Internal Ex-Post Evaluation for Technical Cooperation Project

Country Name Kingdom of Cambodia	Project on Improving Official Statistics in Cambodia (Phase 2) (Phase 3)

I. Project Outline

Background	The development of official statistics in Cambodia was significantly delayed due to the civil war. Since the 1990s, the official statistics had been gradually improved with the support of the United Nations and the other international development partners. JICA had supported the improvement of the capacity of National Institute of Statistics (NIS) since 2005 through its two phases of technical cooperation projects which focused on the 2008 Population Census. As a result, the statistical capacity of NIS had improved. However, the challenge was how to sustain skills and knowledge that were transferred by the previous projects until the forth coming 2018 Population Census, Furthermore, the Royal Government of Cambodia scheduled its first economic census in 2011. Acquisition of necessary skills and knowledge for conducting this census was one of NIS's pressing issues. On the other hand, the Government's decentralization policy required the provincial government to improve this capacity for compiling statistics at provincial level so that they could make full use of the statistical information for their policy making and monitoring.
Objectives of the Project	Through training for NIS and provincial planning departments, the projects aimed at implementing the key statistical surveys by themselves, thereby contributing to provision of useful statistics for planning and implementation of policies, plans, and strategies of line ministries and provincial governments. <Phase 2> 1. Overall Goal: Basic and useful statistics will be provided for planning and implementation of several policies, plans, and strategies of the Royal Government of Cambodia and its local governments. 2. Project Purpose: The statistical staff in the NIS, provincial planning departments and line ministries concerned will be able to conduct planning, data processing, analysis, dissemination, and use of the Population Census or related surveys basically. <Phase 3> 1. Overall Goal: Statistical results provided by NIS and provincial planning departments will be utilized for planning and implementation of policies, plans, and strategies of line ministries and provincial governments. 2. Project Purpose: NIS and provincial planning departments will be able to implement the Economic Census (EC), inter-censal population survey (CIPS), economic statistics survey (CIES), and other statistical activities.
Activities of the Project	1. Project site: Whole Cambodia 2. Main activities: <Phase 2> Planning and implementation of the census, analysis of the census results, development of database, training of staff of NIS and provincial planning departments, etc. <Phase 3> Planning and implementation of the census, analysis of the census results, development of database, dissemination of statistical survey results, training of staff of NIS and provincial planning departments, etc. 3. Inputs (to carry out above activities) Japanese Side / Cambodian Side <Phase 2> 1) Experts from Japan: 31 persons 2) Trainees received: 9 persons 3) Equipment: Office equipment such as PC, servers, software, printer, etc. 4) Operation cost. <Phase 2> (Cambodian Side) 1) Staff allocated: 24 persons 2) Land and facilities: Office space 3) Operation cost. <Phase 3> 1) Experts from Japan: 31 persons 2) Trainees received: 12 persons 3) Training in the third country: 15 persons (in Indonesia, Sri Lanka, Myanmar, Nepal, Laos) 4) Equipment: Office equipment such as PC, servers, software, printer, etc. 5) Operation cost. <Phase 3> (Cambodian Side) 1) Staff allocated: 120 persons 2) Land and facilities: Office space 3) Operation cost.

Project Period	<Phase 2> April 2007 to September 2010 <Phase 3> October 2010 to September 2015 (Extension period: April - September 2015)	Project Cost	<Phase 2> (ex-ante) 350 million yen / (actual) 433 million yen <Phase 3> (ex-ante) 550 million yen / (actual) 605 million yen
Implementing Agency	National Institute of Statistics (NIS), Ministry of Planning		
Cooperation Agency in Japan	Statistics Bureau of the Ministry of Internal Affairs and Communications (MIC), Statistical Research and Training Institute of MIC, and National Statistics Center		

II. Result of the Evaluation

< Special Perspectives Considered in the Ex-Post Evaluation >

・ It can be understood that, based on the results of the Phase 2, the Phase 3 aimed at deepening the implementation capacity of NIS and provincial planning departments in government statistics focused on utilization of statistical results for policy formulation. Therefore, at the ex-post evaluation, the two projects are interpreted as one intervention, and for evaluation of effectiveness/impact, the Project Purpose and Overall Goal of the Phase 3 is referred to.

・ When analyzing the achievement status of the Overall Goals, each indicator of Phase 2 and 3 were examined by consolidating similar type of indicators. However, the Indicator 2 of Phase 2 "Number and sales quantity of statistical publications" was not verified by this ex-post evaluation since sales of statistical publication were not necessarily relevant in terms of promoting utilization of statistical results as now many statistical publications are publicized free in the website.

1 Relevance

<Consistency with the Development Policy of Cambodia at the Time of Ex-Ante Evaluation and Project Completion>

The project was consistent with Cambodia's development policies of "the Socio Economic Development Plan", "the National Poverty Reduction Strategies", "the Cambodia Millennium Development Goals, and the National Strategic Development Plan" (2014-2018), emphasizing the importance of government statistical survey and its utilization for policy formulation and monitoring.

<Consistency with the Development Needs of Cambodia at the Time of Ex-Ante Evaluation and Project Completion >

The project was consistent with Cambodia's development needs for improving technical capacity of NIS and the provincial government to conduct the population and economic census both at national and provincial levels in order to make full use of the statistical information for their policy making and monitoring.

<Consistency with Japan's ODA Policy at the Time of Ex-Ante Evaluation>

The project was consistent with Japan's ODA policy for Cambodia at the time of ex-ante evaluation in 2007 putting priority on sustainable economic development and realization of stable society including good governance.[1]

<Evaluation Result>

In light of the above, the relevance of the project is high.

2 Effectiveness/Impact

<Status of Achievement of the Project Purpose at the time of Project Completion>

The Project Purpose was achieved by the time of project completion. According to the results of competency assessment on the personnel involved in the Economic Census 2011 (EC2011), the Cambodia Inter-Censal Population Survey 2013 (CIPS2013), the Cambodia Inter-Censal Economic Survey 2014 (CIES2014), and the Small Area Statistics (SAS) implemented both in baseline and endline surveys, the average values (or scores) at the endline assessment were relatively higher than that of the baseline assessment (Indicator 1 and 2). This means that that NIS and PDPs staff developed their capacity in planning and implementing a range of statistical activities.

<Continuation Status of Project Effects at the time of Ex-post Evaluation>

The project effects have been continued after the project completion. NIS and PDPs were able to implement the 2019 Population Census by themselves. Meanwhile, NIS and PDPs still have a challenge in their technical capacity on an in-depth analysis of both economic census and population census.

<Status of Achievement for Overall Goal at the time of Ex-post Evaluation>

The Overall Goal has been achieved by the time of ex-post evaluation. Four to five statistical surveys were conducted, and four to six statistical results/publications were provided every year by NIS and PDP from 2015 to 2018 (Indicator 2). By utilizing the results of statistical data provided by NIS and PDPs, at least one policy, plan, and/or strategy was prepared every year at national and provincial level in 2015-2018 (Indicator 1). They are: the Cambodia Industrial Development Policy 2015-2025, the National Strategy for the Development of Statistics 2019-2023, the 5-Year Development Plan, and the 3-Year Rolling Investment Program.

In addition, the number of access to NIS web site increased by 2.7 times from 1,085 in 2015 to 2,978 in 2018. Every year 25-26 statistical documents were newly update to NIS web site. It implies that the statistical survey results have been utilized by stakeholders continuously.

<Other Impacts at the time of Ex-post Evaluation>

No other positive or negative impacts of the project were confirmed at the time of ex-post evaluation.

<Evaluation Result>

Therefore, the effectiveness/impact of the project is high.

Achievement of Project Purpose and Overall Goal

Aim	Indicators	Results
(Project Purpose) Were NIS and provincial planning departments able to implement the Economic Census (EC), inter-censal population survey (CIPS), economic statistics survey (CIES), and other statistical activities?	(Indicator 1) Number of capable statistical staff in NIS trained to conduct planning, data processing, analysis, dissemination, and use of the results of the Economic Census, inter-censal population survey, economic statistics survey, and other statistical surveys.	Status of achievement: Achieved (Continued) (Project Completion) - Although the terminal evaluation report did not clearly define the target values for indicator 1 and 2, the average values (or scores) of competency assessment on the personnel involved in EC2011 (23 staff), CIPS2013 (213 staff), CIES2014 (194 staff), SAS (222 staff) shows some improvement between the baseline and endline assessments. This indicates that NIS and PDPs staff developed their capacity in planning and implementing a range of statistical activities through the process of EC2011, CIPS2013, CIES2014, SAS. - Meanwhile, they still have weakness in analytical skills for economic censuses and surveys. Also, PDPs were still in need of much support from ROs and AROs in carrying out SAS. [Result of baseline and endline assessments]
	(Indicator 2)	Survey — Change in Average Scores of Competency Assessment

[1] Source: Ministry of Foreign Affairs, Japan, "ODA Country Data Book 2007".

	Number of ROs (Regional Officers) and AROs (Assistant Regional Officers) trained to conduct tabulation and scrutiny of data, dissemination, and the use of the results of the Economic Census and the 2008 Population Census.	EC2011	Average scores of NIS core staff (8 scope of works) were improved. (Example) Average score of staff in charge of Economic Census and Economic Statistics was improved from 3.53 to 3.75.
		CIPS2013	Average score of NIS core staff was improved from 3.54 to 3.90. Average score of RO/ARO was improved from 3.00 to 3.17. Average score of PDP staff were improved from 3.11 to 3.78.
		CIES2014	Average score of NIS core staff was improved from 3.55 to 3.73. Average score of RO/ARO was improved from 3.18 to 3.23. Average score of PDP staff were improved from 3.06 to 3.65.
		SAS (FY2010 -FY2014)	Average scores of NIS core staff, RO/ARO, and PDP staff were improved. (Example) Average score of NIS core staff engaged in SAS in FY2010 was improved from 3.27 to 3.82.

Note: RO (Regional Officer), ARO (Assistant Regional Officer), PDP (Provincial Department of Planning), SAS (Small Area Statistics)

(Ex-post Evaluation)
- Although CIES2017 and 2018 Population Census were not implemented due to the government budget constraints, NIS and PDPs were able to implement 2019 Population Census and its final results will be available in 2020.
- Meanwhile, an in-depth analysis of both economic census and population census, capacity of staff of NIS and PDPs are still at limited level.

(Overall Goal) Are statistical results provided by NIS and provincial planning departments utilized for planning and implementation of policies, plans, and strategies of line ministries and provincial governments.	(Indicator 1) Number of policies, plans, and strategies which utilize the results of statistical data provided by NIS and PDPs	Status of achievement: Achieved (Ex-post Evaluation)

	2015	2016	2017	2018
No. of policies, plans, and strategies at national level which utilize the results of statistical data	1	N/A	N/A	1
No. of policies, plans, and strategies at provincial level which utilize the results of statistical data	2	1	1	1

Name of policies, plans, and strategies
(1) Cambodia Industrial Development Policy 2015-2025
(2) National Strategy for the Development of Statistics 2019-2023
(3) 5-Year Development Plan
(4) 3-Year Rolling Investment Program

(Indicator 2)
Number of statistical surveys conducted by NIS and PDPs

Status of achievement: Achieved
(Ex-post Evaluation)

	2015	2016	2017	2018
No. of statistical surveys conducted by NIS	5	5	5	4
No. of statistical surveys conducted by PDP	4	4	4	4

Name and/or type of statistical surveys
(1) Cambodia Socio-Economic Survey
(2) Sub-National Statistics Data Collection
(3) Consumer Price Index (CPI)
(4) Production Price Index (PPI)
(5) National Accounts of Cambodia
(6) Commune Data Base/Scorecard
(7) Identification of Poor Households
(8) Provincial Socio-Economic Survey

| | 3. Number of statistical results provided by NIS and PDPs | Status of achievement: Achieved
(Ex-post Evaluation) | | | | |

			2015	2016	2017	2018
		No. of statistical results/ publications provided by NIS	6	5	5	4
		No. of statistical results/ publications provided by PDP	6	6	6	6

Name and/or type of statistical results
(1) Cambodia Demographic and Health Survey
(2) Cambodia Socio-Economic Survey
(3) Consumer Price Index (CPI)
(4) National Accounts of Cambodia
(5) Sub-National Statistics
(6) Cambodia Inter-censal Economics Survey (CIES)
(7) Commune Data Base
(8) Provincial Socio-Economic Survey

(Reference)

	2015	2016	2017	2018
No. access to NIS web site (Average No./day or month)	1,085	1,112	1,869	2,978
No. of statistical documents newly update to NIS web site	25	26	25	26

Source: Terminal Evaluation Report, Data provided by NIS, Questionnaire and Interview with NIS.

3 Efficiency

Both the project cost and the project period exceed the plan (ration against plan: project cost 115%, project period 106%). The outputs were produced as planned. The efficiency of the project is fair.

4 Sustainability

<Policy Aspect>
The Cambodian Sustainable Development Goals (CSDGs) promotes the official statistics of Cambodia as they are important tools for the monitoring and evaluation of CSDGs. NIS has the National Strategy for the Development of Statistics 2019-2023.

<Institutional Aspect>
There has not been any change in the institutional structure for the official statistics system in Cambodia. NIS and PDPs in all 25 provinces are in charge of conducting statistical survey, data analysis and dissemination of the survey results at central and provincial levels. ROs and AROs have supported PDP by provision of training and technical guidance. At the time of ex-post evaluation, 10 NIS core staff, 27 ROs, 80 AROs, and 200 PDPs staff have been assigned for the official statistics. According to NIS and PDPs, the number of staff allocated has been sufficient to conduct the next periodical statistical surveys.

<Technical Aspect>
NIS core staff, ROs, AROs, and PDPs staff trained by the project have been still working at respective organizations at the time of ex-post evaluation, and they have been using their knowledge and experience learned from the project. NIS keeps providing a basic statistical training course to PDPs. The operation manuals and guidelines developed by the project have been utilized at NIS and PDPs. Also, the website developed by the project has been maintained by NIS. Therefore, no major problems are observed in the technical capacity of NIS and PDPs for planning and implementation of official statistics. On the other hand, NIS is facing difficulties in maintenance of the website as: (i) shortage of capable staff taking in charge of updating website regularly, (ii) limited storage capacity of server than makes difficult to further expansion of website. Also, for further improvement of the official statistics system, NIS needs to install e-census or e-survey system, and census mapping system by using Geographical Information System (GIS) technology as well as to install computer assisted interview system (CAPI) by using tablet computers towards the next economic census in 2021 and other statistical economic surveys.

<Financial Aspect>
There are financial constraints for NIS to implement required periodic and regular statistical surveys. For example, the planned CIES 2017 was not conducted due no financial and technical support from Development Partners. Also, 2018 Population Census was postponed to 2019 due to the financial burden of the 2018 National Election. At the time of ex-post evaluation, NIS has been implementing 2019 Population Census with the financial support from UNFPA as well as the material support from China such as census equipment (cars, computers, printers, scanner, laptops). Also NIS receives government budget for the 2019 Population Census, but it was not sufficient in term of wide range of huge statistical implementation. On the other hand, PDPs has annual budgets from the Ministry of Economy and Finance from around five to nine million riels for the overall expenses on the repair of the equipment provided by the project and of the PDP, and it is sufficient for maintenance of equipment.

<Evaluation Result>
There have been some problems in the financial aspect. Therefore, the sustainability of the effects through the project is fair.

5 Summary of the Evaluation

The project achieved the Project Purpose and achieved the Overall Goal to utilize statistical results provided by NIS and provincial planning departments for planning and implementation of policies, plans, and strategies of line ministries and provincial governments. Regarding sustainability, no major problems have been observed in terms of the policy, institutional and technical aspect, but there is a concern about a shortage of budget for securing the necessary official statistical activities. As for the efficiency, both the project cost and the project period exceed the plan.

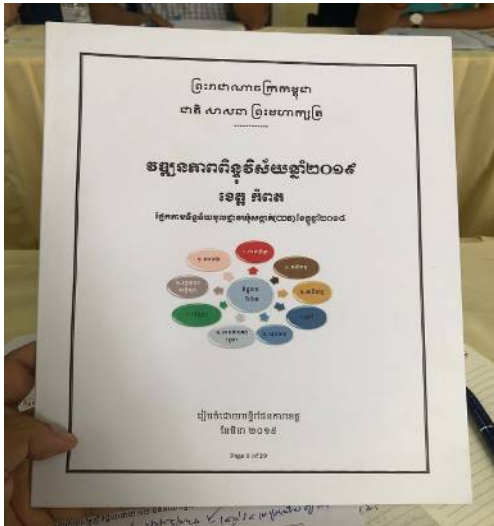Considering all of the above points, this project is evaluated to be satisfactory.

III. Recommendations & Lessons Learned

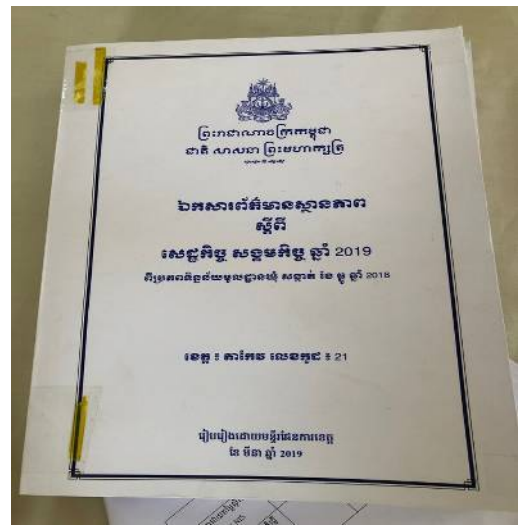Recommendations for Implementing Agency:
- Since the results of the census, survey data, etc. are very important for researchers, businessmen and other users, uploading them on the NIS websites should be done on a regular basis. Therefore, NIS needs to upgrade the storage capacity of website server in order to be able to storage the bulk date and publicize the updated data on a regular-basis. Along with this, transferring knowledge from staff who benefited from the project to the newly recruited staff at both at NIS and PDPs is necessary.

Lessons Learned for JICA:
- It was revealed that NIS has been facing difficulties in maintenance of the website due to shortage of capable staff responsible for website maintenance and limited storage capacity of server. Therefore, during the project implementation, JICA should have considered the sustainability plan on how to secure the proper operation and maintenance of website as well as to seek the possible future expansion of website. For example, an establishment of a mechanism to support NIS for operation and maintenance of their website for a certain period of time in collaboration with other development partners may be an option.

2019 Scored card prepared by Kampot Provincial Planning Department

Social Economic Situation Survey 2019 prepared by Takeo Provincial Planning Department