

The Swedish Support to Institutional Capacity Building of the National Institute of Statistics in Cambodia 2006–2008

**Tobias Stern
Claes Norrlöf
Pernilla Lundin**

**Department for Democracy
and Social Development**

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Sida Evaluation 2008:32

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Authors: Tobias Stern, Claes Norrlöf, Pernilla Lundin.

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SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

E-mail: sida@sida.se. Homepage: <http://www.sida.se>

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List of Abbreviations

ADB	Asian Development Bank
AusAID	Australian Agency for International Development
ARM	Annual Review Meetings
CDRI	Cambodia Development Resource Institute
CPI	Consumer Price Index
CSES	Cambodia Socio-Economic Survey
DAC	Development Assistance Committee
DoP	Directorate Planning
GTZ	Gesellschaft für Technische Zusammenarbeit
ICT	Information, Communications and Technology
JICA	Japan International Cooperation Agency
IMF	International Monetary Fund
HRD	Human Resources Development
LTA	Long term advisor
MBIS	Merit Based Incentive Scheme
MDG	Millennium Development Goals
MOP	Ministry of Planning
MPSP	Ministry of Planning Strategic Plan
NSDP	National Strategic Development Plan
NIS	National Institute of Statistics
OECD	Organisation for Economic Co-operation and Development
PIM	Project Identification Mission
RGC	Royal Government of Cambodia
SCB	Statistics Sweden
Sida	Swedish International Development Cooperation Agency
SMP	Statistical Master Plan
STA	Short term advisor
SWaP	Sector Wide Approach
TWG	Technical Working Group
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund

Executive Summary

Ramböll Management has been commissioned by Sida to undertake an end-of-phase evaluation of the Swedish support to Institutional Capacity Building of the National Institute of Statistics (NIS) in Cambodia. This support is provided through institutional cooperation between Statistics Sweden and NIS. The first phase of the cooperation started in February 2006 and will end in December 2008. It is foreseen that the cooperation will continue and that a new agreement will be signed.

This report summarizes the findings of the end of phase evaluation. This evaluation has been conducted according to the OECD DAC criteria. In this report, the relevance, effectiveness, impact and sustainability of the project are discussed in addition to lessons learned and recommendations regarding the continued cooperation.

The evaluation found that the project is highly *relevant* to Cambodia as the project's objectives match to a very high degree the Cambodian priorities stated in the Statistical Master Plan ¹ (SMP) and the needs of NIS.

The project's *effectiveness*, measured by comparing the project's achievements with the expected results formulated in the inception report, have generally proven to be fulfilled on the operational level. It was the intention of the project to develop the individual capacity of NIS staff and in turn the institutional capacity of NIS as an organisation, with NIS being the main responsible body for conducting surveys and producing statistical data in Cambodia. There is a general trade-off between sustainable capacity building and short term results in terms of the production and use of statistical data. Whereas some other donor organisations focus strongly on presentable outputs the Swedish support focussed almost exclusively on capacity building, knowing that results, in the form of printed publications, would be limited in the short run. This capacity building needs to continue, not least to ensure that capacity building at the institutional level is achieved, but significant improvements in many aspects have been reached.

It is the overall goal of the project "to strengthen the capacity of the government of Cambodia to monitor the development, to formulate policies and strategies to combat poverty by providing relevant and easily accessible data and analyses, in particular trend data, of improved quality". So far only few publications have been issued (some in the field of CPI and none in the field of CSES) and therefore the expected *impacts* of available data on policy making have not been achieved to date. However, the Swedish approach to develop capacities at NIS has built a strong basis for sustainable future impacts. Impacts of increased capacities will be visible over time. If the second phase puts more emphasis on improving the capacity of individuals working at NIS in report writing, analyses and dissemination of data, the evaluators assume greatly improved impacts as this collectively should help to improve NIS competence as an institution to analyse and disseminate its data more effectively and ultimately with greater impact.

In terms of *sustainability* the project has made a good start in trying to ensure development over the longer term through its approach to capacity development. Good progress has been achieved that will have long lasting effects on a personal level among employees (individual capacity building). However, further capacity building in subject matters but also managerial skills will be needed to create a well functioning NIS that can fulfil its responsibilities according to the SMP (institutional capacity building). Sufficient ownership at NIS management level could be observed building a good basis for further

¹ The SMP, adopted in September 2007, establishes the roles of the NIS and other actors within the national statistical system (NSS) and sets out a long-term, prioritised plan for the NSS, including NIS, statistical units in line ministries and the National Bank of Cambodia. In addition, Cambodia has a Statistics Law, which was enacted in May 2005. This Law gives NIS a specific legal basis for its activities and gives it a broader role in the development of official statistics and of the statistical system as a whole.

improvements. Established processes, systems and the creation of manuals further strengthen the basis for sustainable development. In the short and medium term, sustainability of project results, however, depends highly on financial support from donors. Financial contributions from the central government are low especially regarding surveys and censuses and the need for salary supplements from donors is another indicator of the high dependence on external support. In a second phase of the project it will be important to develop a clear strategy for managing risks to sustainability in the future.

An important *lesson learned* from the project evaluation is that the format of institutional cooperation is very successful. The institutional knowledge of Statistics Sweden adds another dimension to knowledge transfer, which is facilitated by the close cooperation between the advisors and the counterparts. There is both a need for improved donor coordination and work towards improving data dissemination mechanisms. These are both issues that have affected the effective realisation of the project objectives to date.

The evaluation strongly *recommends* a continuation of the twinning project. In a second phase more emphasis should be put on data output, however, continuing the strong focus on capacity building – possibly also on provincial level. As capacity for report writing and analyses could be enhanced with the help of on-the-job training, the evaluators see no contradiction in this regard. Generally, capacity building should – as it is already planned for the proposed next phase of the project – be seen in a broader light of general Human Resource Development including the building up of a training unit, regular training on managerial issues as well as the introduction of career planning instruments. NIS' clearing house function as well as its role as coordinator of the statistical system needs stronger support. This goes hand in hand with a better support to line ministries as producers and users of data.

Donor support through a potential Sector Wide Approach (SWAP) covering the whole of the Ministry of Planning (i.e. including NIS and the Directorate of Planning) is discussed. Different donors state pros and cons for a stronger link between NIS and the Directorate of Planning. While a strengthening of the links between the two entities could increase efficiency and coordination between the production and the use of statistical data, it should be kept in mind that there is a risk that the autonomy that a statistical authority needs to have could be lost if it is closely linked to the political spheres.

Considering that in Cambodia this risk is already a reality since the publication of CPI was stopped in February 2008, is the opinion of the evaluators that it would be better if NIS were a separate and autonomous entity rather than part of a Ministry. It is therefore suggested that if a SwaP is developed, it should be limited to the field of statistics.

1 Introduction

Ramböll Management has been commissioned by Sida to undertake an end-of-phase evaluation of the Swedish support to Institutional Capacity Building of the National Institute of Statistics (NIS) in Cambodia. This support is provided through institutional cooperation between Statistics Sweden and NIS. The first phase of the cooperation started in February 2006 and will end in December 2008. It is foreseen that the cooperation will continue and that a new agreement will be signed.

According to the Terms of Reference, the main objectives of this evaluation are:

- to follow up the progress of the Swedish support through Statistics Sweden during the project period and determine to what extent the expected results for the three-year contribution have been achieved so far; and
- based on the above assessment and the requirements from stakeholders propose the direction and broad based content for a continued three-year institutional cooperation 2009–2011 between NIS and Statistics Sweden.

The evaluation has been conducted according to the OECD DAC criteria. In this report, the relevance, effectiveness, potential impact and sustainability of the cooperation is being discussed in addition to lessons learned and recommendations regarding the continued cooperation. The evaluation is based on a desk study, (project documents, NIS documents and further readings) and on the findings of a mission to Cambodia. During the mission the evaluators interviewed NIS staff, Statistics Sweden staff, other cooperation partners, representatives of government ministries and other stakeholders, such as users of statistics. Furthermore interviews have been undertaken in Sweden, involving Sida and Statistics Sweden staff. For a complete overview of the evaluation questions, please refer to Annex I – Terms of Reference, and Annex II – Framework for the evaluation. A complete list of interviews is presented in Annex III. In Annex IV a list of documents studied is presented. In the following chapter, the background, set-up and design of the cooperation programme are presented. In chapter three an analysis based on evaluation criteria is undertaken. Chapter four presents the lessons learned and in chapter five recommendations are presented.

2 The Evaluated Intervention

The availability and quality of statistics for Cambodia's development planning and development monitoring is weak and needs to be improved. Therefore, the National Institute of Statistics in Cambodia (NIS) approached Sida for financial and technical support to strengthen its capacity. A Project Identification Mission (PIM) mission was carried out March 7–9, 2005, which resulted in a proposal for an institutional cooperation project between Statistics Sweden and NIS through a three-year capacity-building project.

Based on the PIM, Sida decided to provide support to NIS and in February 2006, a Specific Agreement was signed, through which Sweden provides support to Cambodia in the field of statistics for a total of SEK 21.5 million for the period 2006–2008. Prior to the present institutional cooperation, Sweden had provided support, in cooperation with UNDP, for the Cambodian Socio-Economic Survey during the period 2001–2005.

According to the Agreement, the overall objective of the support is “to strengthen the capacity of the government of Cambodia to monitor the development, to formulate policies and strategies to combat poverty by providing relevant and easily accessible data and analyses, in particular trend data, of improved quality”.²

The specific objectives of the project are to strengthen the NIS in executing and monitoring statistical activities in Cambodia:

1. To generally raise capacity of the statistical staff at central and provincial level, at line ministries and other potential users to access and use the statistics.
2. To support, improve and sustain National Institute of Statistics’ capability to plan, run and improve a system of continuous household surveys. The surveys aim to provide indicators of reliable quality, mirroring the living conditions of the population, in particular the poor part. Specific attention should be given to facilitating access to the statistics (analyses, disseminating policies), and to mainstreaming gender issues.
3. To maintain and improve the associated support systems (management, information & communication technology, statistical methodology, quality management).
4. To improve the coordination between this system and other related surveys and censuses, including the statistics provided by line ministries.
5. To develop and maintain the procedures and tools necessary for a new coordination and clearing house function, planned by National Institute of Statistics.

The Specific Agreement also lists the following expected project results:

- The RGC and donors are better able to monitor development according to the Cambodian MDGs and other policy papers.
- Better availability of, and access to, household and poverty –monitoring statistics.
- Strengthened capacity of users to access and use statistics.
- Better-trained staff at National Institute of Statistics and line ministries.
- Improved capability at National Institute of Statistics to maintain and develop a system of continuous household surveys and related support systems.
- Improved ICT and other support systems at National Institute of Statistics.
- Improved coordination between the household surveys and related surveys and censuses, including the statistics provided by line ministries.
- Procedures and tools necessary for the new National Institute of Statistics coordination and clearing house functions designed and implemented, including management issues relating to the area of structure of the national statistical system.
- Increased cooperation with the statistical offices of the neighbouring countries.

In accordance with the Specific Agreement, an Inception Report was prepared by Statistics Sweden during the first months of the project. This Report included a plan based on both reaching the operational targets (establishing the organisation for a continuous survey, associated supporting systems, sec-

² Specific Agreement between the Government of Sweden and the Royal Government of Cambodia on Swedish support to Institutional Capacity Building of the National Institute of Statistics, signed on 14 February 2006.

ondary statistics and coordination functions) and simultaneously building up the skills of the individuals as well as organisational capability. Five different areas for intervention by the project were listed:

1. Preparatory study leading to Inception report
2. Implementing a continuous socio-economic household survey
3. Related supporting systems (Logistics and management, ICT, statistical methods and quality management)
4. “Secondary” statistics and indicators
 - a. Gender and statistics
 - b. HIV/AIDS statistics
 - c. Price statistics
 - d. Agricultural statistics
5. Coordination and clearing house function

In addition, the Inception report presented plans for further development of subject matter skills and subject matter organisation at NIS for each of the years 2006–2008. These plans include:

- Prices
- Employment, economically active population
- Gender
- Housing conditions
- Health and medical care, HIV/AIDS
- Household expenditure, poverty measurement
- Household production, household income
- Education
- Crime and victimization, accidents

Of the Swedish Government’s three thematic priorities – democracy and human rights, gender and the role of women in development and climate and development – only gender issues was included as an explicit area for cooperation. Statistics on climate and environmental issues were already covered through support from AusAid. None of the three thematic areas are included in Cambodia’s SMP. However, the institutional capacity building purpose of the project is of course a way to promote democracy. This evaluation was specifically asked to look into and describe any results related to the two priorities of gender and women’s participation in the development and climate and environment.

To undertake the above commitments, Statistics Sweden placed three long-term advisors (LTA) in Cambodia to provide recurrent support in the fields of project coordination, survey methodology and ICT, respectively. In addition, Statistics Sweden has engaged a large number of short-term advisors (STA), who have visited Cambodia during short periods to provide support in various technical matters. In addition to receiving on-the-job training, the Cambodian staff have undertaken study tours to Sweden and other countries. Particularly the LTAs have worked in close cooperation with the staff of the NIS.

During the implementation of the project, Annual Review Meetings (ARM) have been held between Sweden and Cambodia. These meetings have been based on Annual Progress Reports and Financial Reports together with Annual Work Plans for the following year. Agreed Minutes of the Annual Review Meetings have been prepared.

In general, the intended/planned activities have taken place. Instances of where this has not been the case are described in further detail in this report. They include the addition of some work areas where other donors have ceased their support and the exclusion of activities where other donors have covered the work areas or where NIS was not considered mature enough to take on the tasks.

Other donors active in the field of statistics in Cambodia, have included the World Bank, IMF, UNDP, UNFPA, Japan, Germany and Australia. The World Bank and IMF have withdrawn their long-term experts and currently NIS receives support only from Japan, with the exception of the support for the Population Census, which is provided by JICA, UNFPA, and the Government of Germany other than the RGA itself.

There is currently no donor coordination group that meets especially to discuss the area of statistics in Cambodia. Such discussions are held in the more general Technical Working Group (TWG) on planning and poverty reduction.

3 Findings and Evaluative Conclusions

Generally Sida is perceived as the key donor for the development of statistics in Cambodia and more specifically the development of NIS as an institution. It is the general perception that the Swedish support was very demand driven from NIS without any dominant donor agenda driving the support.

3.1 Relevance

In order to evaluate the relevance of the Swedish Cooperation, the evaluators compared the project objectives with the objectives of the Statistical Master Plan (SMP) and assessed the capacities of NIS as well as the support by other donors to NIS in accordance with this.

When the Swedish cooperation project was initiated in 2006, the overall statistical system was very weak. This was not only the case regarding the ability of NIS to conduct surveys, analyse data and publish results but also concerned other line ministries as data producers and users alike. The quality of data collection, handling, analysis and dissemination and the compatibility of data from different sources were still at its initial stages.

The SMP lays out the basis for improvements in the statistical system. It places NIS in the very centre of the statistical system and describes a number of functions to be fulfilled by the institute.

NIS had received support from different donors and some improvements had taken place over the years. Nevertheless, the NIS by itself was not capable of fulfilling the function it had been assigned by the law passed in 2006 (see inception report). According to the SMP a number of surveys and censuses were to be conducted though no donor support had been agreed on.

Therefore, the Swedish cooperation was very relevant. With its objectives, it targeted several areas marked as important in the SMP, it complemented other donor efforts without overlapping and it reacted to the urgent need of capacity building within NIS in the whole value chain of statistical produce and subject matter competences.

The focus on the continuous household survey and the Consumer Price Index (CPI) was very relevant and necessary to live up to the intentions of the SMP. Later, the production of the Statistical Yearbook and National Accounts (2008) were added as additional areas of cooperation within the project (see Agreed Minutes from March 2008 – annual meeting). As other donors (IMF) withdrew from these areas, this was an important task to undertake since Cambodia needed further assistance in these essential areas in order to improve their ability to produce national statistics.

An important part of the project was furthermore to improve the support systems of NIS as data handling was poor. The inclusion of ICT as one integral component of the project was very relevant for the improvement of household surveys and for NIS as a whole.

Also the ambition to strengthen the NIS in its coordination and clearing house function was important and corresponded to the SMP. However, UNDP was active in these areas and, as mentioned in the inception report, coordination between the donors resulted in a decision that the Swedish cooperation would not deal with these issues. The task was, however, more complicated than expected and the UNDP support did not lead to the expected results. The development of the clearing house and coordination function of NIS is therefore still an important and relevant task which needs Swedish support during the second phase.

The table below shows the objectives of the project and how they correspond with the respective sections of the SMP where these objectives can be found as parts of the overall SMP.

Objective of the cooperation	Function of NIS according to SMP
1. To generally raise capacity of the statistical staff at central and provincial level, at line ministries and other potential users to access and use the statistics.	Section 5.3 elaborates the need to upgrade and develop statistical operations and to upgrade standards Section 5.2 refers to the need of Human Resource Development (HRD).
2. To support, improve and sustain National Institute of Statistics' capability to plan, run and improve a system of continuous household surveys. The surveys aim to provide indicators of reliable quality, mirroring the living conditions of the population, in particular the poor. Specific attention should be given to facilitating access to the statistics (analyses, disseminating policies), and to mainstreaming gender issues.	Section 6.2 requires annually and quarterly regular household expenditure surveys, regular employment/labour force survey, CPI, agricultural commodity and others. Section 6.3 lists the surveys and censuses that should be conducted, and provides a time table for Censuses and household surveys.
3. To maintain and improve the associated support systems (management, information & communication technology, statistical methodology, quality management).	Section 5.3 elaborates the need to upgrade and develop statistical operations and to upgrade standards. Functioning support systems are crucial for this.
4. To improve the coordination between this system and other related surveys and censuses, including the statistics provided by line ministries.	Section 5.1 states the clear role of NIS at the heart of the integrated NSS
5. To develop and maintain the procedures and tools necessary for a new coordination and clearing house function, planned by National Institute of Statistics.	Section 5.1 describes the national statistical Clearing House Function of NIS and explicitly mentions the support from Sida and UNDP to develop this role of the institute.

In the donor community the approach of the Swedish cooperation was widely appreciated. Yet, some stakeholders suggest a stronger linkage of NIS to the Ministry of Planning Strategic Plan (MPSP) and a stronger involvement of the Directorate Planning (DoP) in the project. They argue that the capacity of DoP, as a prime user of data for planning purposes, needs to be strengthened considerably. Other donors appreciated the focus on NIS capacities as they would like to see NIS as an autonomous statistical authority, independent from any national ministry.

In summary, the evaluators see a strong relevance of the project with objectives that match Cambodian priorities and needs of NIS to a very high degree.

3.2 Effectiveness

In order to measure the effectiveness of the Swedish cooperation, the evaluators measured the projects achievements against the expected results formulated in the inception report. A complication in this respect was that the expected results were not specific, but stated in a rather general way making it difficult to follow up on achievement of results in clear terms. Statistics Sweden has together with NIS developed an LFA for the project which is a good basis for project planning but the precision within the LFA could be improved. The clearer formulation of objectives and indicators for measuring progress should be a priority for the next phase of the project.

Furthermore, more attention should be played to making sure that there are clear linkages between the various activities of the project and its objectives. For example one of the objectives of the project has been to “generally raise capacity of the statistical staff at central and provincial level, at line ministries and other potential users to access and use the statistics” however when looking at the various project activities in this phase of the project there has been relatively little focus on working with the line ministries and other potential users to access and use the statistics. It is possible to understand why this has not been prioritised in this phase due to the need to build capacity at NIS as a first step in being able to achieve this. This however makes it even more important for objectives to be formulated clearly as it is against these that success will be measured.

The project should only have objectives that the project can take responsibility for delivering with its activities. Some of the current objectives seem to be more of overall purposes that the project hopefully will contribute to in the long run, but the project activities are not expected to directly deliver them. The overall purposes could be part of an LFA in order to show how the project fit in a wider context, but it should be made clear that it is not the objective that the project actively works for and should be measured against.

The approach of Statistics Sweden was to provide technical assistance for the capacity development of NIS staff, NIS being the key institution within Cambodia to collect and analyse statistical data and to report on this, the intention from Statistics Sweden was for NIS staff to conduct surveys, analyse data and produce reports themselves. Aside from the initial set up of certain systems (e.g. CPI or Data Warehouse), the consultants took on the role as advisors and assistance providers and helped in structuring data collection and analysis and in providing quality assurance.

NIS managers appreciated this approach and stressed the appropriateness of the Swedish cooperation model. According to the NIS staff, capacity development was at the heart of Swedish assistance.

In most development cooperation projects where technical assistance is provided, there is a trade off between the production of statistical data and capacity building, both of which usually are objectives of the support. While it is common practice that the foreign advisors actually help organise data collection and conduct the analysis of data in order to show the success of the project, in this particular project a decision has been taken to prioritise capacity building. Therefore the Swedish advisors have refrained from writing reports, awaiting the building up of capacity of the Cambodian staff to do so.

The cooperation between NIS and SCB in general has worked very well. NIS management ensured a clear allocation of core personnel to the project, a clear division of international experts to certain tasks and a clear division of work among various donors. The various partners also feel generally speaking that the cooperation between SCB as the Swedish partner and SCB has also functioned well where there is a dialogue concerning above all expectations and how they are to be achieved.

Below, the expected results are presented and an analysis is provided regarding the success of the implementation.

3.2.1 The RGC and donors are better able to monitor development according to the Cambodian MDGs and other policy papers. Better availability of, and access to, household and poverty-monitoring statistics

The Swedish support is expected to provide CSES data, CPI data and subject matter data for the purposes mentioned in this expected result. Below, the different data needs are described and an assessment of project effectiveness is presented.

CSES

The CSES had previously been conducted as an ad hoc survey, but it had been found that the results varied from survey to survey in an unexplainable way. With this project, the CSES was converted into a continuous survey, starting in October 2006, with 2007 being the first full year covered. Currently NIS is making preparations for a large scale survey in 2009.

Quality has improved as a result of adjustments to methods, design, field work and data processing. This has led to more reliable results compared to the period when ad hoc surveys were conducted.

The coverage of certain subject areas within the CSES has been increased by adding certain modules to the survey. These include education and literacy; migration; housing; land ownership; crop production; and household income and expenditure.

An internal database has been created which includes the raw collected data. NIS and Statistics Sweden staff claim that this data base is made available to users for their own analysis. However, some users complained that they could not obtain the data base or that it was difficult to obtain it.

Reporting and analysis of results are still lagging behind and until now, no publication with CSES results has been printed since the project started.

The conclusion of the above is that the quality and availability of data can be expected to be improved by the approach followed. However, it will take time before results in the form of high quality publications are available.

CPI

The quality of the CPI has improved as a result of a full reconstruction of the system with Swedish support, including improvements in methods, questionnaire design and data entry system. The geographical coverage of the CPI has been increased through the inclusion of certain urban areas in the provinces. The reports have also become more analytical. Continuous support from international advisors is needed for certain issues, such as the weighting system.

CPI was previously published quarterly, but since January 2008, the intention is to publish it monthly. However, the government stopped the release of CPI data in February 2008 with the argument that the price increase presented was too high. This is seen by the evaluators as a serious matter, since political views are allowed to dictate the work of NIS, which should be treated as an autonomous professional institution. As regards comments from interviewees on this matter, it should be mentioned that ADB stated that it would not provide any support in the field of statistics if NIS is not allowed to publish the CPI. This view is supported by CDRI, who feels that the CPI collected by NIS is correct.

Gender statistics

There had not been any previous work on gender issues at NIS when the present project started. Support to the development of gender statistics had, however, been provided by JICA to the Ministry of Women's Affairs, resulting in the publication of a leaflet (2005) and a brochure (2008). The brochure issued in 2008 is based on figures from 2005 and 2006.

The Swedish support to NIS in the field of gender statistics is planned to result in the publishing of a gender statistics booklet "Men and women in Cambodia" by the end of 2008. This was supposed to be

published in 2007 but it was decided to postpone it in order to wait for the figures from CSES 2007 and the Population Census 2008. Together with the publications financed by JICA, it will thus provide Cambodia with a time series of data for 2005–2008. It is then the intention to continue to publish the booklet annually.

The 2008 booklet will be prepared by NIS staff with assistance of Swedish short term experts. Difficulties can be expected in the future preparation of the booklet, due to non-availability of supplementary salaries for NIS personnel doing this work. Only two staff members, working part-time on this task, are involved in the production of the booklet.

With the publication of the booklet by the end of 2008, the expected result in the field of gender statistics for the first phase of the project will be accomplished.

Other Subject matter statistics

Subject matter data have been collected, through the CSES, and put in the database without tabulation or analysis.

A plan has been prepared on the preparation of subject matter statistics by NIS staff with the support from the Swedish advisors in the coming months. This will improve availability of data, while at the same time providing the NIS staff with an opportunity to develop their skills.

Data dissemination

As indicated above, the CSES data obtained through this project have not been published in reports. NIS, however, regularly publishes CPI (until February 2008, when the publication was stopped due to a political decision), National Accounts and the Statistical Yearbook. The publication of the Statistical Yearbook suffers from poor timeliness and the most recent publication, referring to 2007, contains data for 2005. The reason for this is that the Yearbook includes data from a large number of suppliers and that NIS waits for them all to submit their data before printing the publication.

There are presently several uncoordinated websites presenting Cambodian statistics: the NIS website, CamInfo, the Commune Database (managed by the Ministry of the Interior) and a, so far internal, NIS data warehouse. In addition, there are websites for the Ministry of Planning and for the line ministries. The NIS website is not updated and does not include any data obtained as a result of the Swedish support.

The reason for the fragmentation of statistical data on different websites is that the donors have not coordinated their support, but provide assistance to different activities. The evaluators see an urgent need for coordination in this matter and suggest that as a first step the NIS website should provide a link to the other websites. If the CamInfo database is maintained, CSES data should be included in it. In a longer perspective, all data should be available on the NIS webpage which should provide a link to the data warehouse, where users in the future will be able to do their own tabulations of the data.

As mentioned above, NIS has distributed the CSES database to some users.

In conclusion, necessary steps toward better access and availability of data have been initiated. Report writing, analyses and publication of data and its broad availability need to be priorities of the second phase. This should go hand in hand with a stronger user involvement. A strategy paper for this purpose has already been written by Statistics Sweden in 2005³. The recommendations are mainly still valid and could be used as the basis for further work in the second phase.

³ Lena Aström, Anna Östergren (2005): Dissemination Issue for the Cambodia Socio-Economic Survey 2004. Report from a Mission to NIS

3.2.2 Strengthened capacity of users to access and use statistics

The strengthening of user capacities is an important task in Cambodia as using statistics (and especially survey data) for policy making is not as common as in other countries. A precondition for a capacity development initiative on the user side is the user's insight that statistical data is useful for their work. Prior to capacity building initiatives awareness raising among users has to take place to make them susceptible for training and skill development. Some line ministries publish annual reports in their sector and feel that no support from NIS is needed for their tasks.

Therefore, during the first phase rather awareness raising rather than capacities development on the user side has been prioritised. The project conducted a large workshop involving users in connection with the design of the questionnaires for the CSES. Furthermore, presentations of results have taken place. These activities have contributed to awareness raising, relationships building and the image of NIS. On the other hand, the workshop for the design of the questionnaires was too large for line ministries and other users to influence the design of questionnaires. The evaluators suggest that a series of small workshops, by subject matter area, would be more effective for effective participation, awareness raising and capacity building.

In conclusion, limited efforts were done during the first phase to strengthen the capacity of users to access and use statistics.

3.2.3 Better-trained staff at National Institute of Statistics and line ministries

There continues to be a great need for statistical capacity building at NIS and line ministries. At NIS intensive training on the job training has taken place through the project. This was accompanied by formal training and study tours. The effectiveness of the training is assessed in section 3.2.4 of this document.

Line ministries have two roles in the statistical system of Cambodia: they are on the one hand producers of statistics, producing administrative data and sometimes conducting their own surveys. On the other hand they are users of statistics, ideally relying on statistical information in their policy making. The effectiveness of capacity building of line ministries in their role as users has been described in section 3.2.2 (see above).

In their role as producers of statistics, line ministries have been invited to join some training activities at NIS. However, most of their statistical production is limited to collection of administrative data in which they feel that their need for support from NIS is limited. In addition to this, the training held at NIS was in some cases too advanced for the needs of line ministries and the response has therefore been limited.

According to the Director General of NIS, the *Sub-decree on designated official statistics* will help NIS in their task to assist ministries as it provides a better leverage. If this leverage will be used to better train line ministries remains to be seen as there is currently a lack of resources at NIS to fulfil this role.

In summary, the effectiveness of the project has been limited as regards NIS' role to increase the capability of line ministries. This is explained by the lack of resources by NIS, the generally perceived poor communication between NIS and the line ministries and the feeling by some line ministries that the support is not required. Although this is a difficult issue, it should be further addressed in the second phase as only small advancements in this regard will significantly contribute to the fulfillment of the overall objective of the project.

3.2.4 Improved capability at National Institute of Statistics to maintain and develop a system of continuous household surveys and related support systems

In terms of the maintenance and development of a system of continued household surveys and related support systems, the evaluation looked at the build up of capacities along the value chain of statistical production. This value chain consists of following parts:

- consultation of users,
- design of questionnaires,
- sampling/survey design,
- organization of data collection,
- coding/editing/quality control,
- tabulation/ analysis and
- interpretation and report writing

Furthermore, the development and existence of manuals, guidelines and other material (e.g. questionnaire, or models of such) were taken into consideration as they ensure sustainability of the capacity development.

In terms of the *ability to consult* users and include them in the design of questionnaires and raise their awareness already in the very beginning of a survey, the instrument of stakeholder workshops has been introduced. This has led to a raised awareness among NIS staff that user involvement is necessary and beneficial for the quality of the surveys as well as its later usage. So far one workshop of this kind has taken place for the CSES 2007 to which a large number of stakeholders were invited. The evaluators would suggest to continue this path and to pursue an intensified approach of user involvement by conducting a series of workshops on subject matters with the respective line ministries. This would reduce the workshop size and make contributions of stakeholders easier and would furthermore facilitate networking between NIS and possible users.

The ability to *design questionnaires* has improved through the project during the last three years but also through previous Sida interventions. The project has contributed to a larger number of people able to adjust the existing questionnaires, to develop new questions and to correctly translate questions from English into Khmer. A further build up of capacities both in deeper understanding but also in number of knowledgeable staff is still necessary, even more so as the CSES survey in 2009 will be much larger in scope.

Also the capacity regarding *survey design and sampling for nation wide surveys* has improved. The number of people knowledgeable and the level of knowledge remain however at a level that needs further development. Only one to two people within NIS have substantial knowledge in this regard and this needs to be further improved in order to reach sufficient capacities to work fully independently.

Capacities to organise the *data collection* in the field had already been well developed before the project was initiated. During the project a further professionalisation has taken place leading to improved field work. The education of enumerators was organised and conducted by NIS while international experts only accompanied the NIS staff in the training.

NIS capacities for *coding, editing and quality* control of CSES data was also improved during the project. A small unit for coding was set up, trained and equipped and works well. For the extended survey in 2009 this unit needs to be enlarged. In the coding and editing process some mechanisms for quality control have been built in. Capacities for further quality control should however be developed in the next phase.

The set up of a well functioning ICT structure and the training of staff in this matter has led to good ICT capacities of NIS. By introducing Superstar with its tabulation program Supercross good IT instruments exist to support tabulation and analysis.

In terms of tabulation, analysis and report writing little progress has been achieved during the first phase. Only limited capacities for analyses and report writing exist. Some improvements can be seen but further improvements are urgently needed. Training in supercross has resulted in increased ability of some staff members to do simple tabulations. Statistics Sweden suggests to start with small reports on subject matters to systematically build up analysis and report writing competencies. The evaluation strongly supports this and emphasizes that statistical output of CSES data 2007 need to be produced in the near future in order to provide policy makers and other users with timely data. The second phase should pay increased attention to this issue.

Subject matter competence has only slightly improved through the cooperation so far. However, in CPI progress is visible regarding quality, frequency and geographical coverage. Some advancements have been made in gender statistics with the booklet on men and women in Cambodia that is currently in production. However, due to a lack of resources only few people remain who are able to work with this subject.

On provincial level very little progress has been achieved as the project focused on the headquarter staff. The training of enumerators, 50% of whom have been recruited in the provinces, has had some effects on provincial capacities. For the second phase a stronger emphasis should be placed on the needs of the provinces.

In conclusion the evaluation found that improvements in the capability at NIS to maintain and develop a system of continuous household surveys and related support systems have taken place. The assistance focussed on selected parts of the statistical value chain and needs be broadened now, especially in terms of report writing and analyses as well as the strengthening of provincial capacities.

3.2.5 Improved ICT and other support systems at National Institute of Statistics

The Inception Report includes among support systems Management, ICT, Statistical methods and Quality management. Below, the objectives of the support to the support systems are compared with the achievements found during the evaluation.

Management

Overall management capacity of NIS and organisational issues were not prioritized during the first phase since UNDP was working with these aspects when the project started.

The organisational structure of NIS is still unclear and subject to further improvements as responsibilities and work flows are not clearly reflected in departments and units. This was stated already in the inception report. Suggestions for an organisational reshuffling stated in that report have, however, not been implemented to date. Organisational changes, however useful and necessary they might be, are difficult to implement at NIS as the organisation does not have the mandate to alter its structure. Whereas units can be created without approval from above, the creation of departments remains a political decision for which a sub-decree of the government is necessary. A draft sub-decree for two new departments has been developed and is to be signed off by the government. Statistics Sweden helped with suggestions for an IT department including its sub units. Although this sub decree is a step towards more clarity, further organisational changes have to be implemented in order to improve efficiency and effectiveness of NIS.

The lack of transparency of the organisation is closely related to management issues. As basic salaries are very low, the NIS staff rely heavily on salary supplements. This influences the staffing of projects as well as the allocation of human resources to training, since both are done rather merit based than subject related. The necessity to share international donor salary supplements circumvents continuous and focussed capacity building and clear organisational responsibilities. Aside from this structural constraint, management skills at various levels remain to be improved. Weak management skills result in middle and lower staff not being used to full capacity.

It is proposed by NIS that management issues are targeted in the next phase. It is planned to bring in organisational experts from Sweden to further look into this matter. The evaluators strongly support this idea. After signing off the sub-decree new impetus will be available for management training and organisational adjustments.

ICT

The project has resulted in an excellent capacity development of ICT staff and system creation and the project goals have been fully attained. The ICT structure is functioning with three NIS staff members having received on-the-job-training. The ICT is broadly appreciated and there is no need for further long term advisors.

Statistical Methods

Significant improvements of national capacity have been achieved in the field of CPI and on methodology matters related to the continuous household survey. Manuals have been created and instructions are available on new statistical standards. Support is, however, still needed to further increase the number of staff with required capacity.

Quality management

Quality management has improved in the areas which have been directly involved in the Swedish support, i.e. data collection and processing of CSES and CPI data. However, as explained in further detail below, NIS has a responsibility to ensure the quality of statistics of the whole National Statistical System. This task, which has not yet been undertaken, will become acute when other public producers of statistics start feeding data into the data warehouse (cc 3.2.7 below).

In summary, the achievements as regards ICT and other support systems are mixed, with considerable improvements reached in the field of ICT, statistical methods and quality management of important aspects of NIS data collection and processing. Limited achievements were noted in the fields of general management and quality management regarding statistics produced outside NIS.

3.2.6 Improved coordination between the household surveys and related surveys and censuses, including the statistics provided by line ministries

Household surveys play a very important role in the statistical system of Cambodia and inform political decision makers and researchers about vital aspects of Cambodian life. In order to make best use of the data obtained, household surveys need to be well coordinated with other data collection endeavours and results need to be fed into a database together with other data from line ministries and related surveys and censuses. Some of the related surveys and censuses are in this regard: the population census, the agricultural census and the demographic and health survey. The SMP forms the basis for improved coordination within NIS and between NIS and other statistical producers.

During the project the coordination within NIS has been working well and good management skills at NIS top level guarantee a well coordinated approach between different surveys and censuses conducted by the organisation. There is a clear division of responsibilities between the population census (supported by RGA, JICA, UNFPA and the Government of Germany) and the CSES work. The population census 2008 will form a base for future sample surveys. Competition of NIS staff was noticed as a result of the simultaneous work on the census and the preparation of the CSES 2009. The manual coding and data entry of census data takes up a lot of the limited resources of the NIS.

The coordination of NIS with other statistical producers is less successful. NIS obtains data for the annual statistical yearbook from various other producers of statistics. However, differences in concepts and definitions exist, especially between administrative data and survey data. Some ministries are late in data delivery and a lack of coordination or willingness to cooperate leads to delays in the publishing of the yearbook. Furthermore differences in village codes in various statistical productions (the Commune database of the Ministry of the Interior, the Population Census, etc.) with no champion to take on the

coordination issue this remains a serious obstacle for data compatibility. Also within the Ministry of Planning coordination could be enhanced.

The two entities of the MoP (NIS and the Directorate of Planning) have not yet fully used the potential of their cooperation. Some donors would like to see much more emphasis on this linkage as the Directorate of Planning is responsible for the National Strategic Development Plan (NSDP), including MDG monitoring and lacks even basic analytical capacities.

The project has invited line ministries and the Directorate of Planning for the questionnaire discussion workshop. Aside from that, the involvement of line ministries and DoP has been limited. The build up of a data warehouse is a good step towards more coordination, harmonisation and cooperation among statistical producers. So far this warehouse only contains NIS data, but the intention is that line ministries and other public producers of statistics will feed data into the warehouse when networks are established⁴ and that it will be available to any user. This would need to go hand in hand with an intense dialog and coordination with other data producers, which could be initiated in the second phase of the project.

In conclusion, the coordination has been successful within the NIS organisation, while too little attention has been placed on coordination with other producers of statistics and with the Directorate of Planning.

3.2.7 Procedures and tools necessary for the new National Institute of Statistics coordination and clearing house functions designed and implemented, including management issues relating to the area of structure of the national statistical system

The SMP states that NIS will set up a National Statistical Clearing House, with technical and financial support from Sida and UNDP. The Clearing House will provide the mechanism through which approval can be given for national surveys and official statistics cleared for publication.

When the project started, UNDP had taken on this responsibility and it was therefore decided that nothing would be done in this area by this project. The task, however, turned out to be more complicated than expected and UNDP did not manage to build the capacity for the Clearing House. The intention is now that Statistics Sweden shall provide support to establish this function during the second phase of the project.

The Statistical Law, enacted in May 2005, provides the NIS with strong coordinating powers across other ministries and institutions. Sub-Decrees implementing various aspects of the Law have been and are being prepared.

In summary, the project has so far not dealt with the coordination task, including the clearing house function. In the view of the General Director of NIS the sub-decree on designated official statistics, which is expected to be signed in the near future, will facilitate the coordination role of NIS.

3.2.8 Increased cooperation with the statistical offices of the neighbouring countries

The project has arranged study tours and workshops with the staff of the statistical offices in Vietnam and Laos. Although these activities have not resulted in sustained cooperation, they have provided opportunities for NIS staff to compare their methods of work and their organisation with those of other statistical offices.

3.2.9 Swedish Government's thematic priorities

As indicated above, the Swedish Government has three thematic priorities: Democracy and Human Rights, Gender and the role of women in development and Climate and Environment. These three areas, although important statistical areas, are not mentioned in the SMP. However, the institutional

⁴ The e-government project undertaken by Japan and Korea will help significantly in this regard.

capacity building purpose of the project is of course a way to promote democracy. This evaluation was specifically asked to look into and describe any results related to the two priorities of gender and women's participation in the development and climate and environment.

The project has dealt with gender statistics in line with the plans of the inception report and a gender statistics booklet is expected to be published by the end of this year and thereafter annually. It has not been possible to discern a more nuanced approach to gender mainstreaming in this evaluation in terms of how the project is staffed and gender issues are discussed more widely in relation to NIS as an organisation both in the field and in the headquarters.

The project has not dealt with environmental statistics. This task was not included in the plans since AusAid had taken on the responsibility for providing support to capacity development in this area.

The Inception report did not make any plans to develop climate statistics and nothing has been done in this area by NIS

3.2.10 Conclusion

The effectiveness of the project has on the whole been very positive, but progress in certain areas is limited as a result of limited attention during the first phase. Important capacity development has taken place within the NIS, including improvements of ICT capacity, statistical methods and quality management. During the second phase, the project needs to focus more on report writing and analysis skills, enhanced capacity of users and line ministries and on NIS' capacity as coordinator and clearing house for the general statistical system of Cambodia.

3.3 Impact

The potential impacts of the Swedish projects is measured by analysing developments since the start of the project against the overall objective of the project as stated in the Specific Agreement between Sweden and Cambodia.

The overall objective of the project is: to strengthen the capacity of the government of Cambodia to monitor the development, to formulate policies and strategies to combat poverty by providing relevant and easily accessible data and analyses, in particular trend data, of improved quality.

In the light of this, the evaluation:

1. analysed the quality and availability of statistical production of NIS,
2. assessed the analysis and usage of produced data, and
3. investigated the recognition of NIS as the government's national high quality producer of statistics (trust in statistics).

This chapter explores intended and unintended effects that the project might have had according to these aspects. The developments in national statistics are influenced by many factors and actors and it is therefore only possible to assume the extent to which the project has contributed to overall improvements in these areas.

3.3.1 Data quality and availability

The quality of data is slowly but consistently improving in the whole statistical system of Cambodia. A variety of donor projects in various fields of statistical production is showing results in this regard. Simultaneously, there seems to be an increasing awareness of the need for high quality data that can be observed in different ministries and an increased demand for such data has been stated from various institutions. Figures on National Accounts and CPI as well as Population Census data are especially in

high demand. Many ministries, however, still rely heavily on their own administrative data and the international donors are still among those who have the highest demand for data.

In general, very little data have been published and made available to users in a structured way. NIS is still perceived to be rather protective and hesitant in publishing and disseminating data. There are still formal procedures for dissemination of the data available in order to try to prevent staff from selling data. These formal procedures are perceived as complicated and lengthy by actors asking NIS for data. If all data would be available via the NIS webpage this perception would probably change. However, some important publications are available and should be mentioned in this regard:

- The Statistical Yearbook is perceived to be very useful although the timeliness of this publication remains an issue for data usage in policy making. The latest available yearbook refers to data collected in 2005⁵.
- CPI data had been an important source of information for many users until its publication was stopped in February 2008 (see 3.2.1 above).
- Some users have obtained the raw data base of the 2007 CSES although many users felt that it is difficult to obtain the data. Especially the World Bank is using the data for its poverty analysis 2007.

There is only limited availability of data on the web and websites are not well coordinated. The data user centre at NIS is a good step to make more data available in hardcopies; however, this centre needs to be furnished with more information to share. Some stakeholders raise the issue that there is not one responsible unit to obtain data from, but certain individuals, who need to be contacted.

In addition to these constraints, there are two other issues that limit data availability to Cambodian users. First, as data publications are in many cases supported by international donors, the publications are produced and made available in English. Khmer translation of NIS data is rare⁶. This prevents a broad usage. Some line ministries publish data in Khmer. In the future translations into Khmer should be reinforced. Second, generally the timeliness of statistical production remains an issue as NIS capacity regarding analysis and report writing is still limited.

In conclusion the evaluation finds that there have been improvements in data quality and some improvements in data availability over the last three years. The project has contributed to a general trend of improvements in data quality. Continuous and frequent publication of data remains a project task to follow up on. Due to the strong focus on capacity building, publications will still take time and greater impact is assumed as staff qualifications in report writing are further developed.

3.3.2 Data usage

As the availability of data is still limited, no great improvements in data usage can be registered. Especially, as limited capacities exist for data understanding, analysis and interpretation, improvements in usage of data for policy making remain limited. The usage and interpretation capacities vary from sector to sector.

The constant monitoring of the NSDP conducted by the MoP along a fixed set of indicators is an important milestone. For that purpose the Directorate of Planning of MoP requests data from line ministries and NIS. Difficulties in this regards include the very limited capacities at the MoP as regards

⁵ Only recently Statistics Sweden engaged in assistance for the yearbook and developed a suggestion for a better format. A stakeholder suggestion on how to improve the timeliness was to publish it by sections and not wait for entire book to be finalized.

⁶ It is the understanding of the evaluators that relatively little is published in Khmer in the first place and that those publications that have been translated are not completely up to date or widely available. It has however not been possible to ascertain the exact number and types of publications produced as well as how these have been distributed produced in Khmer in a systematic way due to resource constraints within the evaluation.

quality assurance and analysis of the data. Technical Assistance is necessary to ensure proper data usage beyond the collection of key indicators in aggregated form.

The Ministry of Economy and Finance is a good example of a user with frequent and intense data usage. For their own budgeting purposes, a frequent use of NIS National Accounts and CPI data was reported. However, recent CPI results have been questioned by the Ministry and trust in NIS data is still not fully developed.

Also outside of the Ministry of Economy and Finance, CPI was widely used, until it was decided in February 2008 not to make it available to the public. CPI is now only made available to a limited number of core stakeholders such as the Ministry of Finance, the Central Bank and the Council of Ministers.

Improvements in data usage could be expected over time if there are further improvements in data quality and availability combined with efforts of awareness raising.

In summary, the Swedish support has contributed to improved data quality and awareness among stakeholders, but so far not to improvements in data usage.

3.3.3 Recognition of NIS

The recognition of NIS by line ministries and other users regarding the quality of data produced has improved in recent years, but as yet a full relationship of trust is not perceptible. Key stakeholders in ministries recognise advancements in capacity development at NIS but still see the need for further improvements. Many share the ambition to have one Cambodian authority responsible for data provision and foresee this role for NIS in accordance with the SMP.

3.3.4 Conclusion

The Swedish approach to build capacities at NIS is to build a strong basis for future impacts of the project in the long term. Impacts of improved institutional capacity will be visible over time. If the second phase puts more emphasis on report writing and dissemination of data and analyses, the evaluators assume greatly improved impacts. Outputs of the project are needed to speed up the usage of data for monitoring and policy making purposes.

3.4 Sustainability

The following dimensions of sustainability are dealt with here: ownership, capacities, financial resources and engineered processes.

3.4.1 Ownership

The Cambodian authorities have shown a clear ownership of the management of the statistical development of the country. This is indicated by the fact that the Statistical Law, the SMP and various Sub-Decrees on the statistical production have been or are being developed.

The domestic resources devoted to statistics are, however, low and Cambodia is very donor dependent. In particular the domestic financing of surveys are low and this may indicate that this is not a priority area for the Cambodian Government. The Government has, however, made commitments in SMP to gradually increase the domestic financing of the statistical programme in general. This evaluation has not been able to assess whether this commitment is likely to be realised.

3.4.2 Developed Capacities

Although the project, as well as other foreign support to the field of statistics, has led to increased capacity, there are not yet enough qualified staff members to reach a critical mass for self sustained production. It can thus be concluded that foreign support must be continued during the foreseeable future before the capacity has reached a sustainable level.

3.4.3 Financial resources

The salary levels of civil servants in Cambodia are extremely low, with professional staff being paid basic salaries of about 60–90 USD per month and about the same in government supplements. Since it is impossible to survive on these benefits, civil servants absent themselves from office to earn additional income unless they are paid supplementary salaries through projects. If such supplements are not paid, there is a high risk that qualified staff will leave for the private sector or even donor organisations, which offer better salaries.

This dependency on salary supplements from donors is a threat to the sustainability of all public offices, including NIS.

3.4.4 Management

Although the overall management of NIS seems to be efficient, there are some shortcomings of management skills on intermediate and lower levels which threaten the sustainability of the achievements. The development of such skills is required in order to make proper use of staff.

Training opportunities are often allocated among staff as if they were intended only as incentives without making a clear analysis of the organisational needs. Also, staff who have received training are not used, when they return, to the extent warranted by their new capabilities. There does not seem to be any clear career steps connected to skill improvement and no career planning exists. This may lead to a risk of losing competent staff who may look for better opportunities elsewhere.

Within this project, Human Resources Development (HRD) has been proposed for next phase. The evaluators support this proposal.

3.4.5 Established and documented processes and structures

Sustainability has been improved since the project has resulted in the preparation of manuals and documentation of work methods. In the field of CPI, the work procedures had to be reconstructed as no documentation of previous donor work was available.

The development of the ICT structure has been successful and the current ICT unit works very well. The intention is to further strengthen the ICT structure through the merger of the ICT unit of the Population Census with the general ICT unit. This would be beneficial to the sustainability of the project results.

The availability of these structures, manuals and documentations are a great step ahead to improve sustainability. NIS has poor experience from previous donor support where manuals had not been produced when the support was terminated and the foreign advisors left.

4 Lessons Learned

In this chapter lessons learned from the project will be discussed.

Institutional Cooperation

The institutional cooperation (twinning) of NIS and Statistics Sweden is a crucial success factor in this project. Twinning makes it possible to transfer not only individual knowledge of advisors but also institutional experience. The track record and experience of Statistics Sweden in working with other national institutions of statistics provides furthermore a great resource to tap. Especially in sustainable partnership, the institutional approach seems to work very well. Short term advisors are available for questions after their missions and a big pool of experts exists if required by the project. The placement

of three long term advisors in Cambodia has furthermore provided continuity in the technical support which has been very much appreciated by the NIS.

Capacity Building and short term results

In development cooperation a constant trade-off between capacity building and short term output exists. Effective capacity building and short term outputs of an organization can be seen as two diametrical poles of a scale. A technical cooperation project needs to place itself somewhere on this scale. The Swedish cooperation chose to aim very much for capacity building, putting outputs second in priority. Other projects in Cambodia have gone a very different way. Both approaches can be legitimized by various arguments. Potentially the strongest argument for a strong focus on outputs is the necessity to provide data for planning of political interventions and the monitoring of the MDGs.

In the Sida project at hand, capacity building is assessed as being successful, while no visible output in the form of reports has been produced from the CSES during the first phase. Whereas the evaluators highly appreciate the approach taken, more emphasis should be placed on assistance in analysis and report writing in the second phase to balance the trade-off. Nevertheless, the overall capacity building approach should be kept.

Close cooperation with national staff

In terms of capacity building of national counterparts it has proven to be very successful to place the short and long term advisors in the same room as the national staff. This immediate contact, the possibility to continuously observe and learn as well as the personal relationships that develop in doing so, are a very effective approach to capacity building. Although this might sound very banal, the effects of such an approach can be observed in very strong capacity developments in the ICT area and should not be underestimated.

Donor coordination

In general, donors have coordinated their support well in terms of division of work. Only few overlaps could be found and donors seem to complement one another. Sometimes, however, a lack of capacities at NIS was observed to follow up on all donor endeavors at the same time. When largely depending on donor assistance, it is very difficult for an organization to say “no” to donor requests. Therefore, it might be necessary to also reflect on the absorption capacity of an organization in donor meetings and consider national counterpart resources carefully. Although the management of an organization should ideally be in charge of managing donor support, offers of salary supplements and the need for external financing make it close to impossible to reject an offer for technical assistance. This might at one stage reduce the quality of the project conducted as either lesser qualified staff is engaged or less time is available to carry out the tasks.

Data dissemination

Data dissemination remains an important issue in the Cambodian statistical system. As the overall objective of the Swedish support is to strengthen the government’s capacity to formulate policies based on data, the broad availability of data – also in Khmer language – is very important. However, there is a problem with publications; even those financed by donors are sold at high prices. Clear rules need to be established to prevent the selling of data bases by individual civil servants. By having a policy of making data available either via a website or newsletter or simply a mailing list this would reduce the tendency for civil servants to sell data as the data would be available in a more transparent way thus reducing incentives/possibilities for them to sell it.

5 Recommendations

The Swedish support to NIS has resulted in important capacity development and proved to be very important for NIS. NIS is very dependant on donor support and without it NIS would collapse. It is therefore strongly recommended that the Swedish support continues. The draft proposal submitted by Statistics Sweden to NIS on the second phase is generally appropriate. The following recommendations are intended to complement that proposal.

Formulating a strategy

During this first phase the support has focused on capacity development mainly within NIS. This can be seen as the first step towards obtaining the overall objective of the project. The next logical steps are to make sure that the improved capacity results in more data available and that the data are then used for policy making that will help reduce poverty. It is very positive that it is planned to put more effort into these next steps in the next phase. The evaluators strongly recommend that a more specific strategy for this work, with a more specific LFA and intervention logic, is developed. The project should set realistic and more specific objectives for the next phase. Specific objectives make it easier to judge the appropriateness of actions. There has been a fairly broad range of activities during the first phase. The strategic work might show that prioritising between efforts could be useful. The project is also recommended to discuss if the current overall objective is something that the projects is expected to reach or if it is more of an overarching purpose relating the project to a wider context. The different approaches to the objectives have large implications for what kind of activates the project should focus on.

Another argument for more specific objectives is that it becomes clear what can be expected from the project and it enhances the possibilities for evaluation and management.

The evaluation has shown that there are risks to the sustainability of the project results. Therefore the strategy should also deal with ways to handle these risks.

Publication of data

Publication of CSES data is awaiting the development of increased capacities of the NIS staff in the fields of report writing and analysis. A plan has been developed on how NIS staff will start to produce brief reports within the near future. It is important to give strong emphasis to a further development of these capacities in the second phase of the project. A strong involvement of LTA in the beginning might be necessary.

Priority areas for publication of statistics should be decided upon so that important statistics, which have not been published in the last few years, can be released as soon as possible. A data dissemination strategy should also include plans for how to develop and coordinate the website(s), including the data warehouse.

A Statistics Sweden mission in 2005 developed a dissemination plan for NIS. With some modifications this might still be valid.

Data warehouse

The intention of NIS is to build up a data warehouse, consisting of data from all public producers of statistics. This requires that definitions and concepts used by the producers of statistics are the same. This is, however, not yet the case for all data producers, such as the communal level.

With the financial support from Korea, e-government will be introduced in Cambodia. Once this has been introduced, and the data warehouse is operational, it will be possible for all ministries and other public offices to feed their data into the common data warehouse and for users to access it and make their own tabulations with the help of the Supercross software.

Statistics Sweden has started to provide support for the creation of the data warehouse. Training of trainers in Supercross will be included.

It is important that the data entered into the system, including the administrative data of ministries, is of high quality. This is intended to be ensured by NIS through its role as a clearing house (see below). It also requires a standardization of concepts and definitions as well as codes used.

In the case of the Ministry of Health, a separate database for health related statistics is being developed as they do not want to wait for the overall data warehouse. The Ministry feels that it is important to be able to strengthen confidentiality before data are fed into the overall warehouse.

Clearing house function/coordination role

As stated above, NIS' role as clearing house for statistics becomes very important once ministries and others start feeding their statistics into the data warehouse. At the moment NIS does not have the capacity to fulfill this role and it is therefore important that the project assists in developing this capacity.

The task goes beyond the technical assistance which Statistics Sweden can be expected to fulfill and a broader approach seems to be required. This broader approach would involve Sida taking on a clearer role as a lead partner and intensifying the discussion with other donors to streamline interventions at NIS but also at other relevant ministries.

Human Resource Development

At the end of the first phase, with continuation during the second phase, it is planned to engage an expert on HRD. The results of the evaluation strongly support this intention. Based on the findings of this evaluation, the following topics could be touched upon:

- organisational restructuring
- management training at all levels
- development of a full training unit, covering the whole of NIS with systematic and annual training plans
- career planning

There is a need for organisational strengthening of NIS with better career planning for the personnel, including training opportunities for their development within specialized fields.

There continues to be large needs for additional training of NIS staff. The areas of training that should be included are management, English language training, analysis and report writing. It is important to keep the needs of staff at the provincial level in mind when offering training opportunities. After identifying the training needs, a plan for the training activities should be developed identifying areas to be covered and individuals to be selected for the training.

Considering the continuous training needs of NIS, the creation of a statistical training unit for the organisation as a whole should be considered.⁷ This unit should have fixed staff capable of reviewing training material brought by staff members receiving training abroad. A systematic collection of training materials obtained by staff who has received training abroad could be useful since such material could be made available to the whole staff. The unit should be responsible for the creation of training plans for the staff and for ensuring that foreign advisors who come to do training at NIS follow the standards used in Cambodia. The main problem in creating a training unit is that the competent staff who could provide the training are also needed for the day-to-day work of NIS.

⁷ Presently, a training unit exists for the Social Statistics Department only.

At NIS career planning instruments should be actively supported as they ensure sustainability of project results and a continued professionalisation of NIS.

SWaP/Program based approach

The Ministry of Planning (MoP) consists of two main departments, NIS and the Directorate of Planning (DoP). Some donors (WB, UNFPA) have suggested that it would be more efficient to provide joint donor support, through a SectorWide Approach (SWaP), to the whole of MoP. The argument for this is that NIS and DoP need to work closely together, being the main producer of statistics and the main user of statistics for planning purposes. Others (CDRI, ADB) would rather see that NIS were separated from MoP since MoP is weak and, in addition, politicised and argue that NIS should be an autonomous entity.

In spite of support in the past from various donors, DoP has very weak capacity for doing analysis of data. DoP does not critically analyse the quality of data it receives for its planning, assuming that data from the NIS and the line ministries are acceptable and of the best quality possible. As the prime user of data for planning purposes, stronger capacity building at DoP is important and this requires capacity strengthening of the present staff in addition to recruitment of new, competent staff. Therefore the possibility should be explored (at least in the current situation with NIS being part of MoP) to include DoP staff in training activities for the analytical unit of NIS.

In consideration of the proposal to create a joint SWaP, it should be kept in mind that the overall objective of the project support is “to strengthen the capacity of the government of Cambodia to monitor the development, to formulate policies and strategies to combat poverty by providing relevant and easily accessible data and analyses, in particular trend data, of improved quality”. This requires that DoP and other ministries have the ability to make use of the data produced by NIS.

Another argument for a SwaP is that ad hoc demand of some donors has created pressure on NIS. Donor coordination could be improved if their support were part of an overall strategy and plan. A program based approach might be a good way of doing that.

Considering the above mentioned political decision to stop NIS from publishing CPI data, the evaluators’ opinion is, however, that it would be better if NIS were a separate and autonomous entity rather than part of a Ministry. It is therefore suggested that if a SwaP is developed, it should be limited to the field of statistics.

There is an interest from ADB to provide future support to NIS. A capacity assessment has been carried out. UNDP has done a similar capacity assessment of the whole of MoP.

Line ministries and user education

Line ministries need general statistical training and training in specific subject matter data understanding. Manuals and explanations should be distributed to line ministries to increase their understanding of their data.

NIS should increase its contacts with the line ministries and develop its ability to help them in quality assurance of administrative data. Data produced by the Line Ministries are used in the Statistical Yearbook and for the National Accounts

The understanding of statistics is still very limited in Cambodia and many civil servants and other users of statistics would benefit from education in statistics to improve their capacity to demand and understand statistics.

The workshops arranged by NIS in connection with the planning of the questionnaires for the CSES have been held with very many participants and it has not been practically possible for everybody to raise their comments and suggestions. It is therefore suggested that separate workshops be held in

smaller groups by subject matter area. The same procedure could preferably also be used when results of data collection are presented.

In general, user friendliness of NIS reports could be improved, since some reports are quite technical. The short reports planned to start during the remainder of the first phase could be a suitable way of presenting reports which are easy to read and understand.

National accounts

National Accounts was not included in the project from the beginning, but included recently when the support from IMF seized. There has been an improvement over the last few years in the capacity to produce National Accounts and NIS staff can now do most of the work without foreign advisors. Further improvements of the quality and quality assurance are however necessary. This will be obtained through a few STA missions per year.

Automization

In the long-term, NIS should consider to collect data with the use of palm computers into which answers to questions could be entered directly by the enumerators. This would increase the quality of the data since the palm computer could have built in controls of the data entered. It would also speed up the processing since no coding of data would be required.

Salary supplements

Basic salaries of civil servants in Cambodia are very low and therefore projects financed by foreign donors pay salary adjustments which are much larger than the basic salaries. This is necessary since there would otherwise be a risk that qualified staff did not stay in the office since they would have to earn additional income elsewhere or would leave for the private sector. At the same time it is not a long term solution. As mentioned previously, there should be a strategy during the second phase on how to deal with these issues in order to obtain sustainable results.

Some ministries have, with the financial support of donors, implemented a Merit Based Incentive Scheme (MBIS) for paying salary adjustments. This is a clear improvement, since it means that all pay the same salary adjustments.

Some actors suggest donors should put more pressure on government to increase the salaries of the civil servants through the domestic budget.

Strengthening NIS capacities in the provinces

Most of the support to NIS has been directed to the headquarters so far. However, the Cambodian statistical system is also highly dependent on the provincial level of NIS for data collection etc. An intensified capacity building on provincial level is recommended since it would further strengthen NIS as institution and facilitate data collection. Furthermore, stronger provincial offices would be an asset in the decentralisation process, which is supported by various donors, including Sweden.

Annex I Terms of Reference

End-of Phase Evaluation of the Swedish support to Institutional Capacity Building of the National Institute of Statistics in Cambodia 2006–08.

1. Background

The Royal Government of Cambodia has adopted a National Strategic Development Plan (NSDP) for the period 2006–2010. It is based on the Government's Rectangular Strategy and the Millennium Development Goals and is a holistic strategy document for the country's development centred around poverty reduction.

In order to follow up the NSDP, reliable statistical information is of vital importance. In May 2005 a new Statistics Law was adopted. The law gives the National Institute of Statistics (NIS) a broader role in the development of official statistics and of the statistical system as a whole. In particular it provides NIS with strong coordinating powers, stating that NIS shall be responsible for making official statistical policies in establishing an integrated national statistical system.

The Statistics Master Plan (SMP) for 2006–2010 has been developed through several stages of intense consultation with all stakeholders and approved by the Statistical Advisory Committee in April 2007. The proposals in the SMP will be incorporated into the Public Investment Plan in order to seek funding from both the Government budget and donors. In accordance with the Statistics Law and Sub-decree, NIS plays a key role in leading, implementing and monitoring the SMP. Enhanced capacity is essential if NIS will be able to translate the plan into action.

NIS has decided to carry out a project called "Institutional Capacity Building of the National Institute of Statistics" and requested Swedish financial and technical support to implement it. Sweden has agreed to the request and the parties signed in February 2006 the Specific Agreement between the Government of Sweden and the Royal Government of Cambodia on Swedish support to Institutional Capacity Building of the National Institute of Statistics. The total amount of Swedish funding is 21 500 000 Swedish Kronor and Sida will procure the technical and institutional support from Statistics Sweden to provide the consultancy services needed to support the project implementation. The guiding document for the project is the Inception report for the project "Institutional Capacity Building of the National Institute of Statistics", Cambodia, April 12, 2006.

The overall objective of the project is to strengthen the capacity of the Government of Cambodia to monitor the development, to formulate policies and strategies to combat poverty by providing relevant and easily accessible data and analyses, in particular trend data, of improved quality.

2. Main objectives of the evaluation

The main objectives of the evaluation are:

- to follow-up the progress of the Swedish support through SCB during the project period and determine to what extent the expected results for the three-year contribution have been achieved so far; and
- based on the above assessment and the requirements from stakeholders propose the direction and broadbased content for a continued three-year institutional cooperation 2009–2011 between NIS and SCB.

3. Specific tasks for the assignment

The consultant shall:

- a) Study all relevant documents related to the contribution (see list at the end)
- b) Interview staff at the Swedish Development Cooperation Section, the UNDP, the World Bank, UNFPA, IMF and other relevant donors in Phnom Penh, as well as Cambodian stakeholders like CDRI, relevant ministries and other Government authorities
- c) Interview management and relevant staff at NIS including SCB longterm staff
- d) Assess progress, results and constraints in the project implementation from its inception in February 2006, including both statistical production and dissemination and management, organisational development, capacity building, ICT and other aspects of NIS infrastructure development. Specially look into and describe any results related to the Swedish Government's thematic priorities of Gender and womens participation in the development and Climate and environment
- e) Assess the institutional cooperation set-up of the project
- f) Assess the link of the project to the implementation of the NSDP and the SMP and its collaboration and coordination with other projects supporting the implementation of the NSDP and SMP
- g) Assess the Government's leadership capacity and ownership of the project and its contribution to the project for its long term sustainability including funding of NIS and the SMP
- h) Give suggestions for the direction, content and organisation of a proposed second three-year cooperation period 2009–11, including the proposal for a sector-wide approach within the donor partners contribution in this field
- i) Present its preliminary findings in meetings in Phnom Penh before finishing the field work
- j) Present its findings in a written report and be prepared to discuss its content with Sida in Stockholm within one week after concluding the field work

4. Timeframe and consultant

The consultancy shall be implemented in May/June 2008. The field work is planned to take place in the period 26 of May to 6 of June.

The team shall consist of

- one specialist in project management, management, organisational and capacity building development; and
- one specialist in statistics development.

Both consultants shall have a broad experience of evaluating public sector development cooperation projects.

5. Reporting

The team shall report its preliminary findings orally in meetings in Phnom Penh before finishing the field work.

A draft written report in English shall be presented to NIS and Sida within one week after the finishing of the field work.

A final report shall be presented to NIS and Sida within one week after receiving comments on the draft report from NIS and Sida.

Sida Evaluation Data Worksheet shall be completed by the consultant.

Documentation list:

- Report from a Project Identification Mission in Phnom Penh, Cambodia, March 2005
- Specific Agreement between the Government of Sweden and the Royal Government of Cambodia on Sweden Support to Institutional Capacity Building of the National Institute of Statistics, February 2006
- Inception report for the project “Institutional Capacity Building of the National Institute of Statistics”, Cambodia, April 2006.
- Annual progress report, and financial report, February–December 2006
- Annual progress report, and financial report, January–December 2007
- Gus Edgren, Report from the Review of the Project “Institutional Capacity Building of the National Institute of Statistics (NIS)”, March 2007
- Statistical Master Plan (SMP) for 2006–2010
- Workplan and budgeting, 2008
- Draft Project Document for the second phase of the Sida supported Institutional Capacity Building to the National Institute of Statistics 2009–2011
- Statistical Law, May 2005 and Sub-decrees related documents

Annex II Framework for the Evaluation

Criteria	Evaluation Question	Indicators	Sources of verification
Relevance	Are the Sida financed interventions consistent with the needs and priorities of NIS and the policies/priorities of the partner country?	• Linkages between national priorities • Linkages to needs of NIS • Linkages to needs of beneficiaries	• Desk study • Interviews decision makers • Interviews with other stakeholders active in the field • Interviews project management (both Swedish and Cambodian)
	More specifically how does the intervention fit and contribute to the operationalisation of the Statistics Master Plan (SMP)	• Linkages between the SMP and project objectives	• Desk study • Interviews decision makers • Interviews with other stakeholders active in the field • Interviews project management (both Swedish and Cambodian)
Effectiveness	Has the Sida financed intervention achieved its objectives or will it do so in the future?	• Extent to which the institutional set-up of the project has contributed to achieving the objectives of the project • NIS is developing its organisational structure so as to be able to implement the SMP now and in the future • Staff employed at NIS have the rights skills/access to training to be able to produce and disseminate relevant data and analyses • Relevant and high quality of data collection and analysis, especially trend data • NIS is able to disseminate the data and analyses it produces through the appropriate channels • NIS has access to and actively uses appropriate ICTs	• Desk study • Interviews project management (both Swedish and Cambodian) • Interviews project beneficiaries (organisations) • Interviews decision makers
	Have there been deviations in implementation, and how have these been handled by the project?	• Extent to which the intended activities been implemented • What are the reasons for deviations?	• Desk study • Interviews project management (both Swedish and Cambodian) • Interviews project beneficiaries • Interviews with other stakeholders active in the field
	What have been the main risks, and risk management, in the ongoing implementation, and which are the specific risks foreseen for any future implementation?	• Changes in strategy, activities of the project due to barriers • Assessment of future barriers	• Desk study • Interviews project management (both Swedish and Cambodian) • Interviews with project beneficiaries • Interviews with other stakeholders active in the field

Criteria	Evaluation Question	Indicators	Sources of verification
Impact	What are the overall effects and results of the Sida financed interventions, intended and unintended, long term and short term, positive and negative?	• Data and analyses that are produced are used actively by the Cambodian Government to follow up NSDP • NIS is valued as an important partner in the production and dissemination of poverty related statistical data and analyses within Cambodia	• Interviews decision makers • Interviews project management • Interviews beneficiaries
	How have the activities contributed to gender equality, environmentally sustainable practices both in qualitative and quantitative terms as well as the mainstreaming of issues related to HIV/AIDS (Sidas cross cutting issues)?	• The project targeted both men and women, taking into account gender specific problems • The ratio of women and men involved or targeted by the project • Statistics that are produced gender sensitive where appropriate • The possible positive/negative effects of implementing new working methods, technologies, organisation on the environment have been considered • Relevant environmental statistics for following up the NSDP are collected and analysed as appropriate • Relevant health statistics including data about the prevalence and spread of HIV/AIDS is collected and analysed	• Desk study • Interviews project management (Swedish and Cambodian) • Interviews beneficiaries
Sustainability	Will the benefits produced by the Sida financed interventions be maintained after the cessation of external support?	• Extent to which NIS demonstrates leadership capacity and ownership of the project and the new work processes/ideas that have been introduced. • Work processes have considerably changed for example concerning data collection and analysis, especially in terms of trend data • Extent to which responsible authorities allocate resources to adequately to facilitate the collection and analysis of relevant data/the work of NIS in implementing the SMP	• Interviews with decision makers • Interviews with project management • Interviews with beneficiaries • Interviews with other stakeholders active in the field
Lessons learned	How is Sida's support related to other donor support in the area of statistics?	• Extent of Cooperation/Coordination between Sida funded and other interventions?	• Interviews other stakeholders active in field • Interviews decision makers • Interviews project management
	Provide recommendations concerning future support in this area including a consideration of the possibility of initiating a SwAp.	• Analysis of evaluation results • SWOT analysis of future possible future intervention	• Analysis and synthesis

Annex III List of Interviews

Date	Interviewee	Position	Organisation
15. Jul	Berit Olsson	Director International Consulting Office	Statistics Sweden
15. Jul	Gunborg Johansson	Project Coordinator	Statistics Sweden
28. Jul	Agneta Sandqvist	LTA	Statistics Sweden
29. Jul	Sten Johansson	STA	Statistics Sweden
31. Jul	Lars Soderberg	Advisor ICT LTA	Statistics Sweden
31. Jul	H.E. San Sy Than	Director General	NIS
31. Jul	Mich Kanthul	Director – Economics Statistics Department	NIS
31. Jul	Tith Vong	Director – Social Statistics Department	NIS
31. Jul	Seng Soeurn	Deputy Director General	NIS
31. Jul	Ouk Chay Panhara	Chief – Bureau of Data Processing	NIS
31. Jul	Hor Darith	Deputy Director General	NIS
31. Jul	Khin Sovorleak	Deputy Director – Economics Statistics Department	NIS
31. Jul	Nim Sao Mony	Vice Chief – Bureau of Agriculture Statistics	NIS
31. Jul	Tong Chhay Rine	Deputy Director – Economics Statistics Department	NIS
31. Jul	Yip Thavrin	Chief – Bureau of Development of Computer Systems	NIS
01. Aug	March Luon	Program Officer	Sida
01. Aug	Lars Wallen	Acting Head of Mission/ Counselor	Sida
01. Aug	Nhean Tola	Program Officer	JICA
01. Aug	Kurita Takayuki	Expert (statistics) and Project Coordinator	JICA
01. Aug	Hayashi Eiichiro	Aid Coordination Advisor	JICA
01. Aug	Terada Minori	Project Formulation Advisor (Good Governance)	JICA
04. Aug	Sten Bäcklund	Chief Advisor LTA	Statistics Sweden
04. Aug	Keo Chattra	Deputy Director National Accounts	NIS
04. Aug	Khin Song	Deputy Director Prices	NIS
04. Aug	Oeur Sophal	Chief – Bureau of National Accounts	NIS
04. Aug	Nor Vandy	Vice Chief – Bureau of National Accounts	NIS
04. Aug	Mich Kanthul	Director – Economics Statistics Department	NIS
04. Aug	Tith Vong	Director – Social Statistics Department	NIS
04. Aug	Khin Sovorleak	Deputy Director Economics Statistics Department	NIS
05. Aug	Vanna Sok	Programme Manager (Population and Development)	UNFPA
05. Aug	Hang Lina	Deputy Director General	NIS
05. Aug	They Kheam	Director (Dept. Of Demographic Statistics, Census & Survey)	NIS – responsible for Gender
06. Aug	Dr. Tim Conway	Senior Poverty Specialist	World Bank
06. Aug	Samsen Neak	Poverty Specialist	World Bank
06. Aug	Sok Saravuth	Director of Budget Department	Ministry of Economy and Finance
06. Aug	Kuy Phala	Deputy Director of Department of Planning	Ministry of Education
06. Aug	Arjun Goswami	ADB representative	ADB
06. Aug	Dr. Sao Sovannratnak		Ministry of Health
06. Aug	Dr. Khol Khemrany	Chief of Health Information System Bureau	Ministry of Health
07. Aug	Wisal Hin	Assistant Country Director, Poverty Unit Leader	UNDP
07. Aug	Chan Sophal	Senior Research Manager (Economist)	CDRI

Date	Interviewee	Position	Organisation
07. Aug	H.E. Tuon Thavrak	Director General	General Directorate of Planning
07. Aug	Julian Hansen	Adviser to Ministry of Planning, IDPoor Project	Gtz

Annex IV List of Documents

In addition to the references listed in the Terms of Reference for the evaluation, the following reports and publications have been used:

List of reports from short-term missions undertaken by Statistics Sweden in Cambodia 2006–2008.

Agreed Minutes from the 1st Annual Review Meeting (ARM). Institutional Capacity Building of the National Institute of Statistics (NIS) in Cambodia.

Minutes from the 2nd Annual Review Meeting (ARM). Institutional Capacity Building of the National Institute of Statistics (NIS) in Cambodia.

Japan International Cooperation Agency: The implementation plan for the project on improving official statistics in the Royal Government of Cambodia (Phase Two), May 2007.

Oxford Policy Management: Evaluation of Support to Statistical Capacity Building. First Draft. Cambodia Country Case Study, by Ian MacAuslan and Christine Spanneut. April 2008.

National Institute of Statistics: Rebuilding of the Cambodian Statistical System since the downfall of the Khmer Rouge – A case study in the lost history from Cambodia, by SAN Sy Than, Director General. (Conference paper for ISI 2007, Lisbon, Portugal, 22–29 August 2007).

National Institute of Statistics: Training needs assessment and plan for the National Institute of Statistics of Cambodia, developed with Financial and Technical Assistance from United Nations Population Fund, September 2007.

National Institute of Statistics: Cambodia Socio-Economic Survey 2004. Summary Subject Matter Report. September 2005.

Ministry of Planning: Gender mainstreaming strategy and action plan of the ministry of planning 2008–2010.

Ministry of Planning: Strategic Plan (MPSP) 2006–2010. July 2007.

Royal Government of Cambodia: National Strategic Development Plan 2006–2010, For Growth, Employment Equity and Efficiency to Reach Cambodia Millennium Development Goals

Royal Government of Cambodia: Annual Progress Report 2006 on National Strategic Development Plan 2006–2010, For Growth, Employment Equity and Efficiency to Reach Cambodia Millennium Development Goals

Ministry of Education, Youth and Sports: Education Statistics & Indicators 2007/2008

Asian Development Bank: National Statistical System of Cambodia – Recent Diagnostics and Agenda for Building Capacity. Preliminary version, as of 15 May 2008.

International Monetary Fund, Statistics Department: Cambodia. Preliminary Report on the National Accounts Mission. April 24–May 7, 2008. Prepared by René Piché and Yoichi Nakamura (Expert)

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SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
SE-105 25 Stockholm, Sweden
Tel: +46 (0)8-698 50 00. Fax: +46 (0)8-20 88 64
E-mail: sida@sida.se. Homepage: <http://www.sida.se>