

**Guideline
on Joint Monitoring Indicators for 2024-2028
May 2024**

I- Background

The Joint Monitoring Indicators (JMIs) have been adopted since 2004 by the Royal Government of Cambodia (RGC) as an effective instrument to enhance mutual accountability between RGC's ministries/institutions and development partners. JMIs are also used to guide activities that promote development effectiveness. In the meantime, it is a framework for setting medium-term goals that have been prioritised in the Pentagonal Strategy – Phase I, National Strategic Development Plan (NSDP), Cambodian Sustainable Development Goals (CSDGs), Reform Program, Sector Strategy, and Budget Strategic Plan (BSP). Based on the progress report prepared by the Technical Working Groups (TWGs), the implementation of JMIs has revealed commendable achievements, reflecting effective leadership and mutual accountability between RGC and development partners, despite some challenges encountered during the implementation. On this basis, RGC will continue to strengthen partnerships with development partners to implement sectoral development policies and sectoral result framework based on existing mechanisms. In this regard, the PFM reform progress and the application of the performance-informed budgeting have provided an opportunity to strengthen the mechanism for the preparation and implementation of JMIs by linking it closely to the budgeting process.

The JMIs for 2024-2028 identify development outcomes, outputs, indicators, baselines, and targets for monitoring and follow-up. In order to contribute to the implementation of the Pentagonal Strategy – Phase I, the Development Cooperation and Partnerships Strategy (DCPS) 2024-2028, endorsed by RGC on December 29, 2023, recognises the need to formulate JMIs for 2024-2028 to promote development cooperation between all stakeholders in an inclusive partnership, efficient, transparent, and accountable manner.

This Guideline sets out the objectives, goals and principles of the JMIs, together with the process for JMIs formulation as follows:

II- Objectives and Goals

The objective of JMIs formulation is to strengthen inclusive partnerships in cooperation between all, aimed at enhancing development effectiveness.

The goals of the JMIs for 2024-2028 are as follows:

- (i) To jointly agree on realistic and achievable targets for achieving priority development outcomes and reform goals as outlined in RGC's policy documents (principally the Pentagonal Strategy – Phase I and the NSDP) and in line with sector/thematic plans;
- (ii) To create consensus around the activities to be undertaken (and responsible parties), the resources to be mobilised, the timeframe for implementation and the respective commitments of RGC, development partners and relevant stakeholders to achieving the targets;
- (iii) To foster and promote joint efforts to achieve development goals in a results-based manner informed by the principles of partnership and mutual accountability; and

- (iv) To further support the integration of development cooperation funds into sector plans and budget strategic plans so that progress can be assessed through performance-informed budgeting process.

III- Guiding Principles

The guiding principles for the JMIs formulation for 2024-2028 are as follows:

- (i) JMIs should be of a strategic nature linked to the achievements of 5-year development outcomes included in the NSDP or respective sector policies/plans to ensure effective ownership and leadership of the Royal Government.
- (ii) JMIs should identify a 5-year development outcome and associated 1-3-year monitorable outputs and output indicators (with baselines and targets) linked to the outcome. Concurrently, JMIs must be associated with identified activities and partnership actions required. JMIs should be SMART: specific, measurable, achievable, realistic, and timebound. Responsibilities for implementation are to be clearly associated with each activity.
- (iii) To ensure coherence between planning and budgeting, JMIs agreed activities, outputs and outcome should be closely linked to the 3-year rolling BSP/programme budgeting in the framework of PFM reform programme. Specific baselines/targets/indicators may be derived from routine data systems and/or the NSDP or CSDG monitoring frameworks.
- (iv) JMIs are to be identified, monitored and revised where required, in the TWGs. This will ensure that the principles of partnership and mutual accountability are fully respected and translated into actions. Associated actions and responsibilities to promote partnership and development effectiveness may also be included in the JMI matrix as means to further promote mutual accountability for achieving results.
- (v) Each TWG is encouraged to select only one JMI outcome where possible, although additional JMI outcomes may be added where the TWG members agree that this is appropriate. Similarly, TWGs are encouraged to identify no more than 3 outputs to be monitored as making a contribution to the identified outcome.
- (vi) The focus of the JMIs is to be placed on the outputs (and its respective indicators, baselines and targets) as this is the point in the results chain for which the RGC and its development partners can most practically be held mutually accountable for their performance.

IV- Process for Developing and Endorsing a New Set of JMIs

The following process and timeline is anticipated for preparing a new set of JMIs for 2024-2028:

- (i) All TWGs are requested to submit their new draft of JMIs to the Cambodian Development Cooperation Board of the Council for the Development of Cambodia (CDCB/CDC)
- (ii) A new set of JMIs is consolidated by CDCB/CDC to be submitted to **Samdech Moha Borvor Thipadei Prime Minister**.

V- Monitoring and Follow-up

- (i) Each TWG will prepare a progress report on the implementation of JMIs for the working group meetings.

- (ii) The progress report will be submitted to CDCB/CDC to consolidate the overall progress on the implementation of JMIs by the TWGs; and it will be reflected in the Development Cooperation and Partnerships Report (DCPR) which is regularly prepared by CDCB/CDC.

Annex

2024 - 2028 Joint Monitoring Indicators (JMIs) Template

Outcome (2024-2028)	Output (2024-2025)	Output Indicator with Baseline and Target (2024-2025)	Main Activity Identified Implementer (2024-2025)	Partnering Actions (Required/Prerequisites)
<p><u>Definition</u></p> <p>The outcome is the development result that can be expected to be achieved or advanced within the lifetime of the JMIs.</p>	<p><u>Definition</u></p> <p>The verifiable result of the activity (and focus for routine monitoring).</p>	<p><u>Definition</u></p> <p>Indicators can quantify/confirm the delivery of the output. To be informed by (and derived from) NSDP M&E framework or sector results framework reflecting in BSP/programme budgeting monitoring framework.</p>	<p><u>Definition</u></p> <p>The actions required to achieve the identified output.</p> <p>Some of these activities may be included in the programme budgeting.</p>	<p><u>Definition</u></p> <p>Relevant / priority actions that are required to build partnership and strengthen development effectiveness.</p>
<p><u>Guidance</u></p> <p>The outcome is to be associated with NSDP, CSDGs or sector plans and well reflected in the 3 years rolling Budget Strategic Plan through program budgeting.</p> <p>Monitoring by the routine M&E process during, and immediately after, the JMI period should be possible (so that baselines and achievement can be recorded).</p>	<p><u>Guidance</u></p> <p>Emphasis on being feasible, realistic in timeframe, & within RGC/DP influence.</p> <p>Each JMI should identify <u>one</u> output from its routine M&E framework to be elevated to JMI status.</p>	<p><u>Guidance</u></p> <p>To be: Specific Measurable Achievable Relevant Time-bound</p> <p><u>To include baseline & target & timeline</u> (if not to cover whole period).</p>	<p><u>Guidance</u></p> <p>These should be at a sufficient level of ambition to ensure the output will make a contribution to the higher-level outcome (and achievable within the JMI timeframe).</p> <p>Only "milestone" activities need be explicitly identified.</p>	<p><u>Guidance</u></p> <p>Should include practices that strengthen and/or encourage use of RGC systems, promote ownership, coherent capacity development (use of TC) etc.</p>

<u>Scope for Discretion</u>	<u>Scope for Discretion</u>	<u>Scope for Discretion</u>	<u>Scope for Discretion</u>	<u>Scope for Discretion</u>
<p>The outcome may be adopted from RGC policy documents to suit the agreed needs of the TWG, based on established plans and strategy documents.</p> <p>TWGs are encouraged to select <u>one</u> outcome.</p>	<p>TWGs are encouraged to identify <u>no more than 3</u> monitorable outputs (although TWGs have some discretion to assess their own needs).</p>	<p>Although one indicator per output is preferred, multiple indicators (or intermediate targets with dates) are permitted if relevant.</p>	<p>May include dates for key milestones.</p> <p>Based on a workplan, this text may simply refer to the plan (detail not required).</p>	<p>To be guided by current principles of Development Cooperation and Partnerships Strategy (2024-2028).</p>

Notes

- (i) While the outcome should be identified as the starting point (and should be measurable), the focus of JMI monitoring is on the output. This will ensure that identified outputs are within the influence of RGC and its development partners to deliver, and can be more easily monitored/verified using routine M&E arrangements.
- (ii) “Joint” means either jointly identified, formulated, implemented, monitored – based on the principles of partnership and mutual accountability.