

Country Name	Project on Capacity Development for the Implementation of Economic Census 2018
Nepal	

I. Project Outline

Background	Nepal had conducted population censuses, agricultural censuses, and manufacturing censuses, and had steadily accumulated statistical expertise and experience. However, in the area of economic statistics, a census had not been conducted, making it difficult to grasp the basic economic structure of the country. which was a major obstacle in formulating development policies. Under these circumstances, the first economic census was planned to be conducted in 2018. In order to properly conduct the economic census, which required a wider range of knowledge, it was essential to strengthen the organization and human resource development in the field of economic statistics.				
Objectives of the Project	Through (i) strengthening capacity of statistical staff of the Central Bureau of Statistics (CBS) to plan and implement the Economic Census, process and scrutinize the data of the Economic Census, analyze the data of the Economic Census, disseminate the results of the Economic Census, (ii) developing a statistical database including statistical business register and sampling frame, (iii) strengthening capacity of statistical staff of Statistics Offices (SOs) to conduct necessary activities of the Economic Census at the local level, (iv) strengthening capacity of statistical staff of CBS to implement training for staff of line ministries as well as necessary coordination with relevant stakeholders, the project aims at enhancing capacity of the statistical staff of CBS to conduct the Economic Census and skills in conducting related statistical surveys, thereby contributing to utilization of statistical results provided by CBS for planning and implementation of policies, plans, and strategies of various stakeholders.				
	<ol style="list-style-type: none"> Overall Goal: Statistical results provided by Central Bureau of Statistics (CBS) are utilized for planning and implementation of policies, plans, and strategies of line ministries, local governments, universities, research institutions and private sector. Project Purpose: Capacity of the statistical staff of CBS to conduct Economic Census and such skills commonly used in conducting other related statistical surveys are enhanced. 				
Activities of the project	<ol style="list-style-type: none"> Project site: Kathmandu Main activities: (i) strengthening capacity of statistical staff of the Central Bureau of Statistics (CBS) to plan and implement the Economic Census, process and scrutinize the data of the Economic Census, analyze the data of the Economic Census, disseminate the results of the Economic Census, (ii) developing a statistical database including statistical business register and sampling frame, (iii) strengthening capacity of statistical staff of Statistics Offices (SOs) to conduct necessary activities of the Economic Census at the local level, (iv) strengthening capacity of statistical staff of CBS to implement training for staff of line ministries as well as necessary coordination with relevant stakeholders Inputs (to carry out above activities) <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> Japanese Side <ol style="list-style-type: none"> Experts: 26 persons Trainees received: 13 persons Third country training: 13 persons (Indonesia, Sri Lanka, Egypt, Vietnam) Equipment: Computers, servers, printers, projectors, Geographic Information System (GIS) software, vehicle for project activities, etc. </td> <td style="width: 50%; vertical-align: top;"> Nepali Side <ol style="list-style-type: none"> Staff allocated: 12 persons Provision of office space Operation cost: Per diem of field trips for CBS officials; printing costs; electricity and water expense within CBS enclosure; Food and drink services for internal workshops, seminars, ceremonies; Per diem; Census honorarium; Census administration cost; Census operation cost; Data processing cost; and Dissemination cost. </td> </tr> </table> 			Japanese Side <ol style="list-style-type: none"> Experts: 26 persons Trainees received: 13 persons Third country training: 13 persons (Indonesia, Sri Lanka, Egypt, Vietnam) Equipment: Computers, servers, printers, projectors, Geographic Information System (GIS) software, vehicle for project activities, etc. 	Nepali Side <ol style="list-style-type: none"> Staff allocated: 12 persons Provision of office space Operation cost: Per diem of field trips for CBS officials; printing costs; electricity and water expense within CBS enclosure; Food and drink services for internal workshops, seminars, ceremonies; Per diem; Census honorarium; Census administration cost; Census operation cost; Data processing cost; and Dissemination cost.
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Project Period	(ex-ante) December 2015 – November 2020 [60 months] (actual) 6 March 2016 – 5 March, 2021 [60 months]	Project Cost (Japanese side only)	(ex-ante) 672 million yen, (actual) 587 million yen		
Implementing Agency	Central Bureau of Statistics (CBS) (currently National Statistics Office: NSO)				
Cooperation Agency in Japan	Statistics Bureau, Japan, National Statistics Center, Japan, Statistical Information Institute for Consulting and Analysis, Japan Economic Research Institute				

II. Result of the Evaluation

1 Relevance/Coherence
[Relevance]
<Consistency with the Development Policy of Nepal at the Time of Ex-Ante Evaluation > The project was consistent with the development policy of Nepal at the time of ex-ante evaluation. The need for an economic census was mentioned in “the 13th Three Year Plan” (2013-2016), which was the national development plan of the Government of Nepal. “The National Strategy for the Development of Statistics (NSDS)”, which was being formulated by the Government of Nepal, was also to specify the implementation of an economic census in 2018.
<Consistency with the Development Needs of Nepal at the Time of Ex-Ante Evaluation > The project was consistent with the development needs of Nepal at the time of ex-ante evaluation. As mentioned above (“Background”),

in order to properly conduct the economic census 2018, which required a wider range of knowledge, it was needed to strengthen the organization and human resource development in the field of economic statistics.

<Appropriateness of Project Design/Approach>

The project design/approach was appropriate. In particular, it was appropriate for delivering census results to all concerned users. The project design included decentralized dissemination via CBS as well as district SOs (workshop, seminars, web dissemination) to all beneficiaries including the vulnerable.

As for the utilization of the lessons learned from the past projects, the economic census data cleaning took longer than expected, causing delays in project activities and affecting the planning and implementation of subsequent activities in the past projects. In the project, sufficient time was allocated for the data cleaning and analysis of data, and the utilization of the data led to improve their processes and outcomes of economic census of Nepal.

Generally, no problem attributed to the project design/approach was confirmed.

<Evaluation Result>

In light of the above, the relevance of the project is ③¹.

[Coherence]

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

The project was consistent with the Japan's ODA policy to Nepal at the time of ex-post evaluation. One of the priority areas for assistance was steady "transition to an entrenched peace and democratic state", which aimed to support the development of the institutions that form the basis of democracy in order to advance the peace process and the establishment of a constitution. It also aimed to support capacity building of central and local governments in policy formulation and implementation, and strengthening the capacity of communities, including vulnerable groups².

<Collaboration/Coordination with JICA's Other Interventions>

No collaboration/coordination between the project and JICA's other intervention was clearly planned at the time of ex-ante evaluation and during the project period.

<Cooperation with other institutions/ Coordination with International Framework>

No cooperation/coordination with other development partner was clearly planned at the time of ex-ante evaluation or during the project period.

<Evaluation Result>

In light of the above, the coherence of the project is ②¹.

[Evaluation Result of Relevance/Coherence]

In the light above, the relevance/coherence of the project is ③¹.

2 Effectiveness/Impact

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

At the time of project completion, the Project Purpose was mostly achieved as planned. The number of capable statistical staff in NSO trained to plan, map, collect data, process data, analyze, disseminate, and use the results of Economic Census increased and most of the officers exceeded the passing score (Indicator 1). However, due to the pandemic of COVID 19, it was difficult for consultant team to transfer the knowledge particularly on report preparation and writing as the consultant team could not visit Nepal. This gap in the report writing and not able to conduct related workshops to explain the beneficiaries resulted in a lack of confidence in NSO's ability to effectively educate, persuade, and gain confidence of business stakeholders regarding the use of "Economic Census 2018" products.

<Continuation Status of Project Effects at the Time of Ex-Post Evaluation>

By the time of the ex-post evaluation, the project effects have continued.

The enhanced capacity of the statistical staff of the then CBS (now NSO) to conduct Economic Census and such skills has been commonly used in conducting other related statistical surveys including population census, agriculture census, integrated industry survey, distributive trade survey continued and studies for national accounts rebasing for 2025 continued. NSO plans to conduct the second Economic Census in 2026 and has already started several necessary activities. The learning obtained through the project was immediately used in the successive census and surveys.

<Status of Achievement of the Overall Goal at the Time of Ex-Post Evaluation>

At the time of ex-post evaluation, the Overall Goal has been mostly achieved as planned.

As for the number of policies, plans, and strategies which utilize the results of statistical data (Indicator 1), "the Fifteenth Plan", (Fiscal Year 2019/20 – 2023/24) and "the Sixteenth Plan" (FY 2024/25 – 2028/29) utilized the census results to reduce the proportion of informal establishments and to increase the proportion of establishments for account keeping practices. It is hard to indicate the number of policies, plans and strategies which utilize the data as most of the results are uploaded in NSO web portal and any users have access to it and utilized for various purposes. For example, the Inland Revenue Department had asked for data on unregistered establishments at the lowest administrative level for the purpose of expanding for registration of Permanent Account Number of businesses. Now, the businesses with permanent account number is increasing. As per the census objectives, most of the census data were utilized for strengthening national accounts system, utilization as sampling frame for NSO Surveys.

The number of statistical surveys conducted by NSO (Indicator 2) after the project completion (2021) amounted to 31, including those by the Central Bank (Nepal Rastra Bank). The statistical surveys include "Nepal Trade Survey, 2022", "Hotel and Restaurant Surveys 2023/2024" (undergoing), a number of "Studies and Surveys for National Accounts Rebased for 2025", 2023/24 and others.

The administrative boundary maps for enumeration have been utilized in the "Population Census 2021", "Agriculture Census 2021/2022", and surveys as per need (Indicator 3).

The project has had impacts on data quality, capacity building, policy, and stakeholder engagement. For example, the CAPI (Computer Assisted Personal Interview) method, online census method of data collection was also continued in the "National Population and Housing Census 2021", "Agriculture Census 2021/2022". As such International Standard Industrial Classification (ISIC) revision 4 activities codes

¹ ④ : very high, ③ : high, ② : moderately low, ① : low

² <Source> ODA Country Data Collection (2015)

were also utilized in the “National Population and Housing Census 2021”, “National Distributive Trade Survey 2022”, “National Industrial Survey 2019/20” and the “Rebasing of National Accounts Statistics” which was released in 2020. Similarly, “Rebasing of National Accounts 2025” has been utilizing economic census 2018 as a study frame. As the economic census 2018 result revealed the status of unregistered establishments, the government of Nepal has been focusing the program of formalization of informal economy. This can be assumed as one of the examples of policy impact. Sustained efforts to raise public awareness about the importance of economic data collection can ensure high participation rates and data accuracy in future censuses and surveys.

<Other Impacts at the Time of Ex-Post Evaluation>

Gender related statistical tables and analysis was done via economic census 2018 data. For example, Gender statistics such as “Number of persons engaged by sex”, “Number of owner by sex”, “Number of manager by sex”, “Sales, profits, salaries, and wages of establishments owned by female”, “Industrial sectors and kind of establishments owned by female”, “Number of persons engaged of establishments owned by female” have been disseminated through National Economic Census 2018.

No negative impacts on environment have been observed.

<Evaluation Result>

In light of the above, the effectiveness/impact of the project is ③.

Achievement of Project Purpose and Overall Goal

Aim	Indicators	Results	Source
(Project Purpose) Capacity of the statistical staff of CBS to conduct Economic Census and such skills commonly used in conducting other related statistical surveys are enhanced.	Indicator 1 Number of capable ※1 statistical staff in CBS trained to plan, map, collect data, process data, analyze, disseminate, and use the results of Economic Census ※1 Assessment score of the end line survey reached at 3.5 points. Each statistical staff member is evaluated in five grades by means of the number shown below: 5 = Excellent, 4 = Good, 3 = Sufficient, 2 = Insufficient, 1 = Poor	Status of the Achievement (Status of the Continuation): mostly achieved as planned (continued) (Project Completion) Most of the following officers reached at 4.0 Census planning: 5 officers (Average 4.1); Census mapping: 2 officers (Average 4.3); e-Census: 2 officers (Average 4.8); Field operation: 3 officers (Average 4.3); Data processing: 6 officers (Average 4.1); Analysis: 5 officers (Average 3.7); Dissemination: 4 officers (Average 4.1); and Use the results: 4 officers (Average 3.8). (Ex-Post Evaluation) The staff acquired and sustained skills and knowledge on census administration, planning, GIS mapping, e-census, data processing and analysis during economic census 2018 project period	JICA documents, NSO
(Overall Goal) Statistical results provided by Central Bureau of Statistics (CBS) are utilized for planning and implementation of policies, plans, and strategies of line ministries, local governments, universities, research institutions and private sector.	Indicator 1 Number of policies, plans, and strategies which utilize the results of statistical data provided by CBS	Status of the Achievement: mostly achieved as planned (Ex-Post Evaluation) Policies, plans and strategies include: - The Fifteenth Plan, (Fiscal Year 2019/20 – 2023/24), - The Sixteenth Plan (FY 2024/25 – 2028/29) Government of Nepal, National Planning Commission, Published year: 2020 March	NSO
	Indicator 2 Number of statistical surveys conducted by CBS	Status of the Achievement: mostly achieved as planned (Ex-Post Evaluation) 31.	NSO
	Indicator 3 Number of statistical surveys in which administrative boundary maps, EA maps and updated census frame used	Status of the Achievement: achieved beyond the plan (Ex-Post Evaluation) Statistical surveys in which administrative boundary maps, EA maps and updated census frame used after project completion (2021): · Population Census 2021 · Agriculture Census 2021/2022	NSO

3 Efficiency

Both the project cost and the project period within the plan/as planned (the ratio against the plan: 87% and 100%, respectively)

	Project Cost (Japanese side only, yen)	Project Period (months)
Plan (ex-ante)	672 million	60
Actual	587 million	60
Ratio (%)	87	100

Outputs were produced as planned.

In light of the above, the efficiency of the project is ④.

4 Sustainability

<Policy Aspect>

There has been policy support for the continuation of economic census such as the “National Strategy for Development of Statistics (NSDS) 2019”, “NSDS 2024” (draft only remaining to be endorsed), “Statistical Act 2022”, “Statistical Calendar 2023”, “Statistical

Regulation 2023”, and “Fiscal Year 2024/25 Annual Budget”.

<Institutional/Organizational Aspect>

The current setting will not have difficulties. The Government of Nepal passed the new “Statistical Act 2022”. As a result, the then CBS has been upgraded to NSO to be headed by secretary level chief statistician under Office of Prime Minister and Council of Ministries. Similarly the then 33 district SOs have been reduced to 18 Statistical Coordination Offices to be headed by a Statistics Coordination Officer with a gazetted second class officer. However, during the census enumeration, census offices will be established for the short period to undertake census enumeration.

NSO have the required number of staff during the planning stage and during the census implementation period, a required number of staff will be recruited by hiring the qualified human resources and they will be oriented to census tasks through training programs.

<Technical Aspect>

The staff acquired and sustained skills and knowledge on census administration, planning, GIS mapping, e-census, data processing and analysis during economic census 2018 project period. However, there was an unavoidable situation of forced retirement of some trained staff or transfer of the trained staff. Such issues have raised the need of capacity development of new staff in the implementation of census. However, the Economic Census Section has prepared documentation of institutional memory and handed to new staff. This institutional memory note will help new staff to acquire necessary instruction and knowledge to carry out the work. Also, there is training unit in NSO which conducts various trainings to make capable on various aspects of statistical undertakings.

The economic census manuals/guidelines/materials developed in economic census 2018 have been utilized for the development of similar materials for next economic census 2026 and surveys as well.

<Financial Aspect>

NSO, as the implementing agency of censuses or surveys, has secured some budget for preparatory activities of next economic census 2026 by Government of Nepal in annual basis. In addition, as the economic census 2026 has been addressed in current budget program, it is the indication of ensuring budget for economic census from the government side.

<Environmental and Social Aspect>

No issue on environmental and social aspect has been observed, and it has not been necessary to take any countermeasures.

<Evaluation Result>

In light of the above, no problem has been observed in terms of the [policy / institutional/organizational / technical / financial/ environmental and social] aspects. Therefore, the sustainability of the project effects is ④.

5 Summary of the Evaluation

The project mostly achieved the Project Purpose as planned, as the capacity of the statistical staff was enhanced, and it has continued after the project completion. The project also mostly achieved the Overall Goal, as the statistical results provided by NSO were utilized for planning and implementation of policies, plans and strategies.

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

III. Non-score Items

Adaption and Contribution:

1. JICA facilitated between Consultants and NSO to complete the reports by writing separately and sharing for consensus so that the project can be completed on-time specially after the covid pandemic struck.
2. The communication among JICA experts and the implementing agency was positive, cordial, and effective.

Additionality and Creative Value

- Introduction of Tablets and Enumeration Area (EA) map: Filling data by tablets, which was introduced by this project, saved time. This was done in few places as pilot. Later, use of tablets to collect information was widely used during “National Population and Housing Census 2021”. EA map gave clear idea on where each enumerator should visit. This way, missing of establishment was less during enumeration process. In the past, tables (tables containing data of reports) were published in PDF format. This made all researchers or data users to type again the tables of the reports. But when CBS started to published data in EXCEL format, which was introduced by this project, it became easy for data users to use it directly, without spending time on typing it again.

IV. Recommendations & Lessons Learned

Recommendations for Implementing Agency:

1. It is recommended that NSO allocate officials in Economic Census section (in Kathmandu) of different age group so that their retirement and transfer will not affect in the census operation. Also, increase in the number of staff and strengthening the capacity of other related section such as GIS section, IT section etc. are recommended.

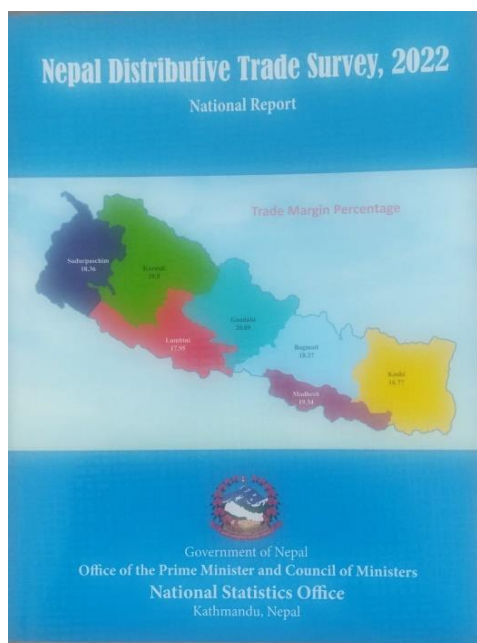
Lessons Learned for JICA:

1. Due to the pandemic of COVID 19, it was difficult for consultant team to transfer the knowledge particularly on report preparation and writing as the consultant team could not visit Nepal. This gap in the report writing and not able to conduct related workshops to explain the beneficiaries resulted in a lack of confidence in NSO’s ability to effectively educate, persuade, and gain confidence of business stakeholders regarding the use of “Economic Census 2018” products. In addition, NSO was unable to conduct in-depth interactions or organize additional workshops with the involvement of experts and consultants to enhance the Statistical Business Register System, which was a key priority by introducing the insights gained through the project.

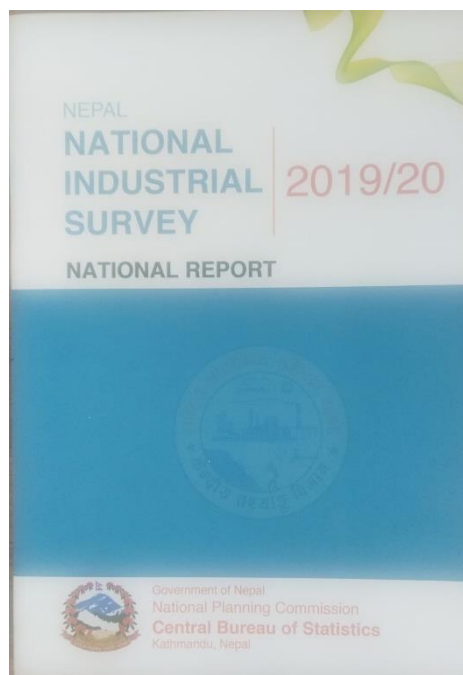
It is advisable to formulate an ingenuity under the situation of travel restriction. such as (i) scheduled training and orientation by virtual means, (ii) sharing sample report format and formation of taskforce to discuss and finalize individual effort to make it a collective effort, and (iii) conduct virtual workshops involving related stakeholders beside counterparts, to transfer knowledge in case of pandemic as COVID 19 in future.

2. The project involved extensive cooperation with various institutions, including universities, Federation of Nepalese Chambers of Commerce and Industry (FNCCI) during enumeration phase for conducting economic census data collection. These organizations’ role was to facilitate for the data collection if problem raised. Although this cooperation/coordination with other development

partner/organizations wasn't clearly planned as project activities, it is recommended to include this cooperation/coordination with relevant stakeholders for the project related to statistics.



Distributive Trade Survey, 2022



National Industrial Survey 2019/20