment management (PIM) as well as (iii) improving performance-based management systems and public service delivery. Tangible synergies arise from a well-established division of labour established between GIZ and ADB in supporting the digitalisation of administrative services and in strengthening the capacities of subnational governments, leading to increased efficiency in implementation (outcome level).

Japan supports the municipal administration of Siem Reap in developing and implementing a Smart City Strategy; support at the national level focuses on financing the evaluation of the first 10-year decentralisation programme (NP-1). Potential synergies arise with regard to co-ordinated support for subnational actors in Siem Reap Province as well as in supporting the further development of the decentralisation policy framework (outcome level).

A major part of international support for Cambodia’s decentralisation policy aims to improve the relationship between citizens and the state and to strengthen the accountability of public institutions at subnational level. For several years, a multi-donor trust fund managed by the World Bank (now funded only by the Australian Department of Foreign Affairs and Trade, DFAT, originally also by Germany and Switzerland) has supported the implementation of the Cambodian Social Accountability Framework (ISAF) at subnational level. Continuation of this support beyond 12/2025 has not yet been decided. Potential synergies arise with regard to the institutionalisation of accountability mechanisms at DM level (outcome level).

The United Nations Children’s Fund (UNICEF) does not have a dedicated project to support the decentralisation process in Cambodia but is active in various service sectors (such as health, social services, education, water) that fall under the responsibility of DMs. In this context, potential synergies arise, inter alia, in providing complementary advice on improving resource allocation at DM level and strengthening subnational development planning (outcome level).

No negative interactions are expected.

Donor	Project	Expected synergies at outcome level
BMZ	Green Growth Initiative Circular Economy	Improved performance of waste management at subnational level (outcome level)
BMZ	Improvement of Social Protection and Health in Cambodia II	Strengthening subnational capacities for public social services (outcome level)
SDC	NURTURE	Implementation of subnational water management strategies (outcome level)
ADB	Strengthening Governance for Service Delivery (Subprogram 1)	Digitalisation of administrative services; strengthening of subnational financial management capacities (outcome level)
Japan	Siem Reap Smart City	Joint institutional strengthening of the administration of Siem Reap and its digitalisation strategies (outcome level)

DFAT	World Bank Trust Fund on ISAF	Joint support for institutionalising accountability mechanisms at DM level (outcome level)
UNICEF	Social services for children	Improved resource allocation at DM level; strengthening subnational development planning (outcome level)

3 Problem and potential analysis (related to the module)

Initial situation in the intervention area: With an annual urbanisation rate of 3%, Cambodia has a comparatively low level of urbanisation in Asia. More than 74% of the population live in rural areas, characterised by urban sprawl (World Bank 2023). The Bertelsmann Transformation Index defines Cambodia as a closed autocracy. Around 29% of the population are 14 years of age or younger; 18% of the population live below the national poverty line, with people in rural areas being disproportionately affected by poverty and by lack of or inadequate access to basic services (particularly clean water) (ADB 2019). The acute border conflict between Cambodia and Thailand has complex political, economic and social implications, the consequences of which are difficult to predict. More than 134,700 internally displaced persons, the majority women, children and elderly and 174,430 returnees from Thailand pose major challenges for (local) administrations in terms of their provision and integration (UNICEF 2025).

Under the second phase of the National Programme for Sub-National Democratic Development (NP-2), Cambodia is pursuing an ambitious decentralisation policy with the aim of improving public services for the population. Since the introduction of the Commune/Sangkat law in 2001, subnational elections have been held regularly. In December 2019, 55 functions in 20 sectors (e.g. education, land management, waste management) were transferred to subnational governments, particularly to the DMs. In addition to the commune/Sangkat level, these are considered the primary interface between citizens and the state and bear main responsibility for the provision of public and administrative services. One Window Service Offices (OWSOs) pool access to administrative services, some of which are already digitally accessible. A representative survey conducted in 2025 on behalf of the National Committee for Sub-National Democratic Development Secretariat (NCDD-S) shows a positive perception of the decentralisation reform among the population as well as medium levels of satisfaction with the quality of subnational services and transparency in administrative action.

Nevertheless, there are still major deficits in service delivery at DM level. A large proportion of the functions transferred in 2019 show serious implementation gaps; for example, only around 40% of households in Cambodia have access to waste collection at DM level (in rural areas only 18%). Due to prevailing gender roles in Cambodia, women not only bear central responsibility in the household, but, due to their double burden of family duties and employment, are often particularly affected by deficits in public services (rank 106 out of 148 in the Global Gender Gap Report 2025). Nationwide, the proportion of women among DM council members is only 17.5% (2024). To date, DMs have been insufficiently successful in effectively involving various, particularly disadvantaged groups of the population (including women, young people and persons with disabilities) in local development. Public trust in service delivery is further affected by governance challenges, including perceived integrity gaps. Cambodia's ranking in the Corruption Perceptions Index (158 out of 180) reflects the scale of

reforms still needed to strengthen accountability and citizen confidence in public institutions. Cambodia is also highly vulnerable to impacts of climate change such as heat stress, floods, and droughts); these challenges are still often insufficiently taken into account in subnational planning and implementation practice.

Potentials arise, on the one hand, from the willingness of subnational actors to engage in innovative practices of service delivery, as evidenced by the pilot initiatives in waste management and irrigation water management supported by ISD. The largely successful steering of the reform process by NCDD and the clear commitment of the Cambodian government for further implementation of the reform (most recently reaffirmed by the Prime Minister at the National Forum on Decentralisation Reform in March 2025) provide further opportunities to improve subnational administration. Additional potential arises from a more systematic use of digitalisation in public services, which can increase user-friendliness, transparency and efficiency.

Derivation of the module objective: Despite progress in implementing the decentralisation policy and a positive perception among citizens, DMs in Cambodia are often still not in a position to adequately fulfil their mandate of service provision and to deliver services in a climate-sensitive and inclusive manner for all population groups while making use of digital approaches. As a result, the population of Cambodia does not yet have sufficient access to the relevant administrative and sector services provided by DMs (core problem). The module addresses the underlying causes of this and strengthens the existing potentials. The module objective is: *The population in selected partner provinces of Cambodia has access to improved inclusive, climate sensitive and digital services of districts and municipalities.* Based on implementation and evaluation results in the field of Cambodian subnational governance, the module objective is assessed as appropriate with regard to the initial situation and the core problem.

Causes and assessment of changeability: The causes of the core problem and the implementation deficits of Cambodia's decentralisation policy are diverse and closely interlinked. On the one hand, DMs are characterised by a quantitatively and qualitatively insufficient staffing in relation to their responsibilities. Despite some progress, there is still a deficit in the appointment of women to leadership positions: currently, women hold only 27% of decision-making positions at subnational (and national) level (as of 2024). Professional competences and organisational capacities are often insufficient to plan and deliver services in a climate-sensitive way, taking into account the potential of digitalisation and addressing differing needs of all population groups. On the other hand, existing participation and accountability mechanisms at subnational level are not yet effective in ensuring inclusive decision-making processes. Another important challenge is strengthening elected councils in exercising their steering and supervisory functions vis-à-vis DM administrations.

A further cause for weak DM service delivery lies in the inadequate legal, financial and strategic framework conditions for sustainable service delivery at DM level. This includes, for example, a strong dependence of DM administrations on central government transfers. Clear implementation guidelines by the responsible line ministries are also lacking for the functions transferred in 2019. In addition, insufficient cooperation between different levels of government (commune/Sangkat, DM, provinces, national level) leads to inadequate integration of subnational perspectives into national legislation. Since there is no comprehensive strategy

for the digitalisation of the subnational level, digital tools for administrative processes as well as for dialogue between citizens and administrations are not yet sufficiently used.

The above causes are, for the most part, changeable within the scope of the module. Close coordination with other development partners (see Chapter 2.2) as well as continued reform commitment by the Cambodian government (see Chapter 6.2) are preconditions for successfully addressing causes relating to inadequate framework conditions.

Results achieved so far: Under ISD I, which has been jointly financed by Germany, Switzerland and Luxembourg, 5,143,000 people benefited from access to improved DM services, thereby creating tangible examples of how implementation deficits of the decentralisation policy can be addressed. In 10 DMs, pilot innovations in DM waste and water management were implemented on the basis of inclusive service improvement strategies. Substantial own contributions (e.g. USD 250,000 in 2025 for water management) underline the willingness of DMs to provide inclusive and demand-oriented services.

In addition, in cooperation with the ADB, digital administrative services for OWSOs were established and, at national level, the prerequisites for further digitalisation of DM administrations were strengthened (e.g. by upgrading the technical server infrastructure). In two DMs, mobile OWSOs were piloted, which particularly improve access for disadvantaged population groups. Service improvement was accompanied by systematic strengthening of ombudspersons as a central accountability mechanism, while initial linkages with the Social Accountability Framework were established.

Based on the experiences of the pilot in the ISD partner province Battambang, the nationwide decentralisation of three functions in the education sector (non-formal education, early childhood education, primary education) was advanced. This included, among other things, the successful transfer to subnational administrations of personnel authority (for around 60,000 teachers) and of responsibility for around 11,000 educational institutions. The national strategy for women in subnational leadership positions was adopted, and a network of female leaders was established.

The above-mentioned results are confirmed by an external evaluation of ISD I on behalf of SDC, which found that the ISD project has “achieved meaningful and measurable impacts at both the institutional and policy levels” and notes “strong evidence of behavioural change, increased local ownership, and improved service delivery at the district level”.

4 Objectives, results hypotheses, indicators and partners of the module

4.1 Objectives, target group, results hypotheses and indicators

Module objective: The population in selected partner provinces of Cambodia has access to improved inclusive, climate sensitive and digital services of districts and municipalities.

Indicators:

1. Share of residents who are satisfied with the quality of selected sectoral and administrative services in their champion DMs in the selected partner provinces.

Baseline: 60% of 17,638,801 residents (country-wide estimate based on secondary data; champion DM not selected and baseline not available) (06/2025)

Target: 70% of 2,279,741 residents (estimate for 18 champion DMs based on average population size) (12/2029)

2. Number of champion DMs in which both chairperson of the council as well as a member of board of governors can demonstrate by means of two examples how the DM has tangibly improved inclusive, climate sensitive and digital services for the population.

Baseline: 0 champion DMs (no formal survey of examples conducted; 14 DMs with verifiable service improvements during ISD I) (03/2025)

Target: 18 champion DMs (12/2029)

3. Share of residents from champion DMs who report increased confidence that they can have an impact on public service quality.

Baseline: 60% of 17,638,801 residents (country-wide estimate based on secondary data; champion DM not selected and baseline not available) (06/2025)

Target: 75% of 2,279,741 residents (estimate for 18 champion DMs based on average population size) (12/2029)

4. Number of case studies that demonstrate how newly or further developed policy instruments have contributed to improved inclusive, climate sensitive and digitized services of districts and municipalities.

Baseline: 2 case studies (06/2025)

Target: 10 case studies (12/2029)

The baseline and target values of indicators 1, 2, 3 and 4 are provisional. They will be reviewed in the first year of implementation and, if necessary, adjusted in the framework of the first report.

There is no national indicator for measuring the implementation of Agenda 2030 that would be suitable for capturing the module's results at output or module objective level.

For further details, see the graphical presentation of the results logic and the results matrix in the annex.

Target group: The direct target group is the population of four proposed partner provinces: Battambang (1,132,017 residents, 51% women), Banteay Meanchey (898,484 residents, 50% women), Siem Reap (1,099,824 residents, 51% women), and Stung Treng as an additional province (approx. 176,488 residents) ¹ Stung Treng is proposed as fourth (new) province due to the following characteristics: (i) Highest poverty index in the country reflecting high development needs; (ii) geographic location allowing high operational speed and scalability of ISD II interventions while reducing operational transaction costs; (iii) strong potentials for alignment and synergies with (future) interventions from different development partners (LuxDev and SDC's portfolio). Through the module's measures, the population in 18 selected DMs in the four provinces will benefit from improved provision of selected public services (e.g. waste management) and administrative services. They will also gain expanded opportunities to participate in DM decision-making processes and access to effective mechanisms of

¹ Cambodia Inter-censal Population Survey 2024

social accountability. Through scaling mechanisms and improved framework conditions, the entire population of the selected provinces as well as Cambodia as a whole will indirectly benefit from innovations in service delivery at DM level.

The target group will be reached through the selected 18 “champion DM’s” professional and managerial staff as intermediaries. 45% of this professional and managerial staff are women. The “champion DMs” will be identified through a competitive, criteria-based selection process and will be characterised by a strong (political) commitment to innovative approaches in service delivery (see details in Chapter 5.1). Other intermediaries include elected council members at DM level as well as the professional and managerial staff of the provinces, the NCDD-S and selected line ministries.

Hypotheses of results: The module aims to eliminate the implementation gap of the decentralisation reforms in Cambodia by promoting the development of innovative and practice-oriented approaches for the provision of DM public and administrative services which have already been legally transferred. Creating a critical mass of innovative approaches by the selected champion DMs is intended to generate momentum at the national level to further develop the legal, political and fiscal framework for subnational administrations, particularly in areas where central level ministries have so far been reluctant to provide support.

The module follows a systemic approach: in order to achieve the objective (improved access of the population to inclusive, climate-sensitive and digital (hereafter: sustainable) services), five complementary outputs will be implemented in an interlinked manner. The underlying theory of change builds on the results of the systematic external evaluation of the ISD I project and is based on the assumption that only the interaction of strengthened operational and institutional capacities (Outputs 1 and 2), effective accountability mechanisms (Output 3), systematic knowledge dissemination and scaling (Output 4) and adjusted national framework conditions (Output 5) enables broad-based and sustainable improvement in DM service delivery.

Output 1 aims to improve the operational performance of DMs in the provision of selected administrative and sectoral services. Hypothesis of results: If DMs have improved operational capacities to provide DM services in an inclusive, climate-sensitive and digital manner, this will directly translate into improved quality of these services for the population. The external evaluation of ISD I underlines these potential effects for tangible service improvements, which may, for example, result from the implementation of adopted service improvement plans through demonstration measures. The underlying assumption is that DMs recognise the need for further strengthening of subnational administration and are willing to actively develop innovative approaches to service delivery. It is also assumed that national institutions will enable the harmonisation of digital tools and processes of subnational administration (in particular with regard to data security and interoperability).

Output 2 aims to improve the institutional capacities of selected DMs to perform steering and management functions for inclusive, climate-sensitive and digital service delivery. Hypothesis of results: Only if planning and budgeting of DMs are conducted in a transparent, evidence-based and inclusive manner and implemented through an improved organisational structure of the administration, can conflicting objectives and priorities for service improvement be balanced in a way that serves the common good and be implemented efficiently. This is in line with implementation experiences from global municipal and urban development practice,

which demonstrate that effective planning, steering and management are a central prerequisite for the success of change processes. The assumptions of Output 1 also apply here.

Output 3 aims to strengthen mechanisms for effective participation and accountability in service delivery. Hypothesis of results: If citizens, in particular women, young people and marginalised groups, are able to engage in effective decision-making and oversight processes, this will increase the legitimacy, responsiveness and sustainability of public service delivery. World Bank studies (e.g. Local Governance in Developing Countries, 2006) show that strengthening mechanisms that promote transparency and accountability to citizens are central prerequisites for greater citizen orientation in the sense of inclusive and responsive service improvement.

Output 4 aims to ensure that technical and managerial staff from DMs have access to knowledge for improved inclusive, climate-sensitive and digital service delivery. Hypothesis of results: Access to technical knowledge and good practices by staff provides the basis for systematically strengthening the institutional capacities of DMs for innovations in sustainable service delivery (see Outputs 1 and 2) and for effective citizen participation (see Output 3). Horizontal networking of practitioners within peer-learning networks enables efficient dissemination of innovations and a clearer articulation of needs for further development of the national policy framework (Output 5). These hypotheses are supported by analyses from the Organisation for Economic Co-operation and Development (OECD) and international local government associations (e.g. United Cities and Local Governments), which show that the exchange of experiential knowledge and good practices within local learning networks constitutes an essential mechanism for capacity development. The assumptions of Output 1 also apply here.

Output 5 aims to improve the legal, financial and strategic framework conditions for sustainable service delivery at the level of DMs. Hypothesis of results: The national level plays a decisive role in enabling DM actors to provide improved services and in strengthening the implementation of NP-2 at the sub-national level through legal frameworks (e.g. laws, regulations), financial incentive structures (funding programmes, resource allocation) and instruments for dialogue and cooperation (e.g. mechanisms for regular exchange between levels of administration). The systematic integration of lessons learned from the champion DMs (see Outputs 1-3) as well as from other sub-national entities into the framework conditions also provides an opportunity to scale up and sustain achieved results. This is consistent with the conclusions of numerous analyses by the World Bank and the OECD, which assign a crucial role to an enabling national policy framework for tangible service improvements in the context of decentralisation reforms. It is assumed that the Cambodian government will continue to demonstrate the political will to pursue reform processes for subnational administration and decentralisation and that processes for decision-making, approval and enactment of reforms will be carried out during the implementation period of the module.

The strategic guidelines of BMZ have been taken into account.

4.2 Executing agency and partner structure

The **political partner** is the National Committee for Sub-National Democratic Development Secretariat (NCDD-S).

NCDD-S, which also acts as the implementing partner of the module, was established in 2008 as the support unit of the inter-ministerial National Committee for Sub-National Democratic Development (NCDD). It plays the lead role in coordinating the implementation of the Cambodian government's decentralisation agenda and prepares the decisions of the NCDD. This requires a high level of dialogue and cooperation with other ministries as well as with the subnational level. NCDD-S, which is headed by a Secretary of State, has 140 staff members and its own budget.

Important partner institutions are the councils and administrations of the champion DMs (to be selected) as well as those at the provincial level in the four partner provinces (see Chapter 4.1 “Target group”). Within the framework of subnational administration, they have the mandate to steer and shape the socio-economic and spatial development through (spatial) planning and the implementation of measures. DMs are characterised by capacity constraints at the human, institutional and systemic levels (see Chapter 3 “Causes”). The needs for capacity development for elected representatives, technical staff and management staff vary: council members require a better understanding of their role as representatives of the community, the mandate of the councils to set DM priorities and to oversee the Board of Governors appointed by the government, as well as the opportunities to involve different interest groups in the development of DM-policies and strategies. Subnational public employees and their managers often need more in-depth knowledge of the legal and administrative framework governing subnational administrations, sector-specific approaches to service delivery and suitable and practical ways of interacting with citizens and DM stakeholders.

In addition, the module cooperates with further institutions at the national level: the Ministry of Interior (MoI), the Ministry of Economy and Finance (MEF), the Ministry of Civil Service (MCS), the Ministry of Planning (MoP) and the line ministries responsible for the selected service sectors, such as the Ministry of Water Resource Management (MoWRM), the Ministry of Environment, the Ministry of Rural Development, the Ministry of Health (MoH), or the National Social Protection Council. These represent important actors for improving the framework conditions for DM service delivery. MoI plays a particularly important role due to its overall responsibility for the political and administrative supervision of the subnational level.

Important partner institutions also include national or local CSOs engaged in decentralisation and sustainable local and urban development. They often lack opportunities for effective engagement, willingness from the state side for cooperation and financial resources to contribute constructively to processes of improving DM service delivery.

Private as well as public training institutions, such as the National School of Local Administration (NASLA), which can offer training relevant to sustainable local and urban development, or the Association of Sub-national Administration Councils (ASAC), are also part of the partner structure. They mostly lack the personnel and financial capacity to provide tailored training content.

5 Design of the module

5.1 Methodological approach and term

Term: 01/2026 - 12/2029 (4 years)

Strategy: The strategic approach of the module builds on the results achieved by the predecessor project by aiming at the consolidation and further development of progress in the field of DM service delivery improvement. The previous strategy of focusing on confined thematic areas in selected DMs will be further developed into a demand-driven and holistic support approach for competitively selected champion DMs. The module aims to foster the development of innovations and good practices in DM service delivery within champion DMs, create good practices and flagship examples for the implementation of the decentralisation reform and, through these, further develop the national frameworks for subnational administrations in an evidence-based (bottom-up) and broad-based manner, particularly in sectors where national line ministries have so far been reluctant to adequately support DM service delivery. To strengthen DM service delivery, the module pursues a multi-level approach that mutually reinforcing capacity development interventions for partner institutions at the national, provincial and DM levels.

At the individual level, the module's capacity development strategy aims at strengthening the competencies of technical and managerial staff in (champion) DMs as well as in institutions at the provincial and national levels through advisory services, institutionalised training and peer-learning in line with their institutional responsibilities. At the organisational level, the module supports partner institutions through technical and organisational advisory services to strengthen structures and processes for more effective, efficient and citizen-oriented fulfilment of their mandates. The focus is on the core processes of delivering administrative and sectoral services (e.g. waste management, irrigation, social services) as well as key DM governance processes such as planning and budgeting, oversight and decision-making by elected councils, participation and social accountability. In this way, the organisational performance of DMs is enhanced in an integrated manner. At the societal level, the module promotes systematic dialogue and cooperation between different levels of government as well as with civil society and the private sector, scaling-up of good practices and the exchange of practical experiences. In addition, the module provides technical and strategic advice to support the further development of the legal, financial and strategic frameworks.

With a focus on disadvantaged population groups (in particular women, young people, internally displaced persons), the module develops approaches with the champion DMs in line with the LNOB principle to reduce inequality, strengthen social cohesion and promote gender equality. The module's advisory approach follows the principle of *Digital by Default* and strengthens digital approaches in DM governance and service delivery (e.g. digital administrative services and participation formats) as well as knowledge transfer (e.g. e-learning offers). To prevent risks, the project conducts all activities in line with the *Do-No-Harm* principle, taking conflict sensitivity into account (see Chapter 6.2).

The selection of champion DMs will be based on a competitive and transparent process ensuring strong ownership for the project's change ambition on the side of the future partner DMs. Based on a public call for interest to be launched in Q1/2026, DMs in the four partner provinces are invited to submit an Expression of Interest (EOI) for becoming a ISD II "champion DM". The final selection criteria for future champion DMs will be agreed with ISD's political partner as well as the financing partners before the publication of the call for interest. Possible selection criteria will centre on the quality of the EOI which should among others outline the DM's efforts for promoting good governance (especially commitment to fostering meaningful citizen participation, anti-corruption efforts), a description of how the DM's

development vision and strategy is aligned to the project's scope and its LNOB principle, an explanation of previous and ongoing efforts to innovate service delivery approaches, and a commitment to allocate staff and financial resources to demonstration projects. The presence of other DP-supported interventions in the DM with potential for cooperation and synergies could be considered a conducive factor. EOI of previous partner DMs of ISD I will be considered in the process similar to other EOI and will not automatically be included. Based on the selection criteria, the project team will conduct an evaluation of all EOI and propose a short list of 18 champion DMs which will be agreed both with the NCDDS as well as the financing partners before official announcement.

Use of Instruments: The staffing concept encompasses a total of 45 positions, including three international long-term technical experts, up to 26 national long-term technical experts as well as up to 16 financial administrative and support staff positions. The staffing concept is complemented by longterm, intermittent and short-term consultants mobilising required additional expertise on a demand base.

One international expert will serve as programme manager and assumes the responsibility for overall management of the project as well as for achieving its objectives. Another international expert and one national expert are responsible to coordinate the modules approach of working with the champion DMs on the subnational level (Output 1-3), two national experts are responsible to coordinate Output 4 and 5. Up to 13 national governance advisors will provide integrated technical advice to the champion DMs on service delivery improvements (Output 1), DM steering and management processes (Output 2) and accountability mechanisms (Output 3). They will also contribute to the implementation of training and networking measures tailored to the needs of the champion DMs (Output 4), supported by two additional national technical experts. One national specialist will support the coordination of operations in the four provinces. One international expert will advise partner institutions on digitalisation and ensure the methodological quality of advisory services and measures in the area of participation and accountability (Output 3). Up to four national advisors will focus primarily on technical advice to NCDD-S and on the further development of the policy framework (Output 5). One national expert each will be responsible for results-oriented monitoring, for cross-output technical advice in the field of gender, and for communication.

The technical team will be supported by up to 16 financial, administrative and support staff.

The deployment of intermittent and short-term experts is foreseen for technical, process and strategic advisory services along the topics of Outputs 1-5. In addition, financing agreements to be provided to selected implementing partners (e.g. DMs, training institutions, CSOs) are planned to support measures for participation and accountability (Output 3) as well as for peer-learning and training (Output 4).

Structural change processes in districts and municipalities require continuous and long-term technical advice. For this, the project will rely on a balanced mix of a small number of international and a majority of national experts. External expertise will be mobilised on a case-by-case basis when specialized knowledge or in-depth studies are needed. When deploying intermittent and short-term experts, national experts will be prioritised wherever possible. Through the combination of instruments, resources will be used most efficiently to achieve the greatest possible sustainable impact.

Output 1 aims to improve the operational capacity for the inclusive, climate-sensitive and digital delivery of selected administrative and sectoral services. To this end, the champion DMs will be advised, first, on the participatory development and implementation of evidence-based, climate- and gender-sensitive action plans for improving selected services (e.g. waste management, agricultural irrigation, social services). In this context, the potential of digitalisation will be systematically utilised, and the introduction of cost-recovery financing instruments supported. The project will accompany the institutionalisation of (sub-)committees within the DM councils, which, through the participation of actors from the public sector, the private sector and civil society, enable a high degree of inclusion and transparency in steering the reform processes. A particular emphasis is placed on ensuring transparent, inclusive and representative selection of members for the committees. As a core component of the action plans, demonstration projects will be implemented in each champion DM with technical and process advice as well as financial support. These projects represent tangible improvements in service delivery for both citizens and the administration and aim to ensure effective participation of vulnerable population groups (including internally displaced persons, cf. Output 3) as well as a high degree of transferability to other DMs (cf. Output 4).

Second, the project will support the further digitalisation of the administrative services offered through the OWSOs by means of technical and process advice. The focus will be on the modernisation of administrative processes (e.g. through AI-based functions such as chatbots or electronic signatures) and the expansion of mobile service offers of the OWSOs. These activities will be carried out in close coordination with the responsible department of the MoI and the ADB. The systematic integration of lessons learned from this output into peer-learning networks (Output 4) as well as into reform proposals for the policy framework (Output 5) ensures the cost-effectiveness of the approach.

Output 2 aims to strengthen the institutional capacities of selected DMs to exercise steering and management functions for inclusive, climate-sensitive and digital service delivery. The focus is, first, on adapting the administrative structures of the champion DMs to the requirements of prioritised services and on strengthening key steering processes, in particular DM planning and budgeting functions. Through technical and process advice, they will be supported in the evidence-based and participatory preparation of DM investment planning, which systematically integrates climate-related aspects and ensures coherence between medium-term and annual budget planning as well as with commune/Sangkat-level planning. Good practices and innovations will be systematically fed into the vertical dialogue with national actors (NCDD-S, MoI, MoP, MEF) in order to further develop the national framework (Output 5). The starting point for in-depth technical and process advice provided by the project will be organisational assessments for each champion DM, which serve to identify strategic needs for improvement in terms of organisational structures and processes and allow the prioritisation of concrete packages of measures (e.g. harmonisation of number and mandate of organisational units, internal processes, gender-responsive human resource planning, digitalisation of HR processes). A further focus will be on technical and process advice to the champion DMs (as well as to the NCDD-S) to strengthen the role of women in leadership positions in subnational administrations and councils.

Output 3 aims to strengthen mechanisms for effective participation and accountability in service delivery in the champion DMs. The focus of this output is on strengthening both the supply of and demand for participation and accountability, in order to foster constructive state-

citizen relations in the process of service improvement. To this end, the strengthening and more systematic integration of existing (and, if required, new) participation and accountability mechanisms in service delivery will be supported. The starting point will be the experiences from piloting the Social Accountability Framework at DM level and the closer linkage of Community Accountability Facilitators (CAF) with the ombuds mechanism, which are to be systematically integrated into the strategic process of service improvement (Output 1) and DM planning and steering (Output 2). Based on the ISAF-pilot on DM-level as well as the ongoing study of the ombuds-mechanism, ISD II will provide technical advice to implementing – or also further developing - the legal and guiding framework regarding accountability mechanisms taking into account effectiveness and efficiency criteria e.g. promoting a closer collaboration between CAFs and ombuds person (e.g. with regard to the revisions of official tasks and functions) and provide comprehensive capacity building support to CAFs, ombuds persons as well as involved DM officials during its operationalisation (e.g. in form of institutionalised trainings for skills- and competence development, custom-made mentoring and on-the-job-training formats to accompanying implementation). An emphasis will be placed on leveraging the improved collaboration between and capacities of DM officials, ombuds person and CAFs to systematically integrate different accountability instruments (e.g. service scorings, JAAPs, formal complaints) and to strengthen meaningful avenues of participation for citizens in service improvement and DM planning processes. Citizens, in particular women, young people and other disadvantaged population groups (including internally displaced persons), will be actively mobilised (“demand side”) to make use of opportunities to participate in sub-national consultation and decision-making processes in the scope of service delivery improvement and DM planning (e.g. via service scorings, public hearings, participation in meetings of the sub-committees, prioritisation workshops). To strengthen the capacities of citizens, ISD II will partner with local as well as national CSOs, which will be enabled through technical and process advice (e.g. on innovative participation methods; process design in coordination with DM counterparts) as well as financial support to activate the population in the champion DMs to bring in their perspectives and interests in the process of improvement of service delivery and DM planning. The use of digital tools for participation and transparency in local decision-making will further increase the reach of such processes.

Output 4 aims to ensure that technical staff from DMs have access to relevant technical and methodological knowledge, good practices and learning experiences for sustainable service delivery. To this end, the module supports the establishment of peer-learning networks on topics related to DM service delivery, governance (planning, budgeting), participation and accountability, as well as gender equality. The focus is on mutual learning between DM practitioners from the champion DMs themselves and with other DMs in the respective provinces and nationwide (e.g. through approaches such as “mentor DMs” and “transfer DMs”), in order to disseminate tested approaches and learning experiences efficiently at scale. Improved networking among practitioners also contributes to strengthening their influence on national decision-making processes and bottom-up demand for further reform (Output 5). Learning needs and practical experiences from the champion DMs and network activities will be fed into the (further) development of existing or new institutionalised training formats (including e-learning) by formal educational institutions (in particular NASLA). The use of scaling potential through peer-learning mechanisms, as well as the willingness to provide own contributions

for network activities, increases the efficiency of the module and contributes to the cost-effectiveness of the approach.

Output 5 aims to improve the legal, financial and strategic framework conditions for inclusive, climate-sensitive and digital service delivery at the DM level. To this end, the module strengthens the capacities of national actors (in particular NCDD-S, MoI, MEF and relevant line ministries) through technical and process advisory services for a more evidence-based and demand-oriented development of policy instruments (e.g. expansion of non-tax revenue, introduction of a performance management system, strengthening of mechanisms for participation and accountability). At the network level, the module supports NCDD-S, provinces and DMs in expanding existing mechanisms for vertical dialogue and coordination between DM and higher administrative levels (e.g. continuation of the national forum). In addition, it promotes the development of sector-specific support services for DMs by line ministries. Subnational actors are supported in feeding developed solutions and implementation experiences into policy dialogue and in contributing to a systematic improvement of the framework conditions. The scaling up and institutionalisation of evidence-based advisory approaches tested in the champion DMs ensure the cost-effectiveness and sustainability of the approach.

Out-puts	Key Activities	Time frame / milestones
Output 1	<p>Technical and process advisory support for the development and implementation of evidence-based, participatory and climate-sensitive service improvement plans</p> <p>Technical and process advisory services and financial support for the development and implementation of demonstration projects</p> <p>Technical and process advisory support for the introduction of innovations in administrative services in OWSOs</p> <p>Technical advisory services for the introduction of cost-recovering financing instruments</p>	<p>Service improvement plans adopted by (sub-) committees (06/2027)</p> <p>Digital innovations in OW-SOs piloted (12/2028)</p> <p>Demonstration projects implemented (12/2029)</p>
Output 2	<p>Technical and process advisory support for the identification, prioritization and implementation of organizational development measures</p> <p>Technical and process advisory support for strengthening planning and budgeting functions</p> <p>Technical and process advisory support to champion DMs and NCDD-S to strengthen the role of women in leadership positions</p>	<p>Organizational diagnoses completed (03/2027)</p> <p>Analysis of planning and budgeting reform completed (12/2026)</p> <p>Champion DMs with implemented measures to increase the share of women in leadership positions (06/2029)</p>
Output 3	<p>Technical and process consulting for champion DMs to strengthen participation & accountability mechanisms in the process of service improvements (e.g. public hearings and consultations; citizen working groups; etc.)</p> <p>Technical and financial support for local CSOs to mobilize the population, especially young people and vulnerable groups, in the process of service improvement and local decision-making (e.g. via new forms of participation in decision-making, etc.)</p>	<p>Strategy for integrating local participation and accountability mechanisms completed (12/2026)</p> <p>Participation formats implemented in champion DM (12/2028)</p> <p>Digital instruments harmonized (12/2029)</p>

Out-puts	Key Activities	Time frame / milestones
	Technical and process consulting on harmonizing, further developing, and institutionalizing digital feedback and accountability tools	
Output 4	Technical and process advisory support to relevant training providers (e.g. NASLA) for the institutionalization of demand-driven training formats (including e-learning)	Needs assessment for training/peer-learning completed (12/2026) Curricula (including Training of Trainers) developed (06/2027) Networks established (12/2028)
Output 5	Technical advisory support to NCDD-S (and e.g. MoI, MEF) for addressing selected implementation issues of NP-2 Technical and process advisory support for developing a performance management system Technical and process advisory support to (champion) DMs and peer-learning networks for formulating proposals to further develop the policy framework	Policy instruments prioritized (12/2026) Draft policy instruments completed (12/2028) Dialogues between DMs and national level implemented (12/2029)

5.2 Ensuring the long-term effectiveness of the measures (outcomes)

The core mechanism for ensuring the sustainable effectiveness of the project is a selection procedure for the champion DMs that emphasizes ownership and self-initiative (see Chapter 5.1). The intervention areas of the module are aligned with the priorities of NP-2. The module continues the joint steering structure established in the predecessor program: a national Political Steering Committee (PSC), consisting of national and subnational government representatives, GIZ, CSO and DP representatives will take strategic decisions, ensure the alignment of ISD operational plans with plans and priorities of the NCDDS, and will exercise general oversight. Operational Steering Committees (OSCs) in the partner provinces will bring together GIZ advisory staff and provincial and DM representatives and decide operational planning and coordination of activities in the respective province. The operational plan for the entire period will be prepared at the beginning of the program involving all relevant partners - both national and sub-national levels - and endorsed by the Project Steering Committee (PSC). To guarantee flexibility and adaptability to changes in the system and the project environment in a results-oriented manner, the operational plan can be adjusted at any time in consultation with implementation partners. Adjustments and updates will be reported during the PSC meetings in the first quarter of the year, including more detailed plans for the ongoing year. It is proposed that a DP Review Group, consisting of BMZ, SDC, LuxAid, and GIZ will assess implementation process (3- 4 times per year) ensure alignment with other DP funded initiatives, and advise the programme management on strategic and implementation issues (see Annex 9). The decision of the final steering structure will be taken in consultation with NCDDS and the funding parties. Sustainable effectiveness in cooperation with the project partners is ensured through the capacity development strategy, which focuses on the mutually reinforcing consolidation of the different levels of intervention (see Chapter 5.1). On the one hand, this includes supporting the sustainable skills development of the participating technical and managerial DM staff. Capacity development interventions are developed and

implemented jointly with implementing partners, who will also be able to provide these formats after the end of the project term. Complementarily, the project supports the establishment of procedures and structures in the DMs to ensure sustainable service delivery improvements. At the same time, the project strengthens networking and targeted cooperation among the actors involved in service delivery improvement, both horizontally at the DM level (with public institutions, the private sector and civil society) and vertically between DMs and higher levels of government. The experiences from the champion DMs (including monitoring data collected by the project) are fed into processes to improve national framework conditions as well as disseminated more broadly through peer-learning mechanisms and training and continuing education formats.

6 Assessment of the results and risks of the module

6.1 Assessment of results

General impacts: The module contributes to the overall objective of the ongoing NP-2,, which focuses on “democratic, inclusive, equal and just development through the modernization of subnational governance and improved access, quality and use of public services.” The project thus makes direct contributions to creating inclusive, safe, resilient and sustainable towns and cities (SDG 11), strengthening the performance, accountability and inclusiveness of institutions (SDG 16), and contributing to gender equality in subnational development (SDG 5). To achieve this, the project pursues an integrated approach that addresses the identified causes (see chapter 3) and combines measures to improve the policy framework with the strengthening of DM capacities and the concrete implementation of demonstration projects with social and ecological impact (see chapter 5). Through its focus on DM service delivery improvement, modernization of DM administration and participation and accountability, the project explicitly contributes across all three dimensions of sustainability and their interlinkages.

Economic impacts: Cambodia aims to achieve middle-income country status by 2030. Although the rapid economic growth of recent decades has raised incomes and living standards for many people, the benefits of this growth remain unevenly distributed across population groups and are marked by territorial disparities (particularly between urban and rural areas). Rural areas have poorer infrastructure and less access to public services such as drinking water and sanitation compared to urban areas (Quality Characteristic (QC) 2: Poverty and inequality). The ability of rural administrations to deliver a broad spectrum of sectoral functions and services is a decisive factor for creating employment opportunities outside of the major industrial and economic centres such as Phnom Penh, Sihanoukville and Siem Reap. The transfer of sectoral responsibilities in December 2019 included a wide range of functions relevant for local economic development, such as transport infrastructure, water supply systems and waste management. By strengthening service delivery in the priority sectors of the champion DMs, while also supporting participatory decision-making processes in subnational administrations (e.g. in setting budget priorities), the module contributes to territorial approaches for sustainable local economic development. The introduction of digital solutions in the provision of DM (administrative) services increases the efficiency of administrative processes (QC 4: Digitalisation) while also fostering anti-corruption and integrity in city administration (QC 5: Anti-corruption and integrity). The supported demonstration projects for

sustainable service delivery build on the investment priorities of the champion DMs and enable exemplary (partial) implementation, which in turn improves the conditions for mobilizing additional resources in the future. Depending on the sector, they also create potential for the establishment of public-private partnerships, which can, in the medium term, mobilize additional financial resources for sustainable local development and generate new employment opportunities.

Ecological impacts: The transfer of a broad range of sectoral functions in December 2019 also included responsibilities related to land-use planning as well as natural resources (water, agriculture, forestry) and the environment (such as waste management and wastewater systems). Building on the impacts of the predecessor module and depending on the sectoral priorities defined jointly with the champion DMs, the module will continue to contribute to waste prevention and environmentally sound approaches to waste management, as well as to an ecologically sustainable and socially equitable use of water for irrigation. Cambodia is considered one of the countries most affected by climate change. A large part of the population depends on climate-sensitive agriculture for their livelihoods, lives in geographically flood-prone areas and relies on the cultivation of a single crop, namely rice (RGC 2023). The measures of the module will contribute to strengthening the resilience of subnational administrations through climate-resilient design of services and the provision of local infrastructure (QC 3: Environmental and climate assessment).

Social impacts: Cambodian society is currently undergoing profound transformation, driven by demographic change as well as advancing urbanization and industrialization. In addition to continued strong economic growth, national social indicators are developing positively. The most recent Voluntary National Report on the UN Sustainable Development Goals emphasized the need for stronger investments in the social sector and human development, including greater investments in gender equality (RGC 2023).

The module's intervention contributes to a more equitable provision of public services by DMs and enhances opportunities for young people, women and vulnerable groups (in particular internally displaced persons) to effectively shape DM decision-making processes. In doing so, the project aims to foster a sustainable balance of interests and consensus, while reducing inequalities and social exclusion in the improvement of DM services. This approach is particularly significant in the context of a substantial number of internally displaced persons resulting from the ongoing border conflict with Thailand, which poses challenges for DM service delivery. The module also supports the use of disaggregated data to better address dimensions of disadvantage among women and other population groups. It continues support for the recently adopted National Strategy for Women in Leadership, which is now being actively implemented at the subnational level. Through effective participation mechanisms for disadvantaged population groups, including internally displaced persons, their rights are strengthened and social cohesion within DMs is fostered (QC 1: Human rights, gender equality and inclusion). Furthermore, the project ensures that human rights are upheld in its implementation. Negative, unintended impacts will be regularly analysed and addressed in a socially responsible and conflict-sensitive manner in line with the Do-No-Harm principle (QC 6: Conflict sensitivity).

Conclusions for the module design: The ecological, economic and social impacts presented form the basis for identifying the core problem, defining the indicators and formulating

the impact hypotheses (see Chapter 3). To ensure effective contributions to sustainable development, the module design is oriented towards all three dimensions of sustainability and addresses potentials and risks in a targeted manner through the project strategy.

Markers and keywords are laid out in a table in Annex 4a; reference is also made to the in-depth gender analysis and the environmental and climate assessment in the annex.