Individual TC measure: Support to the Identification of Poor Households Programme

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Name of the officer responsible for contracts and cooperation: Mr Ole Doetinchem

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List of abbreviations

API Application programming interface

BMZ Bundesministerium für wirtschaftliche Zusammenarbeit und

Entwicklung (German Federal Ministry for Economic Cooperation

and Development)

CARD Council for Agricultural and Rural Development CSDG Cambodian Sustainable Development Goals

DFAT Australian Department of Foreign Affairs and Trade EC Equity card (IDPoor beneficiary identification card)

GHPC German Health Practice Collection

GIZ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

GmbH

HEF Health Equity Fund

HH Household

IIS IDPoor Information System IT Information technology

MEF Ministry of Economy and Finance

MOP Ministry of Planning

MOSVY Ministry of Social Affairs, Veterans and Youth Rehabilitation

MSAG Multi-stakeholder Advisory Group

NCDM National Committee for Disaster Management

NGO Non-Governmental Organisation
NSDP National Strategic Development Plan

NSDP-MTR National Strategic Development Plan - Mid-term Review

NSPPF National Social Protection Policy Framework

OD-ID On-demand IDPoor

PDOP Provincial Department of Planning

PRISM Platform for Real-time Information Systems

PSC Poverty score ceiling PWD Persons with disability

RGC Royal Government of Cambodia SDG Sustainable Development Goals

TOR Terms of reference

VRG Village Representative Group
WASH Water, sanitation and hygiene
WFP World Food Programme

A.1. Brief description

The fight against poverty remains one of Cambodia's greatest challenges. Although the poverty rate has dropped in recent years to around 14% nationwide, Cambodia still ranks in the lower third of the Human Development Index and exhibits some of the worst inequalities in the region. Multi-dimensional poverty still affects every other Cambodian. Effective poverty alleviation requires a targeted orientation of development measures towards the poor.

In 2005, the MOP started to develop IDPoor as a standardised and participatory mechanism for the systematic identification of poor households. GIZ has supported MOP's IDPoor programme since 2006, funded by Germany, Australia and other donors. So far, the IDPoor procedures have been implemented in all rural areas of the entire country. Most of the capacities necessary for the implementation of the regular IDPoor procedures have been built up within national and subnational MOP structures as well as at the local level. Other capacities, such as concept and strategy development or monitoring, are still weak. Without further strengthening of MOP in this regard, the nationwide coverage and availability of accurate and up-to-date data on poor households cannot be sustainably achieved. The availability of data on the poor population, especially in urban areas, is insufficient (core problem). The module objective is that "Government, non-governmental institutions and development partners use bespoke IDPoor data extracts for their poverty alleviation interventions."

Support components are: process and expert advice, trainings particularly regarding the needs of persons with disabilities, women and ethnic minorities, as well as local subsidies or financial agreements to governmental bodies and non-governmental organisations to further improve the data collection and dissemination. In operational area 1 the project puts an emphasis on the usability and applicability of IDPoor data by its users. Within operational area 2 the project supports the finalisation and implementation of the urban IDPoor rounds and strengthens monitoring mechanisms. In operational area 3 the project supports MOP in taking a more active role in the country's poverty reduction and social policy discourse.

In order to ensure the financial sustainability of the procedure, a substantial proportion of the budget for implementing IDPoor in urban areas will be provided directly from the annual budget of the Royal Government of Cambodia. The implementation of the first urban IDPoor round, covering 9 provinces including Phnom Penh, is being fully funded from the project. The second urban round will see the project fund implementation in 6 provinces and MOP in 2 provinces (the latter representing approx. 46% of households covered). The implementation of the third urban round will be funded by the project in 3 provinces and by MOP in 5 provinces (~89% of households). As agreed in the past, the operational costs of rural IDPoor rounds are the RGC's responsibility. Furthermore, the MOP has committed to cover 100% of the operational costs of the IDPoor Programme (in rural as well as urban areas) from the national budget in 2019. These points are detailed in the implementation agreement between MOP and GIZ signed in September 2016. During the preceding project, MOP has reliably adhered to equivalent agreements.

The measure extends over a term of three years (from 03/2016 to 02/2019), with a cost of the German contribution of up to 1,000,000 EUR and of the Australian contribution of up to 5,038,000 AUD (3,325,000 EUR). Further funds for additional activities are in discussion between BMZ, DFAT and GIZ but have not been finally agreed upon. In this regard, we expect

to submit a revised offer reflecting these additions in Q2/2017. Part of the revised offer will include the rolling over of EUR 155,000 from the previous phase to this measure, as agreed between DFAT and GIZ.¹

A.2. Developments in the priority area

A.2.1 Developments in the partner country's objectives and strategies

The continued prominence of the fight against poverty remains reflected in current high-level policy agendas and strategies. The 2016 mid-term review of the National Strategic Development Plans (NSDP-MTR) for 2014-18 was finalised in February 2017. Among its seven cross-cutting themes, the RGC has included "Poverty Reduction and Inclusive Growth" as well as "Migration and Urbanization". It recognises the importance of not leaving the poorest behind as Cambodia continues its economic growth, and with it the challenges of pressures on social services in cities and reaching the poor that migrate there. MOP IDPoor is responding to this need by pressing ahead with the urban identification rounds and by exploring ways to provide supplemental, more flexible IDPoor identification mechanisms (on-demand identification, see section B.2.1).

The NSDP-MTR also lays the groundwork for integrating Cambodia's future localised Cambodian Sustainable Development Goals (CSDG) into the next NSDP 2019-23. In a separate process, MOP is coordinating the compilation of the CSDG, expected to be finalised within the year 2017. At present, this means CSDG defining and target setting by various line ministries reporting to MOP. For IDPoor, the institutional proximity of the CSDG process is fortuitous, as from it may emanate important policy agendas that IDPoor may contribute towards in the future.

A keenly anticipated item on the RGC's policy agenda throughout the reporting period has been the National Social Protection Policy Framework (NSPPF) 2016-2025. This is expected to provide much more clarity to the RGC's vision for its nascent social protection system, which it says ought to be "more interconnected and consolidated as an integrated, consistent, and efficient system covering both the public and private sectors" (*source: NSDP-MTR presentation by MOP*). This imminent² policy framework is expected to help IDPoor see more clearly its own role within social policy going forward, in particular regarding the kinds of targeting data comprised within the binary poor1/poor2 categories that it needs to supply to the social assistance programmes of the government.

¹ The reporting on activities funded from this roll-over is integrated in this and future reports. They are the completion of the urban IDPoor pilot (see B.2.1.2), the development of decentralised data entry (see B.2.1.1) and the planned procurement of a vehicle for IDPoor implementation.

² The NSPPF was approved by the Council of Ministers on 24 March 2017. We received its English translation on 9 May 2017 – outside this reporting period.

A.2.2 Developments among key actors, decision-makers and institutions in the partner country

The commitment of the RGC to the IDPoor programme remains firmly in place ever since the public backing by Prime Minister Hun Sen of the IDPoor sub-decree in 2011, stipulating that IDPoor data should be used as primary data for interventions targeting poor households. In January 2017, the Senior Minister of Planning visited a workshop as well as some IDPoor beneficiaries and implementers in Battambang provinces, underscoring the political importance attached to the programme. The visit was accompanied by DFAT, WFP and GIZ.3 The visit was also an opportunity for technical staff of the local health districts and MOP IDPoor to meet, find out more about their respective work and how cooperation can be improved. As a result, IDPoor is working on information material on how data users can verify equity cards (EC), which is the name of the cards that beneficiaries receive from IDPoor. Health equity funds (HEF) remain the most prolific users of IDPoor data and this is likely to remain so as their population coverage further expands. Owing to an institutional restructuring of the HEFs to incorporate them more closely into MOP hierarchy, all post-identification at health facilities has been put on hold for more than half a year. At the time of writing, the post-ID function was planned to be temporarily outsourced to a firm until the restructuring is completed. This has no direct effect on IDPoor, but it does have repercussions for individuals showing up at health facilities and for health facility funding. The relevant health government institutions and development partners are working on a resolution of the situation.

In January 2017, a team from the Council for Agricultural and Rural Development (CARD), the Ministry of Economy and Finance (MEF), UNICEF, MOP and GIZ visited several villages in Siem Reap province that are part of a cash-transfer programme using IDPoor for targeting. A notable development for IDPoor is that as a result of the NSPPF, MEF is taking an increasingly more active role in social protection and is eager to learn more about IDPoor as a means to target social assistance within the social protection framework. Going forward, MEF is likely to be at least as important as CARD as a relevant actor for IDPoor. The consensus among the team visiting Siem Reap was that while the integrity of the IDPoor process is fully intact, it ought to consider what more can be done to include qualifying households who migrate and therefore miss the IDPoor interview.

Overall, the reporting phase has seen a marked increase in engagement by MOP with a variety of stakeholders relevant to IDPoor. Ownership in IDPoor on the part of MOP has been very high for some years, what has changed is the emerging confidence to speak for IDPoor and to represent it to not just national but also international stakeholders. The underlying reasons cannot be identified unequivocally but, if one may speculate, two factors come to mind. Firstly, the multi-year strategy of gradual transfer of budgeting responsibility has allowed IDPoor to stand on its own feet in the knowledge that it is less and less financially dependent. With this comes also the growing experience of how to secure the required funding, adding to the feeling

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References to the Battambang visit on the web: https://twitter.com/AusEmbPP/status/822261045909557249 and https://www.facebook.com/gizcambodia/posts/1397423020289699

of being the master of one's own destiny and thus having to live up to that. Secondly, there is the security in knowing that MOP has in GIZ a long-term partner that is reliably supportive. Despite regular friction and differing views, trust has formed that GIZ has IDPoor's best interests at heart. The fact that the team is now stable and well versed in local knowledge contributes to that. The same is true for the stability in MOP IDPoor's leadership, which has grown organically from within the team.

A.2.3 Developments in the involvement of other donors and in the harmonisation of donor contributions

Mirroring the national policy debate, development partners continue to align their support to the NSDP and are expected to do the same with the NSPPF, keeping in mind also the CSDGs. We do notice an increased demand within this reporting period for information about IDPoor at various donor meetings and forums (e.g. on health, on disability, on social protection). This ranges from basic information about how it works to specific requests about current developments, e.g. on urban IDPoor.

During the second half of 2016, the World Food Programme (WFP) Cambodia reached out to IDPoor with a request to integrate its data into a new emergency information system called PRISM (Platform for Real-time Information Systems). PRISM aggregates data from several sources into reporting streams and actionable information in real-time. The IDPoor data will provide underlying information on community resilience and vulnerability as one factor allowing for informed decision-making (in the event of a disaster). PRISM is being developed by WFP together with the National Committee for Disaster Management (NCDM), and MOP is fully supportive of this link with IDPoor.

To inform data users of PRISM, WFP financially supported four regional data user workshops in Kampot, Kampong Cham, Battambang and Kratie in December 2016 and January 2017. These workshops primary objective was to better familiarise data users with IDPoor and give practical advice and support on how to access and use the data.

In another development, MOP is increasingly open to developing other, supplemental poor household identification mechanisms to post-ID. There are a number of development partners who have advocated strongly for this, such as UNICEF and Save the Children (more details on the on-demand solution in development in section B.2.1).

A.3. Developments in the approach of German and Australian development cooperation

Germany and Australia have continued to push MOP IDPoor to innovate and to respond to current items on the social protection policy agenda. Sometimes the response is best described as inertia or non-response – sometimes there are noticeable and indeed surprisingly efficient changes enacted. This, it should be noted, is the partner's prerogative.

In the area of the near poor and vulnerable populations, Germany and Australia see the need to incorporate them more explicitly in the social protection system. While there is no disagreement, MOP has yet to show much motivation to develop a strategy of how IDPoor should respond to this. This is despite the Prime Minister's letter informing MOP that they may work on this matter, should they choose to.

German development cooperation appears to be moving towards closer integration of health and social protection, not least also owing to the new NSPPF. In this dialogue between donors and the RGC, MOP is more and more agreeing to the vision that IDPoor is an enabler of – but also a service to – the social protection system, and is keen to see it included in the policy discourse.

On the issue of who is and who is not covered by IDPoor, two important developments have gathered pace since late 2016: MOP is opening up to commissioning a study on IDPoor, as advocated for by Germany and Australia for some time. The consensus is that it ought to take stock of the achievements over the past decade overall as well as to identify areas that need further attention in order to ensure the overall success of the ID Poor approach. In other words, be broader in scope than just coverage and to identify concrete, procedural areas that can be subjected to technical remedy rather than general verdicts.

The other development is the backing by MOP of the concept of supplementing poor household identification mechanisms in-between rounds and thereby responding to a longstanding concern voiced by Germany, Australia and others about exclusion errors over time (more on the on-demand solution in development in section B.2.1).

A.4. Proposed measures to be taken by BMZ

A.4.1 Measures within the scope of the political and priority area dialogue

Given the country's current political climate and in the interest of greatest impact on beneficiaries (i.e. reaching the poor), Germany and Australia could assist by emphasising the benefits of involving non-state actors in IDPoor implementation.

For IDPoor to make real progress in its strategy vis-à-vis the near poor and vulnerable groups, it is important that the stakeholders in social protection define clearly and specifically which people these categorisations include and what services they ought to be given access to.

Germany and Australia continue to push IDPoor to respond to current topics on the social protection agenda and to innovate in response to them; examples are such topics as vulnerable populations, poverty criteria, integration with other systems, etc. These are worthwhile and appropriate issues for IDPoor to address, indeed, some are central to its future vision and role. The donors should not expect, however, that MOP will take on board every proposal. In light of the scheduled closure of technical cooperation, MOPs obligation to first secure the resources for maintaining the status quo before innovating on top of it, is understandable.

The yearly rounds of IDPoor identification are time-dependent processes. With the increased reliance of MOP operations on government budget, they cannot be initiated until budgets have been released by the MEF. According to MOP, the overall situation has improved with programme-based budgeting but a general risk of delays caused by late or insufficient disbursement remains a concern. Delays have the knock-on effect of later completion of rounds and consequently later access to services by poor households.

We suggest continued advocacy for the implementation of a comprehensive and performance-based administrative/salary reform in the development partner dialogue with the RCG, which

should also include greater autonomy of operational units (such as MOP IDPoor) to manage their staffing levels and profiles. As noted in the past, when remuneration is at a level that stifles motivation and does not reward results, morale remains depressed and/or staff will seek activities with opportunities for additional financial return. This issue is not specific to IDPoor.

A.4.2 Modifications to the delivery of German development cooperation

None.

B.1. Brief description

Not applicable, as individual TC measure (see A.1).

B.2. Specific developments/modifications to the development cooperation measure

B.2.1 Design of the development cooperation measure, total costs, financing, term

The project is designed to advise in three operational areas: (1) data utilisation, (2) institutionalisation, (3) policy advice.

B.2.1.1 Update on operational area (1) data utilisation

Operational area (1) data utilisation prioritises the usability and applicability of IDPoor data by its users – government and non-governmental providers of social services and poverty reduction measures. Through better support and access to adequate and bespoke poverty data extracts, more institutions and programmes will be able to target vulnerable population groups leading to a rise in beneficiaries of IDPoor.

Data users: At IDPoor, the term data user encompasses all organisations, institutions or groups who make use of the IDPoor data. It ranges from large-scale, long-term institutionalised partnerships, such as the health equity funds, to ad-hoc temporary users of data, e.g. giving access to IDPoor data to OECD to do background research for their report on social protection in Cambodia.

The basic IDPoor targeting-data is very easy to access and this is by design. Registered users can download it and participants at user forums can also get it on a DVD. In order to serve its purpose of being the poverty-targeting mechanism for all, IDPoor should not put up high barriers to access. The flipside of this coin is that IDPoor does not fully know who is using the data when and offering what services. In early 2017, known data users were asked for feedback on IDPoor data and from 63 respondents⁴ the following characteristics emerged:

⁴ This feedback was solicited on a voluntary basis and cannot claim to be statistically representative of the entire data user population. Not all respondents completed all questions. As the feedback was

- Two-thirds of data users use IDPoor to provide services to EC holders; the top four kinds of services offered to IDPoor beneficiaries are healthcare, WASH-related services, disaster relief and cash transfers.
- A quarter of the programmes or interventions using IDPoor data have annual budgets that are above USD 500,000 and half are above USD 50,000. On average, the programmes reach 164,000 beneficiaries, although there is a wide range.
- Services are provided in all provinces, with the greatest variety in Battambang, Siem Reap and Pursat. 53% target using IDPoor data exclusively, whereas the rest either pair the data with supplemental information or target a sub-group within IDPoor beneficiaries (e.g. persons with disabilities in a household with an EC).
- 42% of respondents accessed IDPoor data via the website and another 42% received the data from MOP on DVD. The continued importance of distributing data on a hard medium is remarkable.

The same questionnaire also sought feedback on availability, quality and timeliness of IDPoor data:

- Availability: An overwhelming majority of respondents found the data that they were looking for, and in an appropriate format. Although 65% of respondents were very or extremely satisfied with the registration process, 14% were not.
- Quality: Just 13% of respondents were not satisfied with data accuracy, while the rest was, and 39% were even very satisfied or better.
- Timeliness: Just 9% of respondents were not satisfied with the speed of the data request process, while the rest was, and 62% were even very satisfied or better. However, 7% of respondents reported never receiving a response to a data request.
- These responses are illustrated in more detail in figure 1.

In order to propagate IDPoor data use, MOP organised four regional data workshops inviting local administration staff and some NGOs from all of Cambodia's provinces. At the workshops, hands-on training of how to register, access and use IDPoor data was provided. As noted under section A.2.3, WFP provided additional financial support for these workshops.

collected shortly after data user workshops, some respondents may be new to IDPoor and this may have contributed to a third of respondents not providing budget information as well as 21% saying they use the data for "other" or "not used (yet)" purposes.



IT system: From a functional point of view, the core component and beating heart of IDPoor is its database. All data collection efforts culminate in their entry into it; and all data utilisation originates from it. Figure 2 summarises this central role of the database, (software) technologies to enter and access data, and the physical infrastructure (hardware).

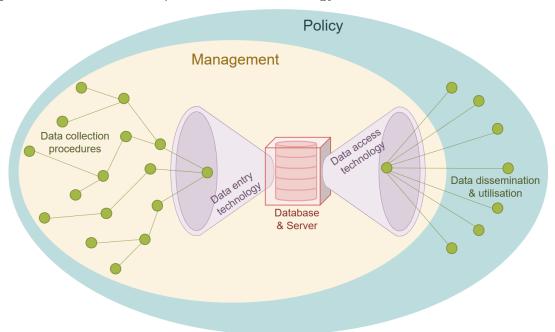


Figure 2: IDPoor functions, processes and technology

In this reporting period, the project has significantly ramped up the work on the IT system with the ultimate aim to provide better access to the data for greater impact and sustainability (cf. project offer). While the output sought is that the software allows user-specified database-queries to be downloaded, the scope of the work is much larger, because the IT system interfaces with all aspects of IDPoor functions and processes.

The core functions of the system are to (i) facilitate the collection of beneficiary data, (ii) enter and store the beneficiary data in the national database, (iii) allow data users to access data they need for targeting purposes, and (iv) support data analysis for reporting and poverty analysis.

In December 2016/January 2017, a technical audit was made of the current system in preparation of the future development work. This audit unearthed more problematic issues with the current system than expected.

There are some relatively straightforward issues, such as ageing server hardware and website hosting arrangements. The server should be regarded as at end-of-life stage, meaning that system failure is a risk that creeps steadily upwards in severity. The public-facing components of the system, the IDPoor Information System, are placed on a different server under a shared hosting plan, meaning that other users of that same physical machine may cause security breaches, and there is evidence that a low-level breach has already occurred. The team is working on resolving these issues.

The more complex issues stem from the fact that the core design of the current IDPoor software infrastructure has been in use for over ten years and has developed gradually together with the IDPoor programme itself. Therefore, all upgrades were evolutionary by nature and in their sum have resulted in a fragmented software infrastructure requiring frequent specialist interventions for maintenance, reaching its limits in terms of scalability and making it ever more complex to add or modify components.

Currently there are over 27 million of cumulative household member records and over 7 million cumulative household records with multiple items per record. The current database is structured such that it does not distinguish between data representing the current round of active EC holders and historical rounds. Consequently, data queries are always run against the entre database including historical data. With hundreds of thousands of new entries every year, this will cause performance and lag issues that are already now being noticed by MOP database administrators.

Following the technical audit, work started on the TORs for a comprehensive software development task that will overhaul the IDPoor software system to address the issues as well as prepare the needed new functionality. The key functional system components to be delivered include a restructuring of the database for performance, the introduction of an application programming interface (API) layer for data exchange including decentralised data entry, the implementation of live queries for downloading data by selected parameters, a data migration tool, and usability improvements in various IDPoor online services. In addition to the work on functionality, non-functional requirements for the system are equally important. These include that the system must allow execution of business processes and configurations through the application layer, meaning that it does not require software specialists for such tasks. Emphasis will be put on scalability and safeguarding performance (e.g. by separating historical from current data). Additional considerations include security, auditability, localisation, backup and recovery.

The contract tendering, bidding and negotiating process is expected to take most of 2017. In summary, the work on the IT system is larger in scope and scale than originally anticipated. In terms of impact on project implementation, we expect to be able to absorb extra costs from the existing budget lines and we expect that we will need to pivot strongly in our activities from software development to software usage training. The key functions of user specified data extract downloads, as well as enhanced data user management and monitoring data utilisation will be only come online some time in 2018. Hence, we anticipate a period of intensified MOP staff training as soon as the system is in a testable state. The overall result is anticipated to be a dramatic improvement in the overall system and not just in a few of its functions. The importance for IDPoor of resolving the identified IT system issues – from enhanced technical sustainability to improved user-facing functionality – can hardly be overstated.

B.2.1.2 Update on operational area (2) institutionalisation

Within operational area (2) institutionalisation the project supports MOP in introducing the urban poverty identification mechanism in all towns and cities over three years. This includes both technical advice and progressively decreasing local subsidies as initial roll-out funding. Our work in this area aims to strengthen IDPoor processes overall and across the board

according to priorities such as better monitoring, mainstreaming cross-cutting issues and better incorporation of post-ID and other external information into data collection.

Urban IDPoor: Closely mirroring the rural IDPoor questionnaire, the urban questionnaire consists of a set of common sense proxy indicators for poverty, which are mainly based on easily observable and verifiable assets as well as on income. Using these so-called master criteria, the interviewer allocates poverty scores up to a defined maximum poverty score ceiling (PSC) a household can reach. This score determines the households the preliminary classification as poor 1 (very poor), poor 2 (poor) or non-poor.

³/₄ of the possible points are based on assets and ¹/₄ on income. The urban questionnaire then adds new additional vulnerability criteria worth up to ¹/₄ of the total possible points. Additional criteria categories are illness/injury/disability, education and debt. Scoring in additional criteria is added to the master criteria points but capped at the same PSC. In other words, being ill or in debt is not a prerequisite for being classified as poor – but being so makes it more likely to be classified as such. The scoring is summarised in table 1.

Table 1: criteria and scoring in the urban IDPoor questionnaire

Criteria categories		Max. scores	Weight
Master criteria		Poverty score ceiling = 68	100%
Assets	 Floor area/rent Roof material House conditions Access to hygienic toilet Electricity use Durable equipment 	12 9 9 6 8 8	75%
Income		16	25%
Additional criteria*		17	+25% of PSC
Illness/injury/disabilit	у	10	+14.7% of PSC
Education		4	+5.9% of PSC
Debt		3	+4.4% of PSC

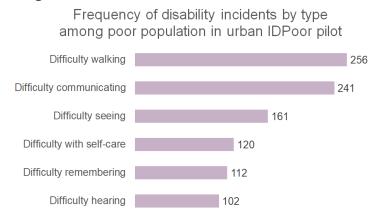
^{*} Additional criteria scores can only be added until the 68 points PSC is reached.

Before implementation, urban IDPoor was piloted in 28 villages in 7 Sangkats (urban communes) in 3 provinces, as follows: 3 villages in Stueng Saen Municipality in Kampong Thom Province, 8 villages in Kampot Municipality in Kampot Province and 17 villages in Khan Toul Kork in Phnom Penh Capital. Although started before this phase began, the majority of the urban pilot work took place within this reporting period. The pilot identified 934 HH as poor, of which 56% as Poor 1 (very poor). In total, 9.2% of HHs in the pilot villages were thus identified as poor, ranging from 25% in the pilot villages of Krang Ampil Sangkat in Kampot to 3.65% in the pilot villages of Boeng Salang Sangkat in Phnom Penh.

The average score after the master criteria was 50 points, meaning that for the average HH in the pilot the scores from assets and income criteria were already high enough to be identified as poor. In fact, 73% of poor households were classified as poor on the master criteria scores alone and for 27% the scores from the vulnerability criteria were decisive. 98% of poor

households did score in the vulnerability criteria, underlining the correlation between poverty and vulnerability.





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Other

In all three pilot provinces, the share of female-headed HH in the Poor 1 category was higher than in the Poor 2 category (54% and 46%, respectively).

Regarding disability, the pilot data shows that 19% of poor persons indicated living with at least one disability. In total, these 792 persons reported 1050 disability incidents as broken down in figure 3.

The identification of poor households in urban areas began officially with the launch of the first round in November 2016, presided over by the Senior Minister of Planning and with the German Ambassador in attendance.⁵ As planned and as agreed in the implementation agreement, round 1 is being financed by the project, while the following rounds will see a gradual increase of RGC funding. Table 2 summarises the schedule and funding arrangements for urban rounds 1 to 3.

Table 2: schedule and funding arrangements for urban rounds 1 to 3

Urban round 1 (start in 2016)	Urban round 2 (start in 2017)	Urban round 3 (start in 2018)
Battambang	Kampong Speu	Banteay Meanchey *
Kampong Chhnang	Kampot	Kampong Cham *
Kandal	Кер	Kampong Thom
Pailin	Koh Kong *	Kratie
Phnom Penh	Mondulkiri	Oddar Meanchey *
Preah Vihear	Preah Sihanouk *	Siem Reap *
Pursat	Prey Veng	Stung Treng
Ratanakiri	Svay Rieng	Tboung Khmum *
Takeo		

https://www.facebook.com/AustralianEmbassyPhnomPenh/photos/a.1763414917259128.10737418 29.1434211173512839/1802316270035659/?type=3 and http://www.phnompenh.diplo.de/Vertretung/phnompenh/en/00_start/ID_20Poor_20Launch.html

⁵ References to the launch of urban IDPoor on the web:

* MOP funded (~46% of HH in round 2) * MOP funded (~89% of HH in round 3)

The procedures mandated in the IDPoor urban implementation manual (identifying geographic areas, forming respective implementation committees, cascading training workshops, etc.) have since then been proceeding in the targeted provinces. As there is a probable pause of about a month around the local election in early June, the timetable will have to be reviewed at that time. However, MOP has already decided to start the next rural IDPoor round relatively late, i.e. not start before the election, and is consequently pushing ahead with urban round 1; mindful that urban round 2 is also planned to begin within calendar year 2017. This timetable makes sense, given local elections in June this year, and general elections at some point next year. MOP is hoping to conclude urban round 2 before the general election.

On-demand IDPoor: The project's brief includes better harmonising post-identification methods and IDPoor. Current standard operating practice is that MOH send the details of patients that have been post-identified at health facilities to MOP at the start of an IDPoor round. These people are then considered by the village representative group for IDPoor interview. This way, a post-identified person is likely to be merged into the IDPoor database by the time of the following IDPoor round (unless that person escapes poverty). The IDPoor software system referred to earlier in this section will include the development of an API layer for bi-directional data exchange, i.e. the prerequisite for sharing post-ID data electronically.

However, as referred to in section A.2.3, there is a growing realisation by MOP that this system is neither comprehensive nor rapid enough. Graduation from post-ID to IDPoor can take years, depending on the IDPoor schedule, and in that intervening period the post-identified person cannot access anything other than health services. Many stakeholders have been pushing for more frequent IDPoor rounds or other post-ID related mechanisms to mitigate exclusion errors from poverty dynamics or migration. It is one of the most common and enduring requests and concerns voiced at IDPoor. Also, MEF has informally asked that issue of migration (and missing IDPoor interviews as a consequence) be addressed to improve IDPoor's utility under the emerging social assistance policy of the NSPPF. Influenced by their own monitoring of IDPoor results in the field as well as from engaging with stakeholders, MOP has started to open up to the possibility of supplemental, flexible mechanisms of identifying poor households in-between normal, scheduled IDPoor rounds.

In particular, the following reasons motivate the development of a supplemental, more frequent update of the IDPoor beneficiary list:

- Especially Cambodia's border regions are well-known for a high work migration among the population. HH move frequently for seasonal work to other regions or out of country, and may not be present at the time of the regular IDPoor interviews.
- HH can fall into poverty because of health related catastrophic expenditures or other
 events, such as accident or dead of a household's main bread winner, divorce etc. in
 between two IDPoor rounds.
- Household demographics can change considerably within 3 years' time, due to births, deaths or marriages etc.
- The social assistance schemes planned under the NSPPF specifically target vulnerable groups such as pregnant women and children under 5; people with disabilities; and

elderly - and will use IDPoor as main targeting mechanism. IDPoor needs to ensure that these population groups are adequately covered, and that relevant changes in HH can be taken into account in a flexible way.

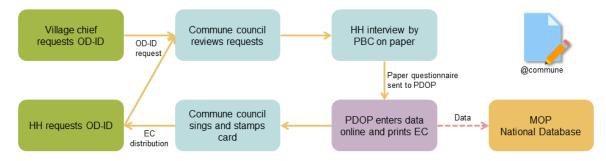
The project has been assisting MOP to formulate initial requirements and options. The working title of this mechanism is on-demand IDPoor (OD-ID), as new identifications would be triggered on-demand in contrast to the scheduled rounds. Key requirements for OD-ID have been identified as follows:

- Flexible: OD-ID needs to be able to respond quickly to new interview requests to make a difference.
- Technology-driven: OD-ID should, where possible, make use of modern IT solutions to facilitate and accelerate data collection and data entry, as the usual paper-based process is not viable without the scale of a regular round. Testing will be necessary to gauge what capacities are there to, e.g. make use of smart devices for data collection.
- Community involvement: OD-ID should take care to replicate as much as possible of the IDPoor signature community participation and consultation for transparency and accuracy.
- Outreach: the success of OD-ID will depend on local awareness raising.
- Monitoring and supervision: close monitoring by MOP to ensure proper and uniform implementation is necessary. There should also a way for HH to bypass the local level when demanding identification.

MOP and GIZ have come up with three general options of how OD-ID may potentially be organised. They involve MOP's own sub-national structures that are already familiar with IDPoor to which villagers themselves or village chiefs (or any other local organisation) can then express the need for identification. The draft options foresee either the communes or the PDOPs doing on-demand interviews, either on paper but possibly also on smart devices that should gradually increase to overcome logistic bottlenecks and lower costs and delays. Figures 5-7 provide simplified flowcharts of the key processes of the three main options.

As a next step, MOP plans to gather feedback first from the sub-national level on what would work with a view to testing out some approaches. Several development partners have already expressed an interest in collaborating with IDPoor in order to test OD-ID, among them UNICEF, Save The Children and WFP.

Figure 5: OD-ID option 1, implemented by commune council using paper questionnaire



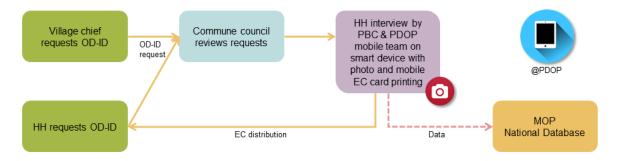
National Database

HH interview by Village chief Commune council PBC on smart requests OD-ID OD-ID reviews requests device with photo Commune council Data MOP HH requests OD-ID sings and stamps

Figure 6: OD-ID option 2, implemented by commune council using smart device

Figure 7: OD-ID option 3, implemented with PDOP mobile team using smart device

auto-generated card



B.2.1.3 Operational area 3: policy advice

EC

In operational area (3) policy advice the project advises MOP on taking a more active role in multi-stakeholder dialogue about poverty reduction and social protection. Concrete outputs will include the establishment of a multi-stakeholder advisory group to IDPoor, advice on policy issues such as a strategy for the near poor and vulnerable groups, as well as other strategic work, such as studies and advocacy.

Multi-stakeholder dialogue: As noted in section A.2.2, MOP has noticeably engaged more with stakeholders of IDPoor at many levels. One multi-stakeholder dialogue to highlight that MOP is actively partaking in is with MOSVY and UNICEF on how to improve targeting of persons with disabilities.

MOSVY intends to provide a small cash transfer to poor persons with disability nationwide and started a pilot of this in Pailin province in 2016. For this scheme, MOSVY sub-targets from IDPoor, meaning that beneficiaries must be identified as poor by IDPoor and within that group they target persons with disabilities.

As part of this dialogue, the stakeholders visited Pailin to see for themselves the challenges faced on the ground. There are several technical issues being discussed as recognising and categorising disability is not an easy task. Furthermore, PWDs are individuals whereas IDPoor assesses the household as a whole. As a first step, MOP has agreed to add lists of already identified PWDs to the IDPoor process, in the same way as post-ID from the MOH. MOP is continuing the dialogue with a view to tackling issues such as how to identify persons with disabilities, what role IDPoor has vis-à-vis MOSVY, as well as whether and when to include the urban disability questions in the rural IDPoor questionnaire.

The general point here is, that this is an ongoing multi-stakeholder dialogue, in which MOP is engaging and representing IDPoor, leading to concrete outcomes and improvements for beneficiaries – and this is thus an example of the types of activities the project wishes to see MOP engaging in.

Multi-stakeholder advisory group: In order to create a self-reinforcing dynamic between informing stakeholders about IDPoor and receiving feedback from stakeholders, the permanent multi-stakeholder advisory group (MSAG) to IDPoor is being planned. It will consist of staff members of different line ministries, development partners, non-governmental or organisations, and other relevant civil society organisations and its TORs are in the process of being drawn up and will be circulated to key partners for input in Q2/2017. Several of the members of the previous urban consultative group are expected to transfer to the MSAG. MOP wishes to establish the MSAG before rural IDPoor round 11, which will run in the second half of 2017.

Near poor strategy: The objective of developing a strategy of how IDPoor should respond to the issue of the near poor and other vulnerable groups is still on MOPs agenda. Yet, not much more can be said at this point (see also section A.3). Besides the work on such a strategy, there are of course the added vulnerability criteria in the urban IDPoor questionnaire and once the first data comes in, this may provide a very good basis on which to take this issue further. As noted above in this section, of the poor households from the urban pilot, 27% were identified as such based on their scoring in these criteria.

German Health Practice Collection: Every year, BMZ selects via a peer-review process a number of German-supported projects related to health or social protection to write a longer profile article about. These so-called German Health Practice Collection (GHPC) case studies try to capture what can be learned from implementation of such programmes, looking for new and relevant insights to international discussions on programme delivery. We put IDPoor forward in March 2016 and were selected for this year's case studies. The writer of the study visited Phnom Penh as well as Kampong Chhnang on February 2017 and the writing of the article is ongoing.⁶

B.2.2 Target groups, executing agency and partner structures

There have been no changes to target groups, executing agency and partner structure during the reporting period.

We note the following related events and observations:

- The implementation agreement between MOP and GIZ for this phase was signed in September 2016.
- MOP IDPoor has been able to add six additional staff to its team to better handle the additional work.

⁶ Reference to the upcoming GHPC article on the web: https://twitter.com/HealthyDEvs/status/839175422747148288

B.2.3 Achievement of objectives

Module objective: Government, non-governmental institutions and development partners use bespoke IDPoor data extracts for their poverty alleviation interventions.

Indicators

1. The number of projects and programmes that use IDPoor data for targeted poverty alleviation measures according to Sub-decree 291 increases from 92 to 165.

Baseline value: 92 = number IDPoor users at the end of 2015;

Target value: 165; Source: baseline and endline study, data from user monitoring system

Current value: unknown, pending endline study

Source data for indicator 1 is herewith provided. The baseline number of 92 current users at the end of 2015 is derived from the IDPoor Data User Study (MSD, Dec 2015), which identified 92 data users as active at the end of 2015.

2. An IDPoor Monitoring System on implementation of the IDPoor procedure (activities) and data use (results) informs the Ministry of Planning once a year about necessary changes in procedures, structures and steering.

Baseline value: only activities are monitored (once a year);

Target value: one report including information on data use each year; Source: reports of MOP monitoring system, protocols of meetings

Current value: procedure (activities) continue to be monitored; data use (results) monitoring is pending development of the IDPoor Software System

3. The MOP represents IDPoor interests in 3 multi-stakeholder dialogues on targeting processes, one of them focussing on gender issues.

Baseline value: 0:

Target value: 3 dialogues, one of them on gender issues; Source: MOP contribution mentioned on the agenda, protocols, presentation

Current value: 0.5 – counting ongoing multi-stakeholder dialogue on targeting persons with disability.

The module is subdivided into three outputs, each with their indicators as detailed in annex 1.

Output A: IDPoor provides easily available and high quality data in a timely manner.

• A brief user survey of IDPoor data users in early 2017 collected a snapshot of the current feedback expressed about the IDPoor system. Of 63 respondents, the average percentage of positive feedback on IDPoor data availability is 87%, on quality is 91%, and on timeliness 91%. The feedback was solicited on a voluntary basis and therefore does not represent the entire data user population. The fact that it was collected within 1 month of regional data user forums may mean that the feedback is artificially skewed towards positive answers, as some of the respondents will have recently been given an orientation in how to access and utilise IDPoor data.

As discussed in more detail in section B.2.1, a major work component of the project is
the development of the IDPoor Software System, which will include the functionality to
download user-specified database-queries. The TORs for this important and complex
package of work, which will be outsourced to a software development company, are
being developed and the tendering, negotiation and selection process will take up the
majority of 2017.

Output B: The MOP has improved the IDPoor implementation from data coverage to dissemination.

- The urban IDPoor rounds are being implemented, with round 1 in progress. Overall round 1 started at a relatively late date (November 2016), yet MOP is on track to initiate round 2 at an earlier date in 2017 in order to catch up.
- The cross-cutting issues (i) gender mainstreaming, (ii) inclusion of persons with disabilities and (iii) ethnic minorities have at this point not yet been incorporated in IDPoor training manuals.
- While the data on post-identified households is now routinely incorporated into the IDPoor process, this is not yet being done electronically, and will not until the development and deployment of the new IDPoor Software System (see section B.2.1).

Output C: Through the consultancy of a multi-stakeholder advisory group the MOP IDPoor department has improved the IDPoor procedures.

- As described in section B.2.1, the MSAG TORs are drawn up and the group is expected to be established by mid-2017.
- MOP has not yet started work on a specific strategy about the implications of near poor and vulnerable groups on IDPoor, but has been given permission to do so.

B.2.4 Results

Gender equality: While the general IDPoor approach is aimed at poverty as such, the data collected over the years shows that gender inequality remains an issue, as evidenced by there being disproportionately more female-headed households among the poorest (see table 3) and this relationship is true for each of the 25 provinces.

Table 3: Percentage	of female hea	abladaguad-baba	among IDPoor	heneficiaries
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IDPoor round	Poor level 1 households	of which female-headed	Poor level 2 households	of which female-headed
Round 7	97,946	39%	146,842	33%
Round 8	56,409	51%	91,155	42%
Round 9	87,192	41%	132,277	35%

Of IDPoor rounds 7-9 combined (spanning three years and thus covering the entire country), 43% of poor level 1 households are female-headed and 36% of poor level 2 households are. By comparison, the Demographic and Health Survey 2014 reports that 27% of household heads are female (so the figure for just the non-poor must be even lower). What this shows is that men are mostly the heads of household, but the poorer a household is the more likely it is headed by a woman. Women are therefore a particularly important part of the target group. Providing services as a consequence of IDPoor targeting provides an opportunity to have a

positive impact. The IDPoor procedure incorporates quotas for minimum female participation in the implementation of the targeting mechanism. This as well as the actual IDPoor data is recorded sex-disaggregated. **(GG 1)**

Participatory development/good governance: For the poor and often uninformed target group, access to social services becomes easier, more transparent and more secure. Poor households can be informed of their rights more effectively. The accountability of public service providers towards the poor increases. The IDPoor procedure strengthens participation on the local level as well as transparency and accountability. **(PD / GG 1)**

Poverty orientation: The project indirectly improves the access of the poor population to basic social services as well as other development services. It also increases their participation in poverty reduction programmes. Moreover, the project makes an important contribution to poverty alleviation on the macro and sector levels. **(AO 1)**

Human rights: The project is in accordance with the 2011 BMZ concept "Human Rights in German Development Cooperation". No resettlements are initiated by IDPoor. Children are counted in the IDPoor database as household members but there is no further contact with them. The EC empowers poor households to claim the social services and other assistance, such as social transfers or health services, which they are entitled to.

Relevance: The project is in accordance with the goals of the RGC to lift people out of poverty and to build a wide-ranging and needs-oriented social protection system. The IDPoor mechanism serves as basis for the participatory identification of the poor population in Cambodia. Through the generated data all poverty reducing measures can target their beneficiaries faster and better. The programme contributes to poverty alleviation and participatory growth and enhances awareness for cross-cutting issues, such as gender equality and inclusion of persons with disabilities and ethnic minorities. The project complies with the goals of BMZ's position paper *The BMZ's New Asia Policy*, with the concept paper *Promotion of Good Governance in German Development Cooperation* and with the *Sector Strategy on Social Protection*.

Effectiveness: The involved partner organisations show a high degree of ownership and collaborate with various ministries and development partners to improve the IDPoor mechanism. Through increased efficiency through IT and monitoring systems, MOP staff will be better able to focus on communication to users und thus achieve larger benefits of the data. An institutionalised feedback mechanism by its users contributes to continuous improvements in effectiveness and impact of poverty reducing measures. The consistent feedback of experiences at the micro and meso levels serve to further optimise the IDPoor's effectiveness.

Efficiency: IDPoor remains a critical entry point to efficient targeting of social services, social assistance and other services to the poor. IT is thus in itself a major efficiency catalyst to social protection and the fight against poverty in Cambodia. Efficiency gains within IDPoor will be realised through the improved IT system. MOP staff will then be able to provide data in a very short time and can therefore focus on other tasks. Efficiency gains are also pursued through coordination with other development partners and projects, leading to an effective division of labour and a complementary use of available resources.

Development impact: The first SDG "End poverty in all its forms everywhere" stresses the ambitious goal to end poverty worldwide in the next 15 years. Among the key elements of the SDGs are effectiveness, transparency and monitoring. In this context, systems like IDPoor,

that provide robust and disaggregated data on a regular basis play a crucial role. It is the only way to successfully achieve and verify the goal of poverty reduction. The IDPoor process clearly contributes to the achievement of the SDGs by providing such data for Cambodia, thus contributing to a more effective targeting.

Sustainability: By providing a service to all initiatives that target poor households in Cambodia, the measure improves the sustainability of the country's social sector as such. Furthermore, the MOP manifests a high degree of ownership in the IDPoor mechanism, which is made a permanent function of the state by sub-decree 291. The transition of IDPoor financing from donor funds to the national budget is already at an advanced stage and this trajectory will continue. By now, MOP funds 100% of the operational cost of rural IDPoor rounds and it has met its commitments of stepwise assumption of the costs. In particular, the operational areas institutionalisation and policy advice focus on strengthening MOP and IDPoor sustainability. This includes capacity development, supporting the institutional embedding of monitoring instruments and a dialogue with other ministries and development partners. All remaining processes receiving assistance from GIZ will be handed over fully to MOP for their sustainable institutionalisation. In the long term, this will lead to a robust implementation of IDPoor and will sustainably consolidate the mechanism as the main data source for poverty reduction.

Risks

MOP needs to provide a growing budget over the next three years and beyond to fund the roll-out and upkeep of the urban IDPoor rounds beyond initial funding from development partners. An area where MOP still heavily relies on support from the project is in the IT development as well as its upkeep. The feedback from MOP is that there is pressure to keep budgets stable and not increase them. For MOP to be ready to cover the external funding that it currently benefits from, clearly the budget allocation must increase. In the past years, there have occasionally been delays in the timely disbursement of government budget leading to some implementation bottlenecks with IDPoor rounds. Under the increased workload necessary to make up for such delays, the MOP IDPoor programme at times comes close to its personnel capacity limit. Compounding the issue is that MOP IDPoor appears to have only limited influence on the number and profiles of staff it can add to the team. Compared to the private sector, it is thus difficult to find suitable and qualified personnel, especially for data analysis and IT. During the reporting period, MOP IDPoor has added 6 more members of staff, thereby demonstrating willingness and effort to react to these risks.

Local council elections are scheduled for June 2017. While no major disruptions are anticipated, it will pause any progress in IDPoor round implementation at local level for about 1 month during campaigning. MOP is already planning to delay initiating the next rural IDPoor round until after the local election to avoid this stand-still, and a potential change of implementing persons at council level mid-process. Whether there will be important pointers regarding the potential effect of the general election in 2018 will not be known until after the local election.

B.3. Need for action

In order to foster commitment and political support, there is a need to start an intensified dialogue with MOP about future budget allocations to MOP, beyond the standard data collection round operation and with more focus on IT related costs.

The new staff that MOP IDPoor has been able to add need to receive more training to become fully versed in the details of IDPoor operation and its procedures.

The further development of the IDPoor software system (see section B.2.1) needs to be prioritised as it is such a critical component of the whole mechanism.

IDPoor will work with MOP on an on-demand IDPoor pilot. Only with concrete experience of what can work, will stakeholders be able to judge whether a more flexible identification process can be in IDPoor's future or not.

Following the local elections, workshops or orientation meetings need to be organised – scaled according to need.

The study to take stock of achievements of IDPoor as well as to identify areas that need further attention needs to be initiated as a matter of urgency in order to have results ready in time to act on them. As this is a sizeable undertaking not included in the initial offer or its budget, discussions with Australia and Germany have started about its funding. If concluded successfully, a revised budget and project offer may be prepared and submitted to the funders. This would be combined with a small revision that will be submitted in any case to account for the agreed roll-over of some left-over funds from the last project.



Title of TC measure
Support to the Identification of Poor Households Programme (IDPoor)

Country
Cambodia

Project number
2015.2093.1

Results matrix
24.10.2015

Summary	Indicators of success	Sources of verification	Key assumptions/risks
Programme objective Not applicable, individual measure			not to be filled in
Module objective (outcome)			
The Government of Cambodia, non-governmental institutions and development partners use bespoke IDPoor data extracts for their poverty alleviation interventions.	 The number of projects and programmes that use IDPoor data for targeted poverty alleviation measures according to Sub-decree 291 increases from 92 to 165. Baseline value: 92 = number IDPoor users at end of 2015 Target value: 165 Current value: unknown, pending endline study 	Analysis of baseline & endline study results, user monitoring system	Not to be filled in
	2. An IDPoor Monitoring System on implementation of the IDPoor procedure (activities) and data use (results) informs the Ministry of Planning (MOP) once a year about necessary	Reports of MOP monitoring system, protocols of meetings	



Summary	Indicators of success	Sources of verification	Key assumptions/risks
	changes in procedures, structures and steering.		
	Baseline value: only activities are monitored (once a year) Target value: one report including information on data use each year Current value: procedure (activities) continue to be monitored; data use (results) monitoring is pending development of the IDPoor Software System.		
	3. The MOP represents IDPoor interests in 3 multi-stakeholder dialogues on targeting processes, one of them focussing on gender issues.	MOP contributions mentioned on the agenda, protocols, presentation	
	Baseline value: 0 Target value: 3 dialogues, one of them on gender issues Current value: 0.5 – counting ongoing multi-stakeholder dialogue regarding better inclusion of persons with disability.		

Output			
Output A IDPoor provides easily available and high quality data in a timely manner.	A.1. 2/3 of all registered active users of IDPoor data gave positive feedback on a) availability, b) quality and c) timeliness of data. Baseline value: 0 (to date no surveys among registered users have taken place) Target value: 2/3 of all registered active users give positive feedback Current value: of 63 respondents, the average percentage of positive feedback on IDPoor data availability is 87%, on quality is 91%, and on timeliness 91%.	Survey of data users (including scaling) based on the user database	Key assumptions: Users' programmes and projects continue. Government budget allocated to the IDPoor department's identified needs for maintenance and development Qualified staff is available to MOP IDPoor department Timely disbursement of government budget Relevant stakeholders are interested to join the advisory group
	A.2. MOP uses a software program leveraging the IDPoor Information System (IIS) to allow user-specified database-queries to be downloaded. Baseline value: 0 Target value: 1 software program Current value: 0	Software program screenshots; integrated download counter from website/IIS	



Output B The MOP has improved the IDPoor implementation from data coverage to dissemination.	B.1. The data of the first three urban IDPoor rounds is available online. Baseline value: 0 urban rounds Target value: 3 urban rounds Current value: 0; the first urban round is underway.	IIS database and website	
	B.2. The cross-cutting issues (i) gender mainstreaming, (ii) inclusion of persons with disabilities and (iii) ethnic minorities are incorporated in IDPoor training manuals at all 4 levels nationwide. Baseline value: 0 (gender issues partly included) Target value: 3 cross-cutting issues at 4 levels Current value: 0	Analysis of training material documents, presentations for training of interviewer and other participants Level 1: Capital/Province Level 2: Municipality/District/Khan Level 3: Commune/Sangkat Level 4: Village	
	B.3. MOP includes electronically imported data on post-identified households in the IDPoor process in all rounds. Baseline value: 0	Data in IIS available	



	Target value: post-ID data from all 3 rounds (round 10/2016; round 11/2017; round 12/2018) Current value: the data is included in rounds 10 and 11, but not yet in electronic format.		
Output C Through the consultancy of a multi- stakeholder advisory group the MOP IDPoor department has improved the IDPoor procedures.	C.1. A multi-stakeholder advisory group at national level provides every year one recommendation to MOP. Baseline value: 0 recommendations Target value: 3 sets recommendations Current value: 0	MOP confirmation of receipt of the written recommendations	
	C.2. MOP releases a strategy about the implications of near poor and vulnerable groups on IDPoor. Baseline value: 0 strategy Target value: 1 strategy Current value: 0	Strategy, white paper or draft bill is available	

(Key) activities in the module	not to be filled in	not to be filled in	
Capacity development for MOP for monitoring and data analysis Support software development			Assumptions: Sufficient national budget for urban roll-out is available Data from urban rounds is successfully collected and entered
Evaluate lessons learned from piloting urban IDPoor questionnaire and procedures Make approved urban IDPoor documents available online Support urban IDPoor rollout Adapt training material Debate cross-cutting issues with MOP IDPoor			into the IIS Technical and specialised staff is hired and remains in MOP IDPoor department Other stakeholders remain interested in collaborating with IDPoor Risks: Low response rate of user survey Cross-cutting issues are not a priority for MOP
Develop terms of reference for advisory group Convene stakeholders, organise meetings Disseminate documents to key stakeholders			