



JOINT COORDINATION AND MONITORING BOARD (JCMB)

Terms of Reference

A. GENERAL

The Afghan Government and the international community have agreed to establish a Joint Coordination and Monitoring Board (JCMB) for overall strategic coordination of the implementation of the Afghanistan Compact after the endorsement of the Afghanistan Compact and the interim Afghanistan National Development Strategy (I-ANDS) at the London Conference and the ensuing Security Council Resolution No. 1659.

The JCMB will ensure greater coherence of efforts by the Afghan Government and international community to implement the Compact and provide regular and timely public reports on its execution.

Objectives – The Board is a high level decision making body focusing on resolving strategic problems arising from the implementation of the Afghanistan Compact with three specific objectives:

- (i) Provide high-level oversight of progress in the implementation of the political commitments of the Afghanistan Compact
- (ii) Provide direction to address significant issues of coordination, implementation, financing for the benchmarks and timelines in the Compact, and any other obstacles and bottlenecks identified either by the government or the international community
- (iii) Report on the implementation of the Compact to the President, National Assembly, the UN Secretary General, the donors, and the public

1. Size and Composition – The JCMB shall consist of a total of 28 members in the following two categories:

- (i) government – seven (7) representatives of the Government of Afghanistan nominated by the President; and
- (ii) international – twenty one (21) representatives of the international community in Afghanistan based on the criteria noted below.

Government representation – Nominated by the President, the government representatives on the JCMB are members of the Oversight Committee that is responsible for overall

economic policy and strategic high-level direction for the implementation of the Afghanistan Compact, ANDS and meeting the Afghanistan MDGs.

The government representatives are as follows:

1. Senior Economic Advisor to the President (Co-Chair)
2. Minister of Foreign Affairs
3. Minister of Finance
4. Minister of Economy
5. National Security Advisor
6. Minister of Education
7. Minister of Justice

Representation of the international community – Apart from the UN, which will be the co-chair, representation of the international community is determined on the basis of the following objective and transparent criteria:

- Size of contribution to Afghanistan’s recovery, including development assistance and military contributions:
 - Six largest development assistance contributors
 - Two largest IFIs with the largest commitments.
 - NATO and CFC-A
 - Four additional major troop contributors (countries not covered by the above plus NATO and CFC-A)
- Regional Representation
 - Three neighbouring countries (countries not covered by other criteria)
 - Three regional countries (countries not covered by other criteria)

The above criteria lead to the following 21 members from the international community:

1. SRS (Co-Chair)
 2. Size of contribution:
 - a) Six largest development assistance contributors - US, UK, Japan, Germany, EU, and India
 - b) Three neighbouring countries (not covered by above) – Pakistan, Iran and China
 - c) Three regional countries (not covered by above) – Saudi Arabia, Turkey, Russia
 3. International military support to Afghanistan:
 - a) NATO, CFC-A
 - b) Four additional major troop contributors (not covered by above) - Canada, Netherlands, Italy and France
 4. Two largest IFIs – World Bank and ADB
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2. **Chairmanship of the Board** – The Board shall be co-chaired by the Senior Economic Advisor to the President and the Special Representative of the Secretary-General for Afghanistan.
 3. **Duration of the Board** – In line with the Afghanistan Compact, the JCMB shall be constituted for a period of five (5) years from April 2006 to March 2011. The period corresponds to Afghan years 1385 to 1389.

B. CONDUCT OF BUSINESS

5. **Meetings** – To ensure flexibility and effectiveness, the JCMB under the direction of the co-chairs, will review progress in implementation, coordination and monitoring of the Afghanistan Compact through periodic meetings of its members and informal consultations.

Meeting of Co-chairs The co-chairs will meet as they decide to address any issue within the terms of reference of the JCMB. While consensus of the JCMB is the preferred basis for action, the co-chairs may make recommendations to accomplish the objectives of the JCMB; when necessary, they may do so in consultation with the President of Afghanistan.

JCMB Board Meetings. The co-chairs shall convene plenary meetings of the JCMB at least four times a year to accomplish the objectives set forth in Section A(1). The co-chairs may convene any members of the Board or other stakeholders, to address any matter pertaining to the objectives of the Board.

6. **Procedure for the Meetings** –

6a. Chair - The Board Meetings shall be chaired jointly by both co-chairs. If the co-chairs are not present, they will appoint a deputy chairperson to chair the meeting.

6b. Participation in meetings – Invitations to the Board Meetings will be sent out by the JCMB Secretariat at least two (2) weeks in advance. Invitations for the meetings will be accompanied by the agenda and any background documents (e.g. progress reports, etc.).

The co-chairs may invite to the meeting any person(s) not a member of the JCMB but whose participation in the meeting may be useful for discussion of any agenda item.

Members of the JCMB Secretariat will attend all meetings to facilitate the process and record the minutes.

6c. Quorum- The quorum for meeting shall consist of over half of the national and over half of the international members.

6d. Agenda – Agenda for the meetings will be prepared by the co-chairs in consultation with the members and with support from the JCMB Secretariat. For the plenary Board Meetings, members are expected to apprise the co-chairs of the issues that they wish to be discussed at least three (3) weeks in advance. Members raising any issue will provide relevant documentation to the JCMB Secretariat in advance of the meeting. The JCMB Secretariat shall then synthesize this in an appropriate manner for the Board meetings.

6e. Minutes of the meetings – Minutes of each meeting shall be prepared by the JCMB Secretariat and shared with all members. This will enable members to keep abreast of issues which, while important, may not be of direct or immediate concern to them.

7. **Location of Meetings** – The meetings of the co-chairs shall be convened at a location mutually convenient to the co-chairs.

8. **JCMB Reports** – The JCMB shall produce regular reports on the implementation of the Compact for the President, National Assembly, the UN Secretary General, donors, and the public.

8a. **Number of reports** – The JCMB shall produce two (2) biannual progress reports and additional reports as and when necessary. The second biannual report shall be the Annual Report.

8b. **Reporting cycle** – The Annual Report shall be produced in March each year and report on the progress during the previous 12-month period. In this way, the Annual Report shall follow the cycle of the Afghan year. The Annual Report should be substantive, consisting of not only the report but also in-depth analyses, assessment of progress and data tables and recommendations. The contents of the Annual Reports shall be decided at the Board Meetings.

The biannual report shall be produced at the end of the six-month period.

8c. **Dissemination of the Reports** – The Annual Report shall be published in English, Dari and Pashto and disseminated widely.

8d. **Preparation of the Reports** – The JCMB Secretariat will have primary responsibility for preparing the Annual and other Reports, under the supervision and guidance of the co-chairs. The Secretariat shall consult and work with the Oversight Committee Secretariat and the ANDS Working Group for preparing the reports.

C. JCMB SECRETARIAT

9. **Key functions of the JCMB Secretariat** - The JCMB Secretariat will assist the co-chairs in achieving the objectives of the JCMB. The JCMB Secretariat will liaise closely with the Oversight Committee Secretariat to obtain information and details on any particular issue, including data on monitoring of progress. The Oversight Committee Secretariat will have the primary responsibility for gathering all relevant coordination and monitoring information on which the JCMB deliberations would rely. The functions of the JCMB Secretariat will include but not be limited to:

- Consolidating information and inputs from existing sectoral coordination and monitoring mechanism including: the Oversight Committee Secretariat, ANDS Working Group, the CG secretariat, the Central Statistics Office, PRT Executive Steering Committee
- Accessing relevant reports and information from:
 - Afghan Government Institutions and agencies involved in implementation and monitoring;
 - National Security Council;

- International financial institutions, donors, international security forces, and UN agencies;
- Relevant non-governmental and civil society organizations, and private sector.
- Coordinating the work of short-term technical experts, as needed, to ensure that their outputs are accessible to the JCMB in a timely manner and are of a desired quality
- Assisting the JCMB in identifying implementation bottlenecks and coordinating and monitoring progress
- Undertaking analyses, as requested by the JCMB, and recommend corrective actions to address bottlenecks
- Responding to information requests from JCMB members which have been communicated through the co-chairs
- Preparing periodic progress reports on the implementation of the Compact for approval by the JCMB, or other reports as requested by the Board
- Monitoring implementation of decisions of the JCMB and follow up to ensure compliance.

The JCMB Secretariat will also prepare for and document JCMB meetings, including the coordination and preparation of agendas for these meetings. The Secretariat will maintain official records and conclusions of these meetings and support the co-chairs to keep the JCMB members abreast of the discussions.

The Secretariat shall ensure that Annual and other reports of the JCMB are shared widely.

10. *Size and composition* - To meet the varied responsibilities of the JCMB the Secretariat will at the minimum be composed of the following staff

1. Joint Heads of JCMB Secretariat from the ANDS Office representing the Afghan Government and UNAMA – senior officials who will be the primary interface of the secretariat with JCMB members. To facilitate smooth coordination, they will participate in the meetings of the JCMB.
2. Advisor (funded by UNAMA) – to provide substantive analytical advice to the JCMB. S/he will also be tasked with enhancing analyses by accessing technical inputs and expertise from national and international entities.
3. Coordination Specialist (funded by UNAMA) – to support the coordination of activities initiated by the JCMB, including the preparations and documentation of JCMB meetings.
4. Two Advisors appointed by the government
5. Two Programme Assistants (funded by the government) – to provide secretarial and logistical support for the Secretariat
6. Driver/messenger

Additional human resource capacity will be added as required.

11. *Institutional accountabilities -*

The Secretariat will report to and is accountable to the co-chairs of the Joint Coordination and Monitoring Board. The Secretariat will be located in the premises of the Office of the Senior Economic Advisor to the President.

In fulfilling its tasks, the JCMB Secretariat shall work closely with all other coordination mechanisms.