### Issues to be handled in joint management arrangement

The outline below serves as an inspirational tool to formulate an agreement on a joint management set-up. Any management set-up should be tailor-made to suit the specific context, development engagement and partners.

**1. Background**

Provide any background information relevant for the arrangement. Why was the chosen arrangement thought to be the most adequate?

**2. Mandate and scope**

The mandate of the management arrangement includes *[approval of major planning documents, progress reports, work plans, budgets, audit reports, and decisions regarding major implementation issues such as procurement, technical advisers, short-term consultants, studies, etc.]*.

**3. Composition**

* [representatives of partner institution(s)]
* [representative of the Danish Mission]
* [representatives of other donors involved in the programme, if relevant]

Resource persons, who may be asked to participate in the meetings, are:

* [programme management]
* [other relevant resource persons, e.g. from partner institution, university, civil society, the Danish Mission, component managers and technical advisers]

[*A good size... Too few members will limit the value of exchange of views and too many will impair good functionality*.]

**4. The specific tasks comprise:**

* Strategic decisions to ensure the continued coherence between the engagement support and partner strategy
* Decisions concerning deviations from the development engagement document
* Endorsement of Review Aide Memoires and ensuring follow up
* Approval of timing and ToR of reviews and commenting on ToR for evaluations
* Ensure follow up on reviews and evaluations
* Approval of [*annual work plans and budgets, revised semi-annual plans and semi-annual budgets, semi-annual requests for funds****[[1]](#footnote-1)***] presented by management
* Monitoring of overall progress of the engagement with a special focus on indicators, delays, problems and bottlenecks [*approval of progress and financial reports, decisions on follow-up activities presented by programme management*]
* Overseeing the implementation of particular Danida policy issues as identified in the development engagement document
* Overseeing audits [*approval of the terms of reference for the annual audit, overseeing follow-up on recommendations in the annual audit report presented by programme management*]
* Approval of revised job descriptions for technical assistance
* Approval of terms of reference for short-term consultants, if relevant
* Decisions on local procurement issues

**5. Working procedures**

* meetings will be chaired by [*highest ranking official from partner institution*]
* [development engagement management] will act as secretariat
* Procedures for joint decision-making [i.e. *decisions are made by consensus*]
* Frequency of meetings [*e.g. meets corresponding to frequency of progress reporting (quarterly or twice a year) or according to needs, but extraordinary meetings may be called at the request of any member*]
* Standard annual agenda including scheduling the approval of the annual audit report, the annual work plan and budget, review of progress reports and other milestones.
* Notice and procedures for announcing meetings [e.g. the secretariat will announce the meetings with at least two weeks’ notice. All documentation for the meetings (*plan/budget, reports, proposals for adjustments, etc.*) shall be distributed to the members at least one week in advance together with a draft agenda]
* Procedures for documenting decisions [*e.g. the secretariat is responsible for drafting the minutes of meetings and distributing these to all participants within a week after the meeting. The members approves the minutes at the next meeting*]
1. These and other documents must be presented by the programme management in a brief, concise and executive form to facilitate the strategic decision making by the management agreement. [↑](#footnote-ref-1)