

MINUTES OF MEETINGS
BETWEEN THE JAPANESE TERMINAL EVALUATION TEAM AND
THE AUTHORITIES CONCERNED OF
THE ROYAL GOVERNMENT OF CAMBODIA
ON THE JAPANESE TECHNICAL COOPERATION FOR THE PROJECT ON IMPROVING
OFFICIAL STATISTICS IN CAMBODIA PHASE 2

The Japanese Terminal Evaluation Team (hereinafter referred to as “the Team”) organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”), headed by Mr. Kazuto TSUJI, Executive Technical Advisor to Director General, Public Policy Department of JICA, visited the Kingdom of Cambodia from 15th February to 23rd February 2010, for the purpose of the terminal evaluation of the Project on Improving Official Statistics in Cambodia Phase 2 (hereinafter referred to as “the Project”).

During its stay in the Kingdom of Cambodia, the Team had a series of discussions with the National Institute of Statistics, Ministry of Planning (hereinafter referred to as “NIS”) and other relevant organizations, and exchanged views on the Project activities.

As a result of the study and discussions, the Team and the NIS agreed to report to their respective authorities the matters referred to in the document attached hereto.

Phnom Penh, 23rd February 2010



Mr. Kazuto TSUJI
Leader, Terminal Evaluation Team,
Japan International Cooperation Agency
Japan



H.E. Mr. San Sy Than
Director General
National Institute of Statistics,
Ministry of Planning
The Kingdom of Cambodia

THE ATTACHED DOCUMENT

**Terminal Evaluation Report on
Improving Official Statistics in Cambodia Phase 2**

February 23, 2010

**Terminal Evaluation Report on
Improving Official Statistics in Cambodia Phase 2**

Table of Contents

1. Introduction	3
1-1. Background.....	3
1-2 Objectives of the Terminal Evaluation	3
2. Achievements of the Project Plan.....	3
2-1. Inputs	3
2-2. Progress of Activities.....	3
2-3. Outputs	3
3. Results of the Evaluation based on Five Criteria.....	3
4. Conclusions, Recommendations and Lessons Learned.....	3
Annex 1: List of Counterpart Personnel	5
Annex 2: List of Equipment Provided by JICA.....	6
Annex 3: Assignments of the Japanese Experts	7
Annex 4: Progress of Activities	9
Annex 5: Achievements of the Project Purpose and Outputs	11
Annex 6: Evaluation Grid.....	15
Annex7: List of Manuals and Documents.....	23

1. Introduction

1-1. Background

The Project started in April 2007 for improving official statistics and assisting smooth implementation of the 2008 Population Census. The Project's cooperation period will be until the end of September 2010. Since it has approached to the end of the term of the cooperation period, JICA dispatched the Terminal Evaluation Team for the objectives written in the following 1-2.

1-2 Objectives of the Terminal Evaluation

The Objectives of the Terminal Evaluation are:

- (1) To review the achievement of the Project based on the Project Design Matrix (PDM).
- (2) To evaluate the activities and achievement in terms of five criteria, namely, Relevance, Effectiveness, Efficiency, Impact, and Sustainability.
- (3) To conclude whether the Project has achieved the purpose and realized the outputs, and to clarify issues and their countermeasures towards the end of the Project.
- (4) To share a common understanding among stakeholders regarding recommendation for further improvements of the Project and the lessons that can be applied to other similar ongoing and future JICA projects.

2. Achievements of the Project Plan

2-1. Inputs

See **Annex 1** for the list of counterpart personnel, **Annex 2** for the list of equipment and **Annex 3** for the assignments of the Japanese Experts.

2-2. Progress of Activities

See **Annex 4**. The Project has implemented the activities smoothly without significant delay as of February 2010.

2-3. Outputs

See **Annex 5**.

3. Results of the Evaluation based on Five Criteria

See **Annex 6**.

4. Conclusions, Recommendations and Lessons Learned

The mission stated as follows.

1. The Project has been quite successful so far.
2. In order for the benefits and impact of the Project on the Population Census in 2008

to be understood at relevant ministries/agencies, including the Ministry of Planning itself and the Cambodian Development Council, and at a province/district/commune level, the publication and dissemination of detailed analysis reports with JICA or UNFPA support, based on the Population Census, to be utilized by relevant ministries/agencies should be expedited and more follow-up activities for continuous practices and capacity development, including the Inter-censal Population Survey in 2013 and activities at a province/district/commune level, would be required.

3. Only with the nation-wide and far-reaching impact of the comprehensive and exhaustive data availability of the Population Census in 2008 through the above-mentioned dissemination and follow-ups, a greater priority for further resource allocation on more surveys, trainings and equipment, with proper maintenance, would be given to NIS's activities by the Cambodian government so that the sustainability of the Project and the continuous capacity development of NIS's staff and organization would be ensured.
4. When the nation-wide provincial departments of planning are equipped with necessary human capacity and resources including computers, the raw data of the Population Census in 2008 could be fully utilized and analyzed at a province/district/commune level and, also, development planning, monitoring, evaluation, sectoral data collection and even budgeting at local entities might be integrated in a more reliable, consistent and efficient manner.

Annex 1: List of Counterpart Personnel

Title for the Project	Name and Title in NIS
Project Director	H.E. San Sy Than, Director General
	Mr. Hor Darith , Deputy Director General
Project Manager	Ms. Hang Lina, Deputy Director General
Other Counterparts	Mr. Has Bunton, Deputy Director General
	Mr. Seng Soeum, Deputy Director General
	Mr. Khieu Sary, Deputy Director General
	Mr. Meng Kim Hor, Deputy Director General
	Mr. Khin Sovorlak, Deputy Director General
	Mr. Vy Heang, Director, Department of General Statistics
	Mr. Mich Kanthul, Director, Department of Economic Statistics
	Mr. They Kheam, Director, Department of Demographic Statistics Census and Survey
	Ms. Tong Chhay Rine, Deputy Director, Department of Economics Statistics
	Mr. Lim Penh, Director, Department of Statistical Standard & Analysis
	Mr. Sok Kosal, Deputy Director, Department of Demographic Statistics Census and Survey
	Mr. Saint Lundy, Director, Department of ICT
	Mr. Kim Net, Deputy Director, Department of Social Statistics
	Mr. Sok Borith, Deputy Director, Department of Demographic Statistics Census and Survey
	Mr. Try Meng Sieng, Deputy Director, Department of Demographic Statistics Census and Survey
	Mr. Sin Sereyvuth, Deputy Director, Department of Demographic Statistics Census and Survey
	Mr. Nan Sothara, Deputy Director, Department of Demographic Statistics Census & Survey
	Mr. Pen Socheat, Bureau Chief, Department of Demographic Statistics Census and Survey
	Mr. Buoy Somethea, Deputy Director, Department of “Demographic Statistics Census & Survey
	Mr. So Tonere, Deputy Director, Department of Economic Statistics
	Mr. Mak Sovichea, Deputy Director, Department of Economic Statistics

Annex 2: List of Equipment Provided by JICA

(Currency Unit: Japanese Yen)

Item		April 2007 - March 2008		April 2008 - March 2009		April 2009 - March 2010		Grand Total
		Quantity	Total Amount	Quantity	Total Amount	Quantity	Total Amount	
Printer	MFP Color Printer Digital Color (copier/printer/scanner)	2	2,450,427					
	Black and White Printer	6	744,746					
	Compact Plotter	1				1	352,197	
Server	Rack LAN Server	3						
	KVM Switch / Rack / Display	1	1,589,408					
	Server OS	3	256,955					
	Client License	10						
	DB Software (SQL Server Standard 2003 or equivalent)	1	792,846					
	Client License	10						
	SQL Server					1	682,615	
	ISA Server					1	180,467	
	Visual Studio Professional					1	201,004	
	Exchange Server					1	86,508	
Network	Firewall & Router (Cisco ASA 5510 Appliance with SW)	1	289,340					
	Gigabit Hub	3	83,444					
	10/100 Hub	12	165,074					
	Cisco Modular Router					1	204,003	
Others	External HDD	4				3	46,099	
	DVD Recorder	2	215,457					
	LCD Projector / Screen	1						
	Telephone with FAX	1						
	Document Storage Cabinet	14	162,986	2	26,239	5	79,160	
	Anti-virus Software					90	259,646	
Total			6,750,683		26,239		2,091,699	8,868,621

Annex 3: Assignments of the Japanese Experts

Name	Area	From	To	Total M/M	Assignment Period															
					2007			2008			2009			2010						
					4	5	6	7	8	9	10	11	12	1	2	3	4	5		
Fumihiko Nishi	Chief Adviser	05/17/07	06/08/07	12.20																
		08/12/07	09/16/07																	
		11/29/07	12/20/07																	
		01/09/08	01/20/08																	
		02/17/08	03/16/08																	
		05/15/08	06/06/08																	
		08/24/08	09/28/08																	
		11/23/08	12/14/08																	
		02/03/09	03/15/09																	
		05/17/09	06/12/09																	
08/23/09	09/27/09																			
11/22/09	12/20/09																			
01/31/10	03/14/10																			
05/17/07	06/08/07																			
09/07/08	09/28/08			2.53																
05/31/09	06/12/09																			
08/30/09	09/20/09																			
08/12/07	09/16/07			1.63																
12/02/07	12/16/07																			
02/24/08	03/09/08																			
05/18/08	06/15/08			2.77																
11/23/08	12/14/08																			
03/02/09	03/22/09																			
03/02/09	03/22/09			0.67																
11/22/09	12/20/09			1.87																
02/14/10	03/14/10																			
02/21/10	03/07/10			0.47																
10/07/07	10/28/07																			
04/27/08	05/11/08			4.97																
10/05/08	11/26/08																			
01/24/09	03/18/09																			
05/17/09	06/20/09			6.30																
08/06/09	09/29/09																			
11/05/09	12/23/09																			
01/24/10	03/14/10																			
04/30/07	10/01/07			8.70																
11/22/07	12/21/07																			
01/07/08	03/22/08																			
05/16/07	06/05/07			2.20																
10/07/07	11/05/07																			
08/31/08	09/14/08																			
06/16/08	07/15/08																			
12/21/08	01/19/09																			
08/09/09	09/30/09			6.10																
12/13/09	01/16/10																			
01/31/10	03/06/10																			

Name	Area	From	To	Total M/M	Assignment Period															
					2007				2008				2009				2010			
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Kunio Nishimura	Data Scrutiny / Establishment Listing	09/07/07	10/27/07	8.17																
		11/14/08	12/14/08																	
Hiroyuki Koza	Database Data Scrutiny	01/15/09	03/18/09	4.40																
		06/21/09	08/08/09																	
Yasako Hiyase	Data Analysis	10/01/07	10/31/07	1.87																
		01/15/09	03/15/09																	
Haruko Suzuki	Data Analysis / Database	11/15/09	12/26/09	2.20																
		08/09/09	09/05/09																	
Akihiko Ito	Dissemination / Data Scrutiny	02/11/10	03/10/10	5.66																
		09/21/09	11/25/09																	
Jun Komishi	EA / GIS	04/28/08	05/12/08	1.00																
		07/20/08	08/10/08																	
Nao Endo	GIS/Small Area Statistics	10/15/08	11/05/08	1.90																
		02/22/09	03/22/09																	
Takanobu Negi	Establishment Listing	04/26/09	05/20/09	0.94																
		08/30/09	09/23/09																	
Shunichi Inoue	Establishment Listing	11/22/09	12/15/09	11.27																
		08/06/09	09/04/09																	
Takayuki Kurita	Management of Population Census Implementation	03/19/09	06/17/09	7.00																
		02/03/10	03/01/10																	
Kaori Nishiyama	Dissemination	08/15/07	08/28/07	8.67																
		12/20/09	01/02/10																	
Akira Takagi	Dissemination	03/09/07	06/22/07	4.33																
		07/31/07	08/29/07																	
Kaori Nishiyama	Dissemination	10/14/07	12/12/07	107.81																
		02/01/08	03/16/08																	
Akira Takagi	Dissemination	04/27/08	06/20/08	4.33																
		08/31/08	10/19/08																	
Kaori Nishiyama	Dissemination	11/15/08	12/14/08	4.33																
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		11/30/09	12/26/09																	
Akira Takagi	Dissemination	01/16/10	02/27/10	4.33																

Annex 5: Achievements of the Project Purpose and Outputs

Indicators	Baseline Data	Achievements at the Terminal Evaluation (February 2010)																																
<p><Overall Goal> Basic and useful statistics will be provided for planning and implementation of several policies, plans and strategies of the Royal Government of Cambodia and its local governments.</p> <ul style="list-style-type: none"> • Number and periodicity of statistical publications released by the NIS 	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th colspan="2" style="text-align: center;">No. of publications</th> </tr> <tr> <th style="text-align: center;">1997-1999</th> <th style="text-align: center;">2003-2005</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Population Census (PC)</td> <td style="text-align: center;">9 (2004 inter-census)</td> </tr> <tr> <td style="text-align: center;">Others</td> <td style="text-align: center;">18</td> </tr> <tr> <td style="text-align: center;">No. of survey conducted</td> <td style="text-align: center;">15</td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th colspan="2" style="text-align: center;">Sales of quantity</th> </tr> <tr> <th style="text-align: center;">2006</th> <th style="text-align: center;">2007</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">280</td> <td style="text-align: center;">310</td> </tr> </tbody> </table> <p>Total number of access to NIS website in 2006: 60,000 Number of statistical documents on website in 2006: 10</p>	No. of publications		1997-1999	2003-2005	Population Census (PC)	9 (2004 inter-census)	Others	18	No. of survey conducted	15	Sales of quantity		2006	2007	280	310	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th colspan="2" style="text-align: center;">No. of publications 2007-2009</th> </tr> <tr> <th style="text-align: center;">2008</th> <th style="text-align: center;">2009</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Population Census</td> <td style="text-align: center;">37 (2008 PC)</td> </tr> <tr> <td style="text-align: center;">Others</td> <td style="text-align: center;">13</td> </tr> <tr> <td style="text-align: center;">No. of survey conducted</td> <td style="text-align: center;">23</td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th colspan="2" style="text-align: center;">Sales of quantity</th> </tr> <tr> <th style="text-align: center;">2008</th> <th style="text-align: center;">2009</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">429</td> <td style="text-align: center;">577</td> </tr> </tbody> </table> <p>Total number of access to NIS website in 2009: 190,000 Number of statistical documents on website in 2009: 17</p>	No. of publications 2007-2009		2008	2009	Population Census	37 (2008 PC)	Others	13	No. of survey conducted	23	Sales of quantity		2008	2009	429	577
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<ul style="list-style-type: none"> • Number of capable statistical staff in the NIS 	<p style="text-align: center;"><Project Purpose> The statistical staff in NIS, provinces, and line ministries concerned will be able to conduct planning, data processing, analysis, dissemination, and use of the Population Census or related surveys basically.</p> <ul style="list-style-type: none"> • Average scores of evaluation of staff capacity as of April 2007 are the following: <ol style="list-style-type: none"> 1. Population Census: Number of staff is in (). <ol style="list-style-type: none"> (1) Management (5) 3.89 (2) Planning monitoring (4) 3.92 (3) Assistant Planning / Data Processing / Cartography (6) 3.20 (4) Support Staff Planning / Data Processing / Cartography (6) 3.61 (5) Data Entry Supervisor (1) 3.70 (6) Editing / coding and Data Entry (4) 3.14 (7) Computer Editing, Programming, Tabulation (3) 3.20 • Total number of staff assessed: 29 • Number of staff directly related to 1998 Population Census: 74 	<ul style="list-style-type: none"> • Average scores of evaluation of staff as of February 2010 are the following: <ol style="list-style-type: none"> 2. Establishment Listing: Number of staff is in (). <ol style="list-style-type: none"> (1) Management (1) 4.90 (2) Finance and Logistics (2) 4.10 (3) Planning (4) 4.25 (4) Manual Editing and Coding (1) 4.54 (5) Data Processing (4) 4.29 • Total number of staff assessed: 12 • Number of staff directly related to 2009 Establishment Listing: 40 																																

<p>*Number of statistical staff capable of using and analyzing the Census results in provinces, and line ministries concerned</p>	<p><Provincial planning departments> • Average scores of evaluation of staff as of April 2007 are the following. Number of staff is in (): 1. Population Census (48): 3.28 2. Establishment Listing (50): 3.34 Number of staff directly related to 1998 Population Census: 48 Cambodia has never conducted the Nation-wide Establishment Listing. *Evaluation was mainly done by related DDGs and Directors of NIS, and Directors of provincial planning departments. *Total number of staffs in provincial planning departments as of 2007 was 378.</p> <p><Line ministries concerned> • Average scores of evaluation of staff as of April 2007 are the following. Number of staff is in (): 1. Population Census (): ? 2. Establishment Listing (): ? Number of staff related to utilize the results of 1998 Population Census: N/A Cambodia has never conducted the Nation-wide Establishment Listing. *Evaluation was done by Head and deputy head of Statistics Department of line ministries concerned.</p>	<p><Provincial planning departments> • Average scores of evaluation of staff as of February 2010 are the following. Number of staff is in (): 1. Population Census (48): 4.04 2. Establishment Listing (50): 3.98 Number of staff directly related to 2008 Population Census: 72 Number of staff directly related to 2009 Establishment Listing: 24 *Evaluation was mainly done by related DDGs and Directors of NIS, and Directors of provincial planning departments. *Total number of staff in provincial planning departments as of 2009 was 377.</p> <p><Line ministries concerned> • Average scores of evaluation of staff as of April 2007 are the following. Number of staff is in (): 1. Population Census (): ? 2. Establishment Listing (): ? Number of staff related to utilize the results of 2008 Population Census: 70 Number of staff related to utilize the results of 2009 Establishment Listing: 22 *Evaluation was done by Head and deputy head of Statistics Department of line ministries concerned.</p>												
<p>*Number of trainers trained for the Population Census and Establishment Listing</p>	<p><1998 Population Census> 8,354 trainers < Establishment Listing> None</p>	<p><2008 Population Census> 7,104 trainers (more efficient) <2009 Establishment Listing> 40 trainers</p>												
<p>*Number of statistical surveys in which village maps, EA maps and updated village frame are prepared</p>	<p><1998 Population Census> 13,339 village maps 25,169 EA maps <1998 Population Census> Number of surveys: 2 *Socio-economic Statistical Survey and Inter-census Population Survey.</p>	<p><2008 Population Census> 14,073 village maps 28,635EA maps <2008 Population Census> Number of surveys: 3 *2009 Socio-economic Statistical Survey, 2009 Establishment Listing and 2008 Anthropometric Survey.</p>												
<p>*Number of statistical tables (tabulated and/or released)</p>	<p><Output Z> As the output of the data processing and scrutiny of the Population Census, statistical tables as well as micro-data are prepared. And the statistical tables are released.</p> <table border="1" data-bbox="1117 871 1263 1528"> <tr> <td>1998 Population Census</td> <td>Number</td> </tr> <tr> <td>Provisional results</td> <td>3</td> </tr> <tr> <td>Final results</td> <td>47 (national) 45 (provincial) 42 (district) 0 (commune)</td> </tr> </table>	1998 Population Census	Number	Provisional results	3	Final results	47 (national) 45 (provincial) 42 (district) 0 (commune)	<p><Output Z> As the output of the data processing and scrutiny of the Population Census, statistical tables as well as micro-data are prepared. And the statistical tables are released.</p> <table border="1" data-bbox="1117 142 1263 842"> <tr> <td>2008 Population Census</td> <td>Number</td> </tr> <tr> <td>Provisional results</td> <td>3</td> </tr> <tr> <td>Final results (expected)</td> <td>70 (national) 66 (provincial) 65 (district) 34 (commune)</td> </tr> </table>	2008 Population Census	Number	Provisional results	3	Final results (expected)	70 (national) 66 (provincial) 65 (district) 34 (commune)
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<p>*Number of the micro-data (processed)</p>	<p>11.44 million in 1998 Population Census</p>	<p>13.39 million in 2008 Population Census.</p>												

<Output 3> The Population Census results are analyzed statistically. The results of the analysis are released.

• Number of the publications, papers, and pamphlets on analysis (tabulated and/or released)

1998 Population Census	Number
Provisional results	1
Final results	17

2008 Population Census	Number
Provisional results	1
Final results	37

<Output 4> Database of the Population Census results is developed.

• Number of the statistical tables stored into the database
 • Number of the micro-data stored into the database

Database was not developed for the 1998 Population Census.
 13,000 statistical tables were stored on CD instead.
 11.44 million micro-data was stored on CD instead.

62,000 statistical tables of final results in the 2008 Population Census were stored into the database.
 13.39 million micro-data was stored into the database.

<Output 5> The Population Census results are disseminated by means of publication, CD, web site, statistical map, and census atlas.

• Number of publications, CDs, web pages, statistical maps, and census atlases (tabulated and/or released)

<1998 Population Census>
 17 publications:

- 1 Report of provisional results
- 2 National reports of final results
- 8 Analysis of Census results
- 1 National level tables
- 5 Others

14 CDs
 1 statistical map
 1 census atlas
 Static website

<2008 Population Census (expected number)>
 37 publications

- 1 Report of provisional results
- 3 National reports of final results
- 1 Provincial report of final results
- 15 Analysis of Census results
- 8: National level tables
- 9: Provincial level tables
- Table Retrieval System
- Village Profile System
- Pop Map Application
- Bilingual Tables (25 types)

29 CDs

4 statistical maps
 (Size, density, number of increase/decrease and rate of increase/decrease of population at commune-level)
 1 census atlas
 Dynamic website

• Number of trainees in the training course

1998 Population Census	No. of seminars	No. of participants
Provisional results	1	180
Final results	26	300 (National level) 1,440 (Provincial level)

2008 Population Census	No. of seminars	No. of participants
Provisional results	2	218 (NIS, provincial departments, line ministries)
Final results	26	160 (line ministries) 51 (ministry of planning) 72 (provincial planning departments) 668 (provincial government) 579 (district) 54 (NGOs and donors) 10 (universities)

• Level of understanding of the trainees

This indicator was not measured in the 1998 Population Census.

Level of understanding of statistical staff in line ministries and provincial planning departments on the use of results of Population Census.
 2.59 (before) → 3.00 (after)
 * Average of scores of test of 56 trainees. Trainees were from line ministries and provincial planning departments. Full score is 6.00.

<p><Output 6> Small area statistics are tabulated and released.</p> <ul style="list-style-type: none"> Number of small area statistical tables: by district, commune, village, and EA (tabulated and/or released) Number of trainees in the training course 	<p>1998 Population Census: 1 at the village level</p> <table border="1" data-bbox="341 840 462 1207"> <thead> <tr> <th>1998 Population Census Training courses</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> </tr> <tr> <td>0</td> <td>0</td> </tr> </tbody> </table>	1998 Population Census Training courses	Number	0	0	0	0	<p>2008 Population Census: 24 at the village level.</p> <table border="1" data-bbox="341 1207 462 1902"> <thead> <tr> <th>2008 Population Census Training courses</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>1: GIS (as a preparation of small area statistics)</td> <td></td> </tr> <tr> <td>3: Small area analysis</td> <td></td> </tr> <tr> <td>10: GIS</td> <td></td> </tr> <tr> <td>90 (expected): small area analysis</td> <td></td> </tr> </tbody> </table>	2008 Population Census Training courses	Number	1: GIS (as a preparation of small area statistics)		3: Small area analysis		10: GIS		90 (expected): small area analysis	
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2008 Population Census Training courses	Number																	
1: GIS (as a preparation of small area statistics)																		
3: Small area analysis																		
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90 (expected): small area analysis																		
<ul style="list-style-type: none"> Level of understanding of the trainees 	<p>This indicator was not measured in the 1998 Population Census.</p>	<ul style="list-style-type: none"> Level of understanding of the trainees on GIS. 50 (before) → 78 (after) Average scores of test of 10 trainees. Full score is 100. Level of understanding on small area analysis will be measured after the seminar. 																
<p><Output 7> List of establishments is developed and is used for economic statistical surveys as a sampling frame.</p> <ul style="list-style-type: none"> Number of establishments stored into the list 	<p>Cambodia has never conducted the Nation-wide Establishment Listing.</p>	<p>376,761 establishments (2009 Establishment Listing)</p> <p>Listing of establishments was developed and can be used as a sampling frame for 2011 Economic Census.</p>																
<p><Output 8> Related Personnel share the common understanding in the matter of the Population Census (EA, the Census results, etc)</p> <ul style="list-style-type: none"> Number of workshops and seminars conducted 	<p>3 seminars in 1998 Population Census.</p>	<p>5 seminars in 2008 Population Census.</p>																
<p><Output 9> Detailed Procedures (e.g. important processes; important examples; manuals) of the Population Census activities are prepared and compiled.</p> <ul style="list-style-type: none"> Number of detailed records of procedures prepared 	<p>Records of procedures prepared: in the 1998 Population Census: questionnaire formats, EA maps, enumerators' manuals, results reports.</p>	<p>Records of procedures prepared in the 2008 Population Census. See annex 7.</p>																
<p><Output 10> Necessary coordination among the related donors of the Population Census are properly made.</p> <ul style="list-style-type: none"> Record of meetings with the related donors 	<p>Not relevant.</p>	<ul style="list-style-type: none"> Donor coordination was made by meetings including CTC. When it was necessary, donor coordination was also discussed at NCC and JCC. Records of meetings have been made for JCC, NCC, CTC. 																

Annex 6: Evaluation Grid

Evaluation Criteria	Evaluation Question		Response to questions
	Main Question	Sub-question	
Relevance (Very high)	Are both the project purpose and overall goal relevant to the Cambodian national development plan?	Is the project purpose consistent with the needs of statistical staff in the NIS, provincial planning departments, and line ministries concerned	<ul style="list-style-type: none"> • Yes. The relevance of the Project has been increasing because the importance of improving official statistics is more emphasized in the new Rectangular Strategy. • Results of 2008 Population Census were used for Cambodia's National Strategic Development Plan (2009-2013).
		Is the overall goal consistent with the needs of statistical staff in the NIS, provincial planning departments, and line ministries concerned	
	Are both the project purpose and overall goal consistent with the needs of the target groups?	<ul style="list-style-type: none"> • Yes. It is still as consistent as it was at the beginning of the Project. 	
	Is the strategy for achieving the project purpose and overall goal valid?	<ul style="list-style-type: none"> • Yes. It is still as consistent as it was at the beginning of the Project. 	
	Are the criteria and process for selecting statistical staff in the NIS, provincial planning departments, and line ministries concerned justifiable?	<ul style="list-style-type: none"> • Yes. The selection criteria and process are basically justifiable. • The level of the capacity of statistical staff in the NIS is mostly appropriate as a target group, while that of provincial planning departments and line ministries concerned as a target group requires further consideration and improvement. 	
	Are both the project purpose and overall goal relevant to the Japanese aid policy and program?	<ul style="list-style-type: none"> • Yes. It is still as relevant as it was at the beginning of the Project. 	
	What is the appropriateness of the Japanese assistance for improving official statistics in Cambodia?	<ul style="list-style-type: none"> • The Japanese experts focus more on advising counterparts and their capacity development while some donors tend to focus on producing outputs. 	
	Was there any synergy effect in terms with donor coordination for improving official statistics in Cambodia?	<ul style="list-style-type: none"> • Yes. The Project coordinated with UNFPA to share roles for 2008 Population Census. • Results of 2008 Population Census were utilized for sampling frame of micro-data for Socio-economic Survey supported by SIDA. 	

Evaluation Criteria	Evaluation Question		Response to questions
	Main Question	Sub Question	
Effectiveness (Very high)	Has each output of the Project been achieved?		<ul style="list-style-type: none"> • Yes. The Project has progressed as scheduled and all outputs are likely to be achieved by the end of the Project.
	Is the project purpose likely to materialize by the end of the Project?	<p>Has the capacity of NIS, statistical staff in provincial planning departments and line ministries concerned been enhanced compared with the beginning of the Project?</p> <p>To what extent is the statistical staff in NIS, provincial planning departments and line ministries concerned likely to be able to conduct planning, data processing, analysis, dissemination, and use of the Population Census and related surveys basically by the end of the Project?</p>	<ul style="list-style-type: none"> • Yes. The capacity of the target group has been enhanced. • Line ministries such as Ministry of Women's Affairs (MoWA), Ministry of Labor and Vocational Training (MLVT), and Ministry of Education (MoE) have utilized (or have plan to utilize) the results of the Population Census and Establishment Listing for their policy making. • The capacity of NIS has been strengthened. • The capacity of provincial planning departments has been gradually enhanced for field operation but still needs assistance for planning, data processing, analysis, dissemination, and use of the Population Census. • The capacity of line ministries concerned has been enhanced in terms of utilization as ministries such as MoWA, MLVT, and MoE have already utilized the results of the Population Census and Establishment Listing for their policy making.
	Is it conceivable that the Project will contribute to achieving the project purpose?	<p>Is it conceivable that the outputs of the Project will contribute to develop the capacity of the statistical staff in NIS, provincial planning departments and line ministries concerned for conducting planning, data processing, analysis, dissemination, and use of the Population Census and related surveys basically?</p> <p>Will the following factors be fulfilled after the end of the Project?</p> <ul style="list-style-type: none"> • Necessary coordination with relevant organizations will be conducted by NIS • Counterparts will stay in the proper posts. • Necessary budget will be secured. 	<ul style="list-style-type: none"> • Operations of the Population Census and Establishment Listing have helped NIS and provincial planning departments to develop the capacity as a trainer. (7,064 for Population Census and 40 for Establishment Listing were trained including staffs of NIS and provincial planning departments) • Major documents of the Population Census and Establishment Listing prepared and stored by the Project are to assist to maintain knowledge and skills of NIS staff. • It is expected that NIS will be able to conduct the Population Census and Establishment Listing next time in terms of technical capacity. • Yes. NIS is likely to continue coordinating with relevant organizations by holding necessary meetings. • It cannot be said that there is no case of turnover from NIS, but only few so far. • The budget and personnel of NIS have increased through the course of the implementation of the Project. Budgetary allocations after the Project will be dependent on the situation of the national government finance and macroeconomic circumstances, but a higher priority is expected.
	What factors particularly have accelerated the achievement of the project purpose?		<ul style="list-style-type: none"> • NIS and the Project flexibly coped with problems and difficulties found in the Population Census and Establishment Listing. (e.g. NIS allocated extra numbers of enumerators and census tools as back-ups) • Mobilizing the Japanese Counterpart Funds has helped to enhance the ownership of NIS. • Public relations activities promoted the understanding of the Population Census and Establishment Listing among the Cambodian people. • Reporting about the Project activities at the meetings such as JCC has assisted NIS to develop capacity as NIS had to reaffirm all the processes for the Population Census and Establishment Listing.
	What factors particularly have hampered or delayed the achievement of the project purpose?		<ul style="list-style-type: none"> • No. All outputs and project purpose are to be achieved as scheduled.

Evaluation Criteria	Evaluation Question		Response to questions
	Main Question	Sub-question	
Efficiency (Very high)	Are resources which existed before the Project started in Cambodia utilized for the Project?	Are resources which existed before the Project started in Cambodia utilized for the Project?	<ul style="list-style-type: none"> • Yes. Various existing materials were used for the Population Census. (e.g., digital mapping developed by a development study of JICA, GIS data developed by UNFPA and WFP) • Yes. Japanese experts' expertise and capacity met the needs of the Cambodian side. • Assignment timing has been coordinated with NIS and UNFPA in order to maintain the consistency of the Project activities. • No problem was found with regard to the number and duration of experts so far. The Project dispatches many short-term experts but no long-term expert. Even when Japanese experts were not in Cambodia, the Cambodian side continued implementing their tasks of the Project with knowledge and skills transferred by those experts and remote communications, if necessary.
		Are the number, expertise and capacity, assignment timing and duration of the Japanese expert appropriate?	<ul style="list-style-type: none"> • Yes. The provision of up-to-date PC and printers and their flexible usage assisted to speed up the implementation of the Project. • The plotter was useful for making large-sized maps. • Yes. NIS assigned the C/P personnel who have appropriate knowledge and skills for implementing the Project.
	Are the quality, quantity and timing of inputs for the Project appropriate?	Are the quantity and quality of equipment provided by the Japanese side and the timing of the provision appropriate?	<ul style="list-style-type: none"> • Yes. The Cambodian side bought 30 cars and allocated one car for each province for the implementation of the Population Census and other statistical activities. • Cambodian side allocated 10% of the total cost of the Population Census, which is almost equivalent to the annual budget of NIS.
		Are the number, duration and capacity of C/P personnel, which are assigned by the Cambodian side, appropriate?	<ul style="list-style-type: none"> • Actual cost of the Project will be approximately 420 million yen, which is 70 million yen higher than the estimated cost of 350 million yen. The increased amount was used for additional publications and extra trainings (including pilot survey as preparation for the Economic Census) to assist to achieve the Project purpose and overall goal. • Actual cost of 2008 Population Census was 6,317 million US\$ in total. (Breakdown of total cost (unit: million US\$: Cambodian government, 0.683, UNFPA 1.464, Germany 1.549, JICA 0.651, Japanese counter-part fund 1.968). Compared with 1998 Population Census cost (7 million US\$), 2008 Population Census was carried out more cost effectively.
	Is the amount and timing of the Cambodian financial contribution to the Project appropriate?	Is the actual cost of the Project efficient compared with the estimated cost?	<ul style="list-style-type: none"> • Actual cost of the Project will be approximately 420 million yen, which is 70 million yen higher than the estimated cost of 350 million yen. The increased amount was used for additional publications and extra trainings (including pilot survey as preparation for the Economic Census) to assist to achieve the Project purpose and overall goal. • Actual cost of 2008 Population Census was 6,317 million US\$ in total. (Breakdown of total cost (unit: million US\$: Cambodian government, 0.683, UNFPA 1.464, Germany 1.549, JICA 0.651, Japanese counter-part fund 1.968). Compared with 1998 Population Census cost (7 million US\$), 2008 Population Census was carried out more cost effectively.
	Is the actual cost of the Project efficient compared with the estimated cost?		

<p>Efficiency (Very high)</p>	<p>What factor particularly has facilitated the provision of inputs and the implementation of activities?</p>	<p>Is it conceivable that such factors as good relations between the Japanese and Cambodian sides and the ownership of the Cambodian side have facilitated the provision of inputs and the implementation of the Project?</p>	<ul style="list-style-type: none"> • Yes. The Japanese and Cambodian sides have coordinated in an effective and timely manner. • With the ownership of the Cambodian government, the Project has collaborated with the Japanese Counterpart Fund, and the flexible use of the Fund has helped to implement the Population Census smoothly because the Fund complemented the cost of activities which could not be covered by the Project. • For the Nation-wide Establishment Listing, NIS allocated personnel who had experienced the Establishment Listing in Phnom Penh city. NIS did not allow those personnel to conduct other surveys such as the Socio-economic Survey while implementing the Establishment Listing. • NIS discussed with Ministry of Interior and Ministry of Land Development to settle the commune boundary issue to facilitate map-making processes.
<p>What factor particularly has hampered or delayed the provision of inputs and the implementation of activities?</p>	<p>Have any other factors particularly facilitated the provision of inputs and the implementation of the Project?</p>	<ul style="list-style-type: none"> • Public relations activities of the Population Census and Establishment Listing increased recognition among the Cambodian People about those surveys and helped to increase response rates to the questionnaire and the quality of answers. • Computers funded by the Japanese Counterpart Fund and UNFPA were utilized to speed up the data processing of the Population Census. 	
<p>Is the project management effective, responsive and flexible?</p>	<p>Were the Joint Coordination Committee (JCC) meetings held in a timely manner? Did the JCC help the management and implementation of the Project?</p>	<ul style="list-style-type: none"> • No. NIS is the sole authority to compile official statistics under the Statistical Law of Cambodia. • Enough budget for the Population Census and NIS personnel have been allocated for the implementation of the Project. • With coordination among NIS, SIDA and JICA, NIS core staff who were involved with the Establishment Listing were separated from Socio-economic Survey supported by SIDA. 	
<p>Was PDM modified flexibly?</p>	<p>Was PDM modified flexibly?</p>	<ul style="list-style-type: none"> • Yes. 5 JCCs have been held in a timely manner. JCCs facilitated to review the progress of the Project and to coordinate with related organizations. 	
<p>Was the Project management flexible and responsive to unanticipated accidents or events?</p>	<p>Was the Project management flexible and responsive to unanticipated accidents or events?</p>	<ul style="list-style-type: none"> • Yes. As a result of the discussion with NIS at the mid-term review, PDM was modified. • Yes. NIS and the Project flexibly coped with problems and difficulties found in the Population Census and Establishment Listing. (e.g. NIS allocated extra numbers of enumerators and census tools as back-ups) • The communication among the Project related personnel has been smooth and effective. • 12 CTCs and 3 NCCs have been held for 2008 Population Census. 	

Evaluation Criteria	Evaluation Question		Response to Questions
	Main Question	Sub-question	
Impact (High)	Is the overall goal likely to materialize in the near future?	Is basic and useful statistics likely to be provided for planning and implementation of several policies, plans and strategies of the Royal Government of Cambodia and its local governments in three years after the completion of the Project?	<ul style="list-style-type: none"> • Yes. The overall goal is still as likely to materialize as it was at the beginning of the Project because the central and local governments' needs for statistical publications are increasing for the socio-economic development of the Kingdom of Cambodia.
		How much impact is expected on Cambodia's national development plan?	
Impact (High)	Is it conceivable that the achievement of the project purpose will lead to the accomplishment of the overall goal?	Are all the data of Population Census and other statistical surveys compiled and properly managed?	<ul style="list-style-type: none"> • The result of Population Census was utilized for Cambodia's National Strategic Development Plan (2009-2013). • Yes. All the major documents were prepared and stored properly.
		Is there any factor that would hamper or delay the achievement of the overall goal?	
Impact (High)	Is it conceivable that the achievement of the project purpose will lead to the accomplishment of the overall goal?	How much will the Project contribute to the provision of basic and useful statistics for planning and implementation of several policies, plans and strategies of the Royal Government of Cambodia and its local governments in three years after the completion of the Project?	<ul style="list-style-type: none"> • The Project will substantially contribute to the achievement of the overall goal because the capacity building of the statistical staff in NIS is essential for the provision of basic and useful statistics. • The capacity building of provincial planning departments and line ministries concerned is also important to the provision of statistics for planning and implementation of several policies, plans and strategies. • Seminars for utilization of results of the Population Census targeted to line ministries and all 24 provinces helped to increase demand for NIS to provide statistical information.
		Are the following elements still valid as important assumptions to achieve the overall goal?	
Impact (High)	Is it conceivable that the achievement of the project purpose will lead to the accomplishment of the overall goal?	<ul style="list-style-type: none"> • Policy makers will recognize the importance of statistical information. • Necessary budget will be secured 	<ul style="list-style-type: none"> • Yes. Recognition of importance of statistical information among users including policy makers will lead to the increase of demand for NIS to provide more statistical information. • Yes. In order to provide useful statistical data for users, it will be essential to have enough budget to carry out statistical surveys.
		Are the following likely to be fulfilled?	
Impact (High)	Is it conceivable that the achievement of the project purpose will lead to the accomplishment of the overall goal?	<ul style="list-style-type: none"> • Policy makers will recognize the importance of statistical information. • Necessary budget will be secured. 	<ul style="list-style-type: none"> • Yes. The release of results of the Population Census and Establishment Listing has raised awareness of importance of statistical information among policy makers. • The budget of NIS has increased through the course of the implementation of the Project. Budgetary allocations after the Project will be dependent on the situation of the national government finance and macroeconomic circumstances, but a higher priority is expected.
		Are the following likely to be fulfilled?	

Impact (High)	What are unintended positive or negative consequences of the Project?	Have you observed any unintended positive consequences of the Project?	<ul style="list-style-type: none"> • Project activities, shown in the webpage of UNSD and UNFPA, have been disseminated through the UN networks. • MoWA showed a great interest in the Establishment Listing so that the ministry made financial contribution and participated in preparing a questionnaire. • Ministry of Industry, Mines and Energy (MIME) participated in field operations of the Establishment Listing by dispatching supervisors. • It is expected that other ministries will develop more interests in the use and analysis of statistics. • It is expected that the public awareness of statistics will increase through the active participation of MWA and MIME. • The general publics' understanding and recognition of statistics in general has increased through banners, leaflets, TV and radio promotions. • No.
	Have you observed other unintended negative consequences of the Project?	Have you observed any negative impact due to differences in sex, race, and social class?	<ul style="list-style-type: none"> • No. To the contrary, the results of the Population Census and Establishment Listing are expected to be utilized for better understanding on differences in sex, race, and social class and for prevention of discrimination on these differences.

Evaluation Criteria	Evaluation Question		Response to the question
	Main Question	Sub-question	
Sustainability (High)	Is it expected that policy commitment to operations after the Project will be obtained or maintained?	Is the Cambodian government likely to continue placing a high priority in improving official statistics in Cambodia after the Project?	<ul style="list-style-type: none"> • Yes. The improvement of official statistics in Cambodia is indispensable for solving development challenges. The Cambodian government is trying to fulfill accountability to the Cambodian people and foreign donors. The political commitment is also expected to be assured. Accordingly, the status of the Ministry of Planning and NIS will be elevated. • Yes. They have sufficient authority as stated in the Statistical Law of Cambodia, and also the Cambodian government did and will promulgate necessary sub-decrees.
		Does NIS and provincial planning departments have sufficient authority to improve official statistics in Cambodia after the Project?	
	Is it expected that organizational enhancement, budgetary and personnel allocations will be obtained or maintained for operations after the Project?	Is NIS likely to secure enough budgets for continuing activities?	<ul style="list-style-type: none"> • Yes. The budget and personnel of NIS have increased through the course of the implementation of the Project. Budgetary allocations after the Project will be dependent on the situation of the national government finance and macroeconomic circumstances, but a higher priority is expected. • It cannot be said that there is no case of turnover from NIS, but only few so far.
		Is NIS personnel likely to remain after the Project?	<ul style="list-style-type: none"> • Various trainings are conducted as a part of preparation of statistical surveys. • All the major documents for training were prepared and stored for future references. • Through OJT on the Population Census and establishment Listing, the capacity of NIS staff as trainers has improved.
	Is it expected that technical and professional capacity will be assured after the Project?	Does NIS have system to train its staff continuously?	<ul style="list-style-type: none"> • Yes. Inventory was made, and all equipment is being properly maintained. • Maintenance fee is inclusive for statistical surveys which NIS conducts. Through operation of these surveys, equipment is properly maintained.
		Is maintenance of equipment done properly by NIS?	<ul style="list-style-type: none"> • NIS has reformed its organization and launched 3 new departments of ICT, National Accounts, and Statistical Standard and Analysis to enhance its organizational mechanism for improving its statistical activities.
	Is it expected that technical and professional capacity will be assured after the Project?	Is organizational enhancement expected in NIS?	<ul style="list-style-type: none"> • Yes. NIS's financial contribution for 2008 Population Census was almost equivalent to its annual budget. • NIS coordinated with other donors for counterpart allocation to facilitate the Project activities. • NIS discussed with Ministry of Interior and Ministry of Land Development to settle the commune boundary issue to facilitate map-making processes.
		Has NIS showed ownership for implementation of the Project activities?	<ul style="list-style-type: none"> • Yes. All major documents prepared by the Project have been stored by NIS for future references. • Cambodian government's request to Japan for continuously supporting the Economic Census shows the fact that skills and knowledge transferred by the Project activities have been well accepted by the Cambodian side.

Sustainability (High)	Social, Cultural, Environmental aspect	Is there any possibility that sustainability of activities will be hampered due to lack of attentions to women, the poor, and the socially vulnerable? Is there any element that may hamper sustainability of improving of official statistics?	• No. To the contrary, the results of the Population Census and Establishment Listing are expected to be utilized to improve the situation of socially vulnerable people such as women, the poor, and the handicapped. • No.
	Others		

Annex 7: List of Manuals and Documents

[The 2008 Population Census]

- Enumeration Form for the 2008 Population Census
- Enumerator's Manual for the 2008 Population Census
- Supervisor's Manual for the 2008 Population Census
- Training Guide for the 2008 Population Census
- Instructions for Cartographic Field Workers on Drawing Enumeration Area Maps
- Edit Rules for Manual Coding & Editing for the 2008 Population Census
- Guidelines for Preparing Analytical Reports, General Population Census of Cambodia 2008
- Basic Rules for Preparing Statistical Maps based on the Results of 2008 Population Census, Cambodia
- Control Tables for Compiling Bilingual Volumes
- Structure of On-line Census Database for NIS, Cambodia
- Guidelines for Editing and Compiling the Bilingual Statistical Tables of the Results of 2008 Population Census, Cambodia.
- How to Use and Analyze Statistics by EXCEL

[The 2009 Establishment Listing]

- Work Procedure on Submission and Receipt of Listing Form and Related Documents
- Enumeration Form for the 2009 Establishment Listing
- Enumerator's Manual for the 2009 Establishment Listing
- Work Description for Coordinator for the 2009 Establishment Listing
- Organization Chart for the 2009 Establishment Listing
- Goods for Coordinators for the 2009 Establishment Listing
- Records Storage Rules for the 2009 Establishment Listing
- Use of Establishment Listing Results
- List of Goods for Provincial Coordinators for 2009 Nation-wide Establishment Listing of Cambodia