



# **National Strategy for the Development of Statistics Roadmap Cambodia**

February, 2016



# Roadmap for the National Strategy for the Development of Statistics of Cambodia<sup>1</sup>

February 2016



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<sup>1</sup> The NSDS Roadmap was prepared through the leadership and guidance of the Cambodia National Institute of Statistics (NIS) through its Director General, H.E. Hang Lina and the officials of the Ministry of Planning. The NSDS Roadmap design team is composed of officials and staff from the NIS headed by H.E. Has Bunton, Assistant Director General, with technical guidance from PARIS21 Secretariat and PARIS21 International Consultant, John Frederick De Guia.



## List of Acronyms

ADB	Asian Development Bank
AusAid	Australian Agency for International Development
CDC	Cambodia Development Council
CDHS	Cambodia Demographic and Health Survey
CIPS	Cambodia Inter-Censal Population Survey
CMDGs	Cambodian Millennium Development Goals
CSES	Cambodia Socio-Economic Survey
DFID	Department for International Development (United Kingdom)
EASCAB	European Union-ASEAN Statistical Capacity Building
ESCAP	Economic and Social Commission for Asia and the Pacific
FAO	Food and Agriculture Organization
GDDS	General Data Dissemination System
GDP	Gross Domestic Product
IMF	International Monetary Fund
IMTS	International merchandise trade statistics
FDIS	Foreign direct investment statistics
JICA	Japan International Cooperation Agency
NIS	National Institute of Statistics
MAPS	Marrakech Action Plan for Statistics
MDGs	Millennium Development Goals
MoP	Ministry of Planning
NPRS	National Poverty Reduction Strategy
NSDP	National Strategic Development Plan
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
OECD	Organisation for Economic Co-operation and Development
PARIS21	Partnership in Statistics for Development in the 21st Century
PPR	Planning and Poverty Reduction
RGC	Royal Government of Cambodia
RS	Rectangular Strategy
SAC	Statistical Advisory Council
SCC	Statistics Coordinating Committee
SiDA	Swedish International Development Agency
SITS	Statistics of international trade in services
SMP	Statistics Master Plan
TBD	To be determined
TWG	Technical Working Group
USAID	US Agency for International Development
UN	United Nations
UN SIAP	UN Statistical Institute for Asia and the Pacific
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific, and Cultural Organization
UNFPA	UN Fund for Population Activities
UNICEF	United Nations Children’s Fund
WB	World Bank

# Table of Contents

List of Acronyms.....	i
<b>1.0 Introduction.....</b>	<b>1</b>
<b>1.1 About Cambodia.....</b>	<b>2</b>
1.1.1 The politics and governance .....	2
1.1.2 The people and social life .....	2
1.1.3 The economy .....	3
1.1.4 The environment .....	4
1.1.5 The national development goals .....	4
<b>2.0 Context and rationale for the Cambodia NSDS.....</b>	<b>6</b>
<b>2.1 The Cambodia National Statistical System .....</b>	<b>6</b>
2.1.1 The Statistics Law.....	7
2.1.2 Organisational framework .....	7
2.1.3 Statistics master plan.....	9
2.1.4 The National Institute of Statistics.....	9
2.1.4.a Organisational structure .....	10
2.1.4.b Resources.....	10
2.1.4.c Statistical outputs.....	11
2.1.4.d Strategic plan of NIS.....	11
2.1.5 The designated statistical units .....	12
2.1.6 Relations with development partners and the donor community .....	12
<b>3.0 Current state of the Cambodia National Statistical System .....</b>	<b>14</b>
<b>3.1 2012 Mid-term Review of the SMP 2008-2015 .....</b>	<b>14</b>
3.1.1 Designated statistics .....	15
3.1.2 Subnational statistics .....	16
3.1.3 Emerging statistical needs of the SDGs .....	16
<b>3.2 Recent assessment and statistical developments .....</b>	<b>16</b>
3.2.1 Assessment of key statistical activities and sectoral statistics .....	17
<b>4.0 NSDS roadmap objectives and expected results .....</b>	<b>19</b>
<b>4.1 Roadmap objectives.....</b>	<b>19</b>

<b>4.2 Roadmap expected results</b> .....	<b>19</b>
<b>5.0 Formulating the NSDS: Updating the Cambodia SMP 2008-2015</b> .....	<b>20</b>
<b>5.1 Understanding the policy and development frameworks</b> .....	<b>20</b>
5.1.1 The Updated National Strategic Development Plan .....	20
5.1.2 Priority, relevant international and regional and development frameworks .....	21
5.1.2.a Millennium and Sustainable Development Goals .....	21
5.1.2.b ASEAN Community goals .....	22
<b>5.2 Methodology and approach</b> .....	<b>23</b>
5.2.1 NSDS principles, essentials, and guidelines .....	23
5.2.2 Institutional accountability framework .....	24
5.2.2.a The Statistics Advisory Council .....	24
5.2.2.b The Statistics Coordinating Committee .....	25
5.2.2.c The Secretary of State, Ministry of Planning (MoP), in charge of statistics.....	25
5.2.2.d The NIS Director General .....	25
5.2.2.e The NSDS design team .....	26
5.2.2.f Technical working groups .....	27
5.2.2.g NIS sectoral/subject-matter departments.....	29
5.2.2.h Consultants .....	29
<b>5.3 NSDS roadmap stages</b> .....	<b>29</b>
<b>5.4 Indicative financing plan for the NSDS roadmap implementation</b> .....	<b>31</b>
<b>5.5 Monitoring of the NSDS roadmap implementation</b> .....	<b>31</b>
<b>References</b> .....	<b>32</b>
<b>Annexes</b>	
A. NIS Organisational chart.....	<b>33</b>
B. List of designated official statistics in Cambodia.....	<b>34</b>
C. Suggested terms of reference of consultants .....	<b>39</b>
D. Detailed schedule of NSDS roadmap tasks and activities .....	<b>43</b>
E. Indicative costing plan .....	<b>52</b>



## 1.0 Introduction

Sustainable and inclusive development depends highly on a strong and dynamic economy and good governance structure. Statistics provide a vital thread in evidence-based decision making and results-based management which are the requisites of effective, efficient, and transparent governance in the public sector, as well as in business, and civil society, towards development. With good statistics, government decisions, policies, plans and actions are better informed and can be expected to yield good results towards the attainment of the nation's development goals and objectives. Good statistics support and facilitate monitoring and evaluation towards learning and accountability to help improve policies and programmes. Good statistics can empower citizens and institutions to contribute to nation building.

Good statistics however are not always available and require complex information systems and huge resources to produce. Historically, many developing countries have statistical systems that are constantly challenged by old and new data uses and demands, gaps in human resources and skills, and technology advancement amidst growing competition with many other development priorities. Statistical data production thus needs better planning and innovative management approaches to find an optimum balance between addressing data user expectations and developing organisational capacities and resources of statistical institutions. Statistical managers need to be more strategic in terms of planning and practical in identifying and implementing priority statistical development programmes.

PARIS21 has developed the National Strategy for the Development of Statistics (NSDS) as a strategic planning approach to help statistical systems better plan and manage programmes for the improvement of official statistics especially in developing countries. The NSDS provides a platform for countries like Cambodia to re-examine the current state of the national statistical system and design a national statistical development plan following a series of informed and guided steps based on the principles of results-based management and good practices and experiences from other countries.

This NSDS roadmap is designed to provide a coherent framework for designing the NSDS of Cambodia, taking off from the current Statistics Master Plan (SMP) 2008-2015 and facilitated by an ever improving statistics law. The roadmap shall serve as the single, common reference document for all stakeholders of statistics in the design of the Cambodia NSDS. It describes the ways in which Cambodia, as a national statistical system, will update its SMP through the adoption of NSDS principles and guidelines and provides estimates of the resources that will be required in implementing the various steps. This document should not be confused with the NSDS or updated SMP itself as it only provides the rationale, critical considerations, and essential steps for designing the NSDS. Specifically, the roadmap

- a. explains the rationale for an NSDS and the need for this roadmap
- b. defines the objectives and expected results of the process
- c. promotes the utilisation of statistical mechanisms as defined by the Statistics Law and helps mainstream NSDS in current governance processes for national development
- d. clarifies the governance structure and institutional co-ordination and reporting linkages and flows, and delineates the roles of the different agents of change
- e. identifies the key steps, tasks, activities, and results and delivery schedule



- f. suggests an estimate of the budget necessary to implement the roadmap and identifies possible sources of financing

## 1.1 About Cambodia

Cambodia has made significant strides in nearly all aspects of development from politics and security to the economy and social issues. While Cambodia is classified as a least developing country, the country has risen remarkably well from a dark period in its history to become a strong democracy with a steadily growing economy and a population that is increasingly integrating with the rest of the world.

Cambodia is geographically part of Southeast Asia and is located in the south-western part of the Indo-China peninsula. It shares borders with Vietnam (1 270 km), Thailand (805 km), and Laos (540 km). Its total geographic area is 181 035 km<sup>2</sup>.

Cambodia has a tropical monsoon climate with two seasons: the wet season from May to October and the dry season from November to May. The annual average temperature is around 27.7 degrees Celsius rising to an average temperature exceeding 30 degrees Celsius in the hottest months of April and May.

### 1.1.1 The politics and governance

Cambodia is a constitutional monarchy and its official name is the Royal Kingdom of Cambodia. The present King, His Majesty Norodom Sihamoni, acceded to the throne on 29 October 2004.

The country's Royal Government is headed by the prime minister. The government adheres to the principles of a pluralist democracy, market economy, and the respect for human rights, freedom and dignity. The country's constitution delineates separate powers among the legislative, executive, and judicial branches of government.

The country is subdivided into 1 municipality, 24 provinces, and 26 cities/*kronics*, as well as other geopolitical units such as 12 *khans*, 159 districts, 227 *sangkats*, 1,406 communes, and 14,119 villages.

Cambodia joined the UN in 1955. When the civil war ended in the early 1990's, Cambodia also joined various international organisations. In 1999, Cambodia became a member of the Association of Southeast Asian Nations (ASEAN).

### 1.1.2 The people and social life

Cambodia has a population of approximately 13.4 million according to the 2008 Population Census. As of 2013, however, the population has been estimated to be about 14.7 million according to the Cambodia Inter-Censal Population Survey (CIPS) growing at an annual average of 1.46%. Men comprise about 48.5% of the population while women constitute around 51.5% for a sex ratio of 94.3%. The country has an estimated population density of 82 persons per km<sup>2</sup>. Urban population stands at 21.4% of the total population. Phnom Penh, the country's capital and largest city, has an estimated population of 1.3 million. The average household size is around 4 persons.

About 62.6% of the population are within the economically productive age group of 15-64. Almost 30 percent are children aged 0-14 while the rest constitute the elderly population (aged 65 and above).

Most of the populace are of *Khmer* origin (90%) while the rest are from small ethnic groups including *Cham*, *Vietnamese*, and *Chinese*. By constitution, Buddhism is the national religion which is followed by 90% of the population. A small minority subscribes to Islam, Christianity, and other religions. The official language is *Khmer*.

The educational system in Cambodia follows the common internationally adopted framework comprising an elementary level (from grades 1 to 6), junior high school level (grades 7 to 9), and senior high school level (grades 10 to 12), and university level and other forms of higher education. However, compulsory education is only until grade 9. Based on the 2008 Population Census, 80.19% of children aged 6-14 years, 51.83% of persons aged 15-19 years, and 14.37% of persons aged 20-24 years were attending an educational institution. Overall, the adult literacy rate was 77.6% while that for males was 85.1% and for females was 70.9 percent.

The poverty rate stood at 19.8% in 2011 and has been on the decline since 2007, indicating that the Cambodian Millennium Development Goals (CMDGs) target of halving poverty since the 1990s may have been almost achieved by 2015 (NSDP 2014-2018). The southern area of Cambodia is said to have a lower poverty rate than the northern area. The country has been cited by the UN as an “example country” for its great achievements in the MDGs.

While a lot has improved in the production of poverty and other key social statistics in the country, there remain important areas for improvement such as the production of more data on social indicators and the timeliness, sustainability, geographic details, and overall quality of statistics including those generated by the relevant line ministries.

### 1.1.3 The economy

The Cambodian economy, although relatively small compared to most of the ASEAN member states, continues to be dynamic and robust with an annual average growth rate of 7% from 2010 to 2014. In 2014, GDP was valued at USD 16.8 billion in nominal terms while GDP per capita has increased to USD 1 136 in nominal terms in 2014 up by 37% from that in 2010.

Interestingly, approximately 55% of household income is generated through self-employment while a lesser percentage, 41%, coming from wages and salaries. The average monthly per capita (disposable) income nationwide is less than USD 100, estimated at USD 67, but in Phnom Penh, the country’s capital, the average monthly per capita (disposable) income is around USD 138.

Agriculture remains the primary industry in the country contributing, on average, 32% to the total economy. Major agricultural products include rice, rubber, maize, and cassava. A key driving force of the economy is the manufacturing of apparel products, approximately 80% of which are produced for export. The country also benefits economically from a stable tourism industry. Cambodia is most famous for the Angkor Wat which has long been considered as among the world’s great wonders that has consistently drawn in many international and domestic tourists.

Cambodia actively participates in ASEAN economic integration initiatives including several multilateral free trade agreements. Despite these initiatives however, there remains a trade deficit as imports, including textiles, petroleum products, and vehicles, continue to outpace exports which rely almost entirely on apparel products.

While economic and financial statistics, including the national accounts, balance of payments, and international merchandise trade statistics, are generally available on a regular basis and have improved through the years, further efforts are needed to make them timelier, of better quality, and more relevant.

#### 1.1.4 The environment

Cambodia has stepped up efforts to address key environmental issues. One priority includes saving the Tonle Sap, which is a significant part of the country's economic and social life, and a critical water source. The government has also adopted measures to protect the nation's vital forests for sustainable development, ensure sustainable livelihoods of people in the rural areas, and keep the agriculture sector sustainable.

As the environment figures prominently in the Sustainable Development Goals (SDGs), the national statistical system will have to start developing statistics not only on the environment sector but also on the social and economic impacts of its degradation.

#### 1.1.5 The national development goals

The current development agenda of the government is guided by the Rectangular Strategy (RS) for Growth, Employment, Equity and Efficiency. The RS is anchored on good governance, rule of law, and institution building towards social, economic and human development, and sustainable management of natural resources.

There have been three phases of the RS since it was launched in 2004. The current phase highlights four key elements essential in carrying the development agenda forward:

1. Ensuring an average annual economic growth of 7%; growth should be sustainable, inclusive, equitable and resilient to shocks, through diversifying the economic base to achieve a more broad-based and competitive structure, with low and manageable inflation, a stable exchange rate and steady growth in international reserves
2. Creating more jobs, especially for youth, through further improvement in Cambodia's competitiveness to attract and encourage both domestic and foreign investments
3. Achieving more than one percentage point reduction in the poverty rate annually, including realising the Cambodia Millennium Development Goals (CMDG), while placing high priority on the development of human resources and sustainable management, and use of environmental and natural resources
4. Improving institutional capacity and governance at both national and subnational levels and ensuring effectiveness and efficiency of public services to better serve the people

The other components of the current RS phase address other factors such as agriculture development, rehabilitation and construction of physical infrastructure, private sector development, and capacity

building and human resource development which are needed in achieving sustainable growth and other development outcomes, including the rest of the CMDGs.

The setting of targets as well as the monitoring of progress towards the attainment of outcomes of the RS development goals requires timely and accessible quality statistical information which the national statistical system is expected to deliver.

## 2.0 Context and rationale for the Cambodia NSDS

As a rapidly developing country still beset with resource and capacity constraints, Cambodia needs to manage its affairs strategically, putting emphasis on results while improving systems and processes. In recent years, the government has adopted and instituted numerous reforms in pursuing the national development agenda through primarily the National Strategic Development Plan (NSDP). Among those initiatives is the passage of the Statistics Law in 2005 which is premised on the belief that good statistics will support and facilitate development planning and decision making processes.

The Statistics Law has provided the impetus for the development of statistics in the country by establishing a more organised and co-ordinated national statistical system with clear institutional governance and accountability framework. It has also laid down the basic framework for better planning of statistical development with the formulation of the Statistics Master Plan 2008-2015. Despite these significant efforts, a number of challenges have remained and several key areas for improvement have been identified which has led to the acknowledged need of a more strategic approach to statistical development planning that could serve the national statistical system better.

The decision to pursue the development of the NSDS was a result of a number of considerations including the continuing advocacy of the international development community, in particular that of the Partnership in Statistics for Development in the 21st Century (PARIS21).

The NSDS is an approach to strategic statistical planning for development, formulated in 2004 by PARIS21. The NSDS is premised on the principle that good statistics is essential in achieving development goals as articulated in the Marrakech Action Plan for Statistics (MAPS) which was ratified during the Second International Roundtable on Managing for Development Results in 2004.

### 2.1 The Cambodia national statistical system

Statistical data collection in Cambodia has had a long history dating back in the 1800s. However, it was only in 1948 when the national statistical system started to really take shape. The system has undergone transformations due to political, economic, and social circumstances in the succeeding years. After a hiatus brought about by a particularly difficult period in the nation's history, the national statistical system has adopted a decentralised structure where statistical programmes are administered and operated by different government ministries and institutions.

Continuing the same basic structure, the Statistics Law of 2005 as amended in December 2015 has defined the "national statistics system" more concretely as the "integrated statistics at national and local level and infrastructure, including all official statistical data and national statistical programs; statistical organizations and statistical units within ministries and institutions of the Royal Government; as well as their statistical staff and other infrastructure."

At the core of the system is an official statistical policy-making body and primary data collection agency. The statistical bureaus and sections within the planning and statistics departments of the ministries along with the statistical bureaus in the planning offices or services in the municipalities, provinces, districts, and khans comprise the rest of the system.

### 2.1.1 The statistics law

The Statistics Law, enacted in May 2005 and amended in December 2015, together with sub-decrees on the organisation and functioning of the national statistical system, designated official statistics, the economic census of 2011, and the establishment of three (3) new departments in the NIS, among others, has institutionalised statistics as a vital function of the government.

The Law aims to “(a) support the statistical data requirements of the Royal Government for the formulation and evaluation of economic and social policies and programs and of the wider Cambodian and international communities; (b) facilitate the development of an effective and efficient national statistical system; (c) enhance public awareness on the role and function of statistics in national development programs; and (d) encourage the development of methodology and technology in statistical activities.”

Aside from defining official statistics and the institutional mandate and authority for statistical data collection, the Law equally highlights the importance of co-ordination and co-operation of the decentralised system and ensures transparency through the inclusive publication and dissemination of statistics.

The sub-decree on designated official statistics provides a concrete mechanism to delineate statistical responsibilities for the collection and compilation of relevant and specific sectoral official statistics. The sub-decree governs the production and dissemination of designated official statistics and technical operations of the designated statistical units within line ministries and relevant institutions.

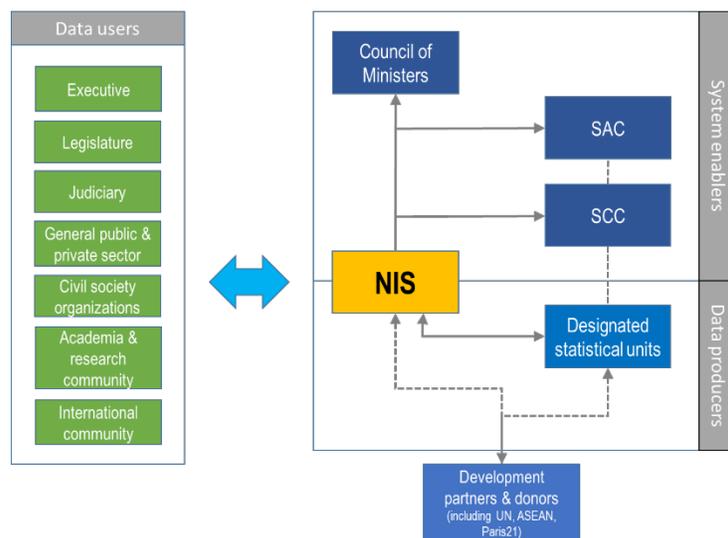
The Law however does not define both the collection of local level data by the NIS, the ministries or the local governments and how local level data will be integrated into the official national statistics database.

### 2.1.2 Organisational framework

The Statistics Law has defined a definitive institutional accountability framework for statistical governance and operations that is not merely linked but integrated into the government’s decision making processes at the highest level.

The sub-decree on the organisation and functioning of the national statistical system defines the organisational structure, co-ordination mechanisms, statistical obligations, and all other relevant matters in order to implement the Statistics Law. The sub-decree clarifies the mandate, authority, and functions of NIS and the designated statistical units in the ministries. It has also established two high level interagency statistical bodies, the Statistical Advisory Council (SAC) and the Statistics Coordinating Committee (SCC), to provide strategic policy directions and facilitate co-ordination and collaboration among ministries and institutions.

Figure 1. Organisational framework of the Cambodia national statistical system



The ultimate authority on statistics rests with the Prime Minister and is exercised through the Permanent Deputy Prime Minister and First Vice Chair of the Council for the Development of Cambodia (CDC).

The SAC and SCC undertake advisory, oversight, and coordinative functions on statistics. The SAC is mandated to advise the MOP in facilitating the development of the national statistical system while the SCC is tasked to assist the NIS in the technical co-ordination of official statistics of the Royal Government.

The NIS is the official statistical policy-making body and serves as the primary statistical data producer and co-ordinator of the national statistical system. The designated statistical units in the ministries and institutions carry out specific sectoral data collection activities.

The NIS, which is a Directorate General under the Ministry of Planning, is the "official national statistical institution" and thus the major data producer in the national statistical system. NIS is required by law to undertake annual reporting for the national statistical system to the Council of Ministers. The government's executive agencies --- the ministries and institutions, generate and provide other designated subject-matter statistics.

The executive branch of the government is the primary user of official statistics while the legislative branch provides the legal basis and allocates resources for statistical operations and improvement. Other key stakeholders of statistics in the country include the general public, the private sector, academia, civil society organisations, and the international development community. The important role of development partners and donor agencies is recognised in terms of provision of technical assistance in key statistical activities such as censuses and surveys, systems improvement, and capacity building. The above organisational framework of the national statistical system effectively serves as the governance structure for the design and implementation of the NSDS.

### 2.1.3 Statistics master plan

The Statistics Master Plan (SMP) 2008-2015 was approved by the SAC in April 2007. The SMP is a medium-term, multi-year strategic development plan for Cambodia's national statistical system covering the NIS, the designated statistical units in ministries, and the National Bank of Cambodia. It also provides a medium-term financing plan to support the necessary statistical and capacity building activities.

The SMP is a strategic document defining the vision and goals for the national statistical system described through five principles: relevance, integrity, accessibility, professionalism and trust. The SMP aims for:

- a. a co-ordinated and improved national statistical system for the Kingdom of Cambodia
- b. a national statistical service that is timely, relevant, responsive, and respected for its integrity and quality
- c. informed and increased use of official statistics
- d. an active participant in international statistical activities important to the Kingdom of Cambodia and Southeast Asian region
- e. an institution that encourages learning, innovation, and high performance in all its statistical activities and development
- f. the trust and co-operation of NIS data providers
- g. strong recognition and support of statistics

The SMP aims to further strengthen the legal framework and continue building the statistical infrastructure for statistics through resource development and improvement of statistical operations. The work programme focuses on activities that will address the following key priority areas:

- a. maintaining key economic and socio-demographic statistics
- b. conducting and improving periodic censuses and surveys
- c. building and maintaining registers for statistical purposes
- d. improving administrative data sources
- e. developing an indicator system
- f. strengthening capacity and systems for data analysis, reporting, and dissemination

The SMP is also intended to serve as a framework for co-ordinating development initiatives by NIS and the designated statistical units in the line ministries as well as for designing technical assistance by development partners and donors.

### 2.1.4 The National Institute of Statistics

The NIS is one of two directorates general of the MOP.

The Statistics Law of 2005, as amended in December 2015, mandates the NIS as "responsible for making official statistical policies in establishing an integrated national statistical system, encompassing all designated official statistics and statistical organizational units within ministries and institutions." The NIS " may have organizational units in the capital provinces, districts, *khans*, and *krongs* and in the communes and *sangkats*."



The NIS is also mandated as the official national statistical institution of the Royal Government to administer the government's programme of major censuses and surveys and compile the national accounts, price indexes, and key economic, environment and socio-demographic frameworks and indicators.

Specifically, the NIS is tasked to:

- a. implement co-ordination mechanisms to ensure effective and efficient management of national statistical system
- b. co-ordinate statistical development activities, including training, with the ministries and institutions of the Royal Government, and the private sector, at the national and subnational level
- c. engage in co-operative arrangements on statistics with international organisations, other national statistical offices, and other private institutions in accordance with prevailing legislation
- d. establish national statistical standards pertaining to classifications, concepts, definitions, and operations of statistical units

#### 2.1.4.a Organisational structure

The NIS is headed by a Director General who is appointed by Royal Decree. The Director General is mandated to lead and control the organisation and functioning of the NIS and the national statistical system. Assisting the Director General are three deputy director generals in charge of key functional areas in NIS.

NIS has eight departments which are each responsible for key aspects of statistical development and operations, including: statistical policies and co-operation; economic statistics; social statistics; demographic statistics; censuses and surveys; information and communications technology; statistical standards and analysis; national accounts; and subnational statistics. Each department has 4-5 bureaus that undertake specific functional areas including administrative, human resource development, and statistical operations. **Annex A** shows the organisational structure of NIS.

#### 2.1.4.b Resources

As of 2011, there are 625 statistical staff employed by NIS- 313 at the central level and 315 in provinces and districts. The number of staff at the central level has increased from previous years while at the local level staff has been reduced. While staff salaries have increased since 2004, salary rates remain relatively low and are among the lowest in the ASEAN region.

At least 34 of the statistical staff have at least a master's degree. In recent years, staff members are sent for short term training at the UN Statistical Institute for Asia and the Pacific in Japan as well as other overseas training and international seminars, workshops, and meetings through the assistance of development partners and donors.

The NIS annually prepares the budget for its statistical data production activities for approval by the SAC before inclusion in the Budget Packet of the MOP.

In 2011, the total estimated budget for all statistical operations or outputs of the government amounted to USD 7.3 million. Almost 91% of the total budget, approximately USD 6.6, were allocated to the NIS with the rest, USD 673 000, provided to the designated statistical units of the line ministries and institutions.

The government's budget allocation for NIS has increased dramatically during the period covered by the SMP, 2008-2015. Donor financing, including consultancies, however, remains disproportionately high compared to government investment but the share to total expenditure has been generally decreasing. In 2008, donor contribution mainly spent on big ticket censuses and surveys comprised 87% of total expenditure for statistics. By 2011, the share had gone down to 65%.

NIS is fairly equipped with physical infrastructure consisting of its own building and a computer-to-personnel-ratio of at least 1:2.

#### 2.1.4.c Statistical outputs

The NIS administers the country's programme of major censuses and surveys and compiles the national accounts and other key indicator systems. Over the years, the NIS has conducted three types of major censuses, the population, economic, and agriculture censuses; annual Cambodia Socio-Economic Surveys; and quinquennial Cambodia Demographic and Health Surveys. The NIS also compiles the national accounts and the consumer price index.

The NIS maintains a website and a Data Users Services Center that facilitate dissemination of official statistics, including those produced by other ministries, to data users and the public. With support from UNICEF, the NIS also manages CamInfo, a web-based dissemination and visualisation tool that provides users access to the most current socio-economic data organised by sector, thematic areas, and monitoring frameworks including the NSDP and the Cambodia Millennium Development Goals (CMDGs) and geographically disaggregated down to the commune level. Cambodia subscribes to the IMF's General Data Dissemination System (GDDS).

With the creation of three new departments by virtue of a sub-decree of the Statistics Law, the NIS is also set to develop statistical policies, standards, and more analytical reports, and technology-based information products and services.

#### 2.1.4.d Strategic plan of the NIS

The strategic plan of the NIS is intended to not only assist in the development of the NIS but also support of implementation of the SMP. The plan outlines the strategies necessary to help achieve the objectives of the SMP. It includes key programmes for the development or improvement of products and services, statistical infrastructure, co-ordination mechanisms, and capacity building of the NIS. More importantly, it brings to the fore the important, central role of the NIS in the management and co-ordination of the national statistical system and in the provision of technical assistance to the ministries and institutions to effectively and efficiently implement the sub-decree on designated official statistics.

As with the SMP, the NIS strategic plan may need to be reviewed to ensure the delivery of outputs, achievement of outcomes and contribution to the implementation of the SMP.

### 2.1.5 The designated statistical units

The Statistics Law sub-decree on designated official statistics has mandated ministries and institutions of the Royal Government to collect and compile critical official statistics to address the information requirements of policymakers, decision makers, and researchers in relevant sectors.

The sub-decree is also intended to govern the operations of the designated statistical units within the ministries and other relevant institutions of the Royal Government. These designated statistical units are made responsible for collecting, compiling, analysing, publishing, and disseminating statistics to the public.

Under the sub-decree, there are 27 ministries and institutions with designated statistical units that are responsible for producing and disseminating statistics derived primarily from administrative records and reporting systems as well as regulatory and monitoring function data from the provincial, municipal, district, *khan*, commune, and *sangkat* levels. The designated statistical units may also conduct sectoral surveys in co-ordination with the NIS. The sub-decree requires the designated statistical units to register their statistical activities with the NIS. **Annex B** lists the ministries and institutions with designated statistical units to produce designated official statistics.

As of 2011, there are around 290 statistical staff based in the designated statistical units and 910 provincial planning and statistical staff.

While some of the ministries and institutions have benefitted from training and assistance from the NIS and development partners in developing or improving their information systems, the level of statistical skills is deemed generally low. Some ministries and institutions are said to lack computing facilities and the budget to sustain their statistical operations.

The designated statistical units of the various ministries and institutions of the Royal Government are required to do annual activity planning and provide a corresponding budget line for statistical data production activities. The proposed plan and budget are to be approved by the SAC before inclusion in the Budget Packet of each ministry and institution.

In 2011, only 9.2% of the total budget for statistics, approximately USD 673 000 s, were allocated to the line ministries and institutions.

### 2.1.6 Relations with development partners and the donor community

The Cambodia national statistical system has had a considerably long history of partnerships with international development partners and donor agencies. Among the first international organisations that have provided extensive technical assistance include the Asian Development Bank (ADB), United Nations Development Programme (UNDP) and International Monetary Fund (IMF). Other international agencies such as the World Bank, the SiDA, Government of Japan and JICA, USAID, DFID, UNICEF, UNFPA, FAO, CDC/GAP, among others, have also extended assistance on general statistical concerns to conduct of censuses and surveys, human capacity and institutional building initiatives, and other statistical development activities.

At the regional level, ASEAN, ESCAP, and SIAP have played important roles in human resource development in the national statistical system. Cambodia is an active member of the ASEAN Community

Statistical System through which it has benefitted from a number of capacity building projects and co-operative programmes on various statistical areas such as international merchandise trade statistics, statistics on international trade in services, foreign direct investment statistics, tourism statistics, and other statistics in support of ASEAN economic integration.

As articulated in the SMP, NIS has initiated a mechanism for improved communication with development partners and donors and better co-ordination of technical assistance for statistics. This needs to be revisited to ensure that such mechanism is institutionalised for sustainable results.

### **3.0 Current state of the Cambodia National Statistical System**

In developing the NSDS roadmap, it is important to have some general assessment of the current state of the Cambodia national statistical system. Knowledge and understanding of the situation of the system in terms of the legal and political environment and resources for statistics, statistical business processes and co-ordination mechanisms, and general quality of statistical products and services will provide context and direction in recommending the appropriate approaches and activities for the NSDS roadmap.

#### **3.1 2012 Mid-term Review of the SMP 2008-2015**

In 2012, a mid-term review (MTR) of the current SMP 2008-2015 was undertaken as part of the Sida assisted institutional capacity building project at NIS. The MTR was recommended by PARIS21 after consultations with the government and key donor agencies in 2011.

The overall objective of the MTR was to review and assess the SMP, in particular, the activities, implementation arrangements, and how the activities have contributed to the attainment of outputs and outcomes set out in the SMP.

The MTR was conducted in consultation with data producers, users, and development partners and donors as well as the Technical Working Group on PPR – Sub-Group for NIS and the SCC. The results of the MTR were presented to the SAC in May 2012.

The MTR revealed several accomplishments during the period in review. Notable achievements include:

- a. establishment of the Statistical Advisory Council and Statistics Coordinating Committee which are high level inter-agency bodies that can help strengthen linkage between policy and statistics and institutional co-ordination of statistics
- b. good institutional working arrangements for certain statistical sectors
- c. introduction of the code of conduct in statistics towards improving quality
- d. increased capacity of NIS in managing and conducting statistical activities as well as applying internationally recommended standards towards better quality statistics
- e. increased a number of training and technical assistance for line ministries and other designated institutions
- f. improved dissemination of statistics through websites and publication of statistical reports;
- g. continued good practice in data provision and co-ordination for the monitoring of the CMDGs and NSDP
- h. conduct of important censuses and surveys and other key statistical activities with relative increase in indigenous funding from the government
- i. perceived increase in the use of statistics in government

While there was progress in the above areas, the MTR also found a number of issues and challenges that needed to be addressed in order for initial gains to be sustained and further improved:

- a. There is a huge financing gap to implement many of the prioritised activities in the SMP. In financing the official statistics produced during the period 2009-2011, the government has increased the NIS budget expanding its share of total expenditures from 1/5 to 1/3. However,

donor assistance still comprises 2/3 of the total funding. The funding constraints extend to some ministries. Better financing strategies could be explored.

- b. While the legal framework has strengthened the role and functioning of the NIS, there are areas that need improved including the clarity, comprehensiveness, and consistency in responsibilities, definitions, and level of details.
- c. There is a need to strengthen stakeholder communication for planning, co-ordination, and consultation purposes.
- d. There are continuing efforts in instituting quality standards and increasing ICT application in statistical business processes and information systems but there are areas for further improvement.
- e. Gaps in technical skills remain even in NIS but the gaps are wider in the ministries. Training activities need to be better co-ordinated and integrated for more sustainable capacity building of the national statistical system.
- f. There is need to improve co-ordination of statistical data production within ministries and between national and provincial offices.
- g. The low salary levels of statistical personnel continue to be a difficult problem but one that needs to be addressed if the national statistical system is to be more efficient and responsive to expanding data demands.
- h. There has been great progress in the dissemination of official statistics but providing more knowledge about the uses and usefulness of data could further increase the use of statistics in policy and other purposes.
- i. Although most of the statistics required for monitoring the NSDP are being produced, there has not been a clear agreement on the prioritisation of statistical activities in the SMP among the data producers and users.
- j. More concrete and institutionalised mechanisms for co-ordinating technical assistance for statistics are needed between NIS and development partners and donors to ensure that external resources, which may potentially decline in the future, are optimised and utilised to address the most critical data and capacity gaps.

### 3.1.1 Designated statistics

As highlighted in the 2012 MTR, there are significant challenges in the production of designated statistics especially by line ministries and other designated institutions. While most of the data required in monitoring the NSDP are made available on a timely basis, there is little assurance of the quality of data being reported. Only a handful of the line ministries have a good administrative data system while in many others internal co-ordination between the designated statistical unit and other organisational units is deemed weak.

Many of the designated statistical units are said to lack the personnel with the necessary skills to administer the data collection and ensure that quality standards are adhered to. These units are losing out to other priorities in the provision or allocation of resources including human, technology, and financial resources. As with the staff of NIS and other government personnel, statistical workers in the designated statistical units receive low salaries.

Other than financial resources, line ministries receive technical assistance from development partners and donors in terms of technical advisory services and training. The 2012, the MTR found that proper

transfer and application of technology had been poor and there were even cases of unfinished or underdeveloped systems after technical advisory services or training had been concluded.

The system of designated statistics is considered a vital mechanism for ensuring the comprehensive and inclusive nature of the national statistical system. It is essential to facilitate the production of a wide range of data to support the multi-sectoral information needs of policymaking and decision making towards the achievement of national goals. However, it needs a good accountability framework and mechanisms for institutional co-ordination and communication, sharing of responsibilities, and exchange of technology. The next SMP or NSDS will have to institute appropriate measures to improve quality standards and processes, sustain capacity building support, and improve budget allocation for designated statistics.

### 3.1.2 Subnational statistics

The SMP 2008-2015 has little mention of subnational statistics other than measures to improve consumer price index and tourism statistics despite ongoing initiatives to pilot test the compilation of provincial economic accounts by the NIS in co-operation with selected provincial units. Some line ministries, including the Ministry of Education, identified poor communication systems and lack of skills amongst local staff as major impediments in collecting timely data from the field.

The development of subnational statistics is critical for the national statistical system to be truly comprehensive and inclusive in the production and dissemination of statistics in support of nationwide development initiatives. It is imperative for the updated SMP or the NSDS to consider including clear policy directions and concrete programmes for developing subnational statistics. The Statistics Law could also feature relevant provisions for institutionalised collection and reporting of subnational statistics including the establishment of attendant systems, infrastructure, and resources.

### 3.1.3 Emerging statistical needs of the SDGs

Cambodia has been effective in the collection, estimation, and reporting of data on the MDG indicators due greatly to the integration of the MDG monitoring framework into the national policy monitoring and evaluation, especially through national poverty reduction strategies monitoring. With the wider scope of the Sustainable Development Goals adopted by the UN in September 2015, the country's national statistical system faces a more difficult challenge as data for many of the indicators may not be covered in existing data systems or are still beset with quality issues.

A comprehensive assessment of existing data and data systems, standards and methodologies, and capacities and resources against the statistical requirements of the SDGs and in alignment with Cambodia's national priorities is essential for the preparation of the NSDS. The assessment should be able to identify critical gaps in the national statistical system, recommend strategic and practical solutions and design specific programmes for priority development areas.

## 3.2 Recent assessment and statistical developments, including the ongoing amendment of the Statistics Law and sectoral initiatives

There have been several milestones in the national statistical system since the 2012 MTR of the SMP 2008-2015 despite persisting issues and challenges.

In 2013, Cambodia was finally able to conduct its first ever Census of Agriculture. After years of technical and funding issues, the initial results were released in 2014. The census was conducted by the NIS in co-operation with the MOP and the Ministry of Agriculture, Forestry and Fisheries with funding from the Royal Government and significant financial and technical support from the FAO, Sida, USAID and AusAid. The census is expected to expand the country's database of agricultural statistics in support of relevant policies and plans for the development of the agriculture sector and optimise its contribution to national socio-economic development.

The Cambodia Inter-Censal Population Survey (CIPS) was also conducted in 2013 and generated updated data for many population-related indicators. In 2015, Cambodia completed another important large scale survey, the second Cambodia Demographic and Health Survey (CDHS), with the preliminary results presented in a forum held in October of that year.

In 2014, the Cambodia Socio-Economic Survey (CSES) was conducted anew with expanded scope and coverage to provide a more comprehensive set of indicators for development.

In 2013, a high level forum on statistics was co-organised by NIS and PARIS21 which launched a series of related initiatives towards adopting the NSDS approach in Cambodia. In the following year, the government has made the commitment to formulate the NSDS as indicated in the Decision on the Joint Monitoring Indicators 2014-2018 issued by the Prime Minister on 6 October 2014. Amendments to the 2005 Statistics Law have been proposed to further strengthen institutional accountability and co-ordination and provide clarity on certain provisions as well as improve consistency of the law and its sub decrees.

### 3.2.1 Assessment of key statistical activities and sectoral statistics

There had been focused assessments of statistics that are of specific importance to the ASEAN economic integration such as international merchandise trade statistics (IMTS), statistics of international trade in services (SITS), foreign direct investment statistics (FDIS), and transportation statistics. Except on transportation statistics, these country assessments were conducted through the European Union-ASEAN Statistical Capacity Building (EASCAB) Programme during the period 2009-2011 and involved the NIS and recognised competent authorities for compiling these statistics such as the General Department of Customs and Excise, National Bank of Cambodia, Department of Trade statistics and Information of the Ministry of Commerce, and the Economic Integration and ASEAN Department of the Ministry of Economy and Finances.

Among the relevant findings in Cambodia were: poor inter-agency co-ordination, collaboration, and sharing of data; inadequate technical knowledge and skills of personnel compiling the data; inadequate data quality; lack of metadata; weak data dissemination; and inadequate resources, including lack of or poor technology for basic statistical processes, and capacity building.

Between 2010 and 2012, Cambodia participated in the ASEAN-Japan Transport Information Platform initiatives under the ASEAN-Japan Transport Partnership which aimed to build the ASEAN-Japan transport statistics database towards improved harmonisation and data sharing in support of regional co-operation policies and programmes. Participants included the national designated experts from all ASEAN member states that oversee or conduct transport data collection and co-ordination of activities in the transport ministries. Based on a set of agreed common core transport indicators, Cambodia's



existing transport data were among the least adequate in the region. Among the common problems and challenges identified across countries, including Cambodia, were: inadequate in-country co-ordination among data sources, which highlighted the need for a more integrated system of data collection and designation of responsibilities; absence of common data format and unclear references for data compilation; problems with timeliness of data and sharing between institutional sources; and inadequate human, financial and technology (ICT) resources to undertake/sustain data collection.

There may be other assessments of specific statistical frameworks such as the system of national accounts, GDDS data, and MDG indicators, as well as sectoral statistics conducted during the period in review. It is important for national statistical system to consider the findings and recommendations of these assessments to inform the updated SMP or the NSDS on the most appropriate measures to address priority concerns.

## **4.0 NSDS roadmap objectives and expected results**

### **4.1 Roadmap objectives**

The Decision on the Joint Monitoring Indicators, approved by the Prime Minister in October 2014, includes the formulation of the NSDS. The government has recognised the importance of statistics in achieving the national development goals as set out in the RS Phase III and NSDP 2014-2018.

The main objective of the roadmap is to guide the government on the appropriate approaches and steps in designing, implementing, and monitoring the NSDS. More specifically, the roadmap shall:

- define the mechanisms for stakeholder participation, co-ordination, and accountability in the formulation of the NSDS
- identify the tasks/activities/steps to be undertaken in formulating the NSDS
- recommend a viable timetable for the formulation and adoption of the NSDS
- suggest an indicative budget for the formulation of the NSDS

### **4.2 Roadmap expected results**

The roadmap is expected to produce the NSDS for Cambodia that is endorsed by the SAC for approval by the Prime Minister through the Permanent Deputy Prime Minister and First Vice President of the CDC.

The NSDS should be designed according to the principles and processes recommended by PARIS21. It should be accompanied by a financing plan that is approved by the government and supported by other stakeholders that will implement the strategies and programmes.

## **5.0 Formulating the NSDS: Updating the Cambodia SMP 2008-2015**

The findings and recommendations of the 2012 MTR have highlighted several key lessons for updating the SMP to make it more relevant and responsive to the information requirements of the updated NSDP 2014-2018 which will ultimately increase ASEAN community integration, and the adoption of the sustainable development goals. The MTR along with the review of the Statistics Law in 2013 (which was supported by PARIS21) may have been the impetus for ongoing initiatives to amend the existing law for better clarity, strengthening of provisions for institutional accountability, and political and budgetary support for statistics.

The decision to adopt the NSDS approach in updating the SMP is a result of several initiatives by PARIS21 in collaboration with NIS and development partners and donors to assist Cambodia in improving the national statistical system. In addition to the 2013 review of the statistics law, PARIS21 also helped Cambodia conduct the first high level forum on statistics in 2013, supported the participation of NIS in the NSDS regional training at the UN SIAP in Japan and the PARIS21 Board Meeting in 2014, organised a number of NADA training programmes during the period 2014-2015, assisted in developing advocacy materials in 2014, and supported the peer review of the Cambodia national statistical system and NSDS country training in 2015.

This section articulates some updated context for updating the SMP through the formulation of the NSDS for Cambodia and the requisites and essential steps in building the NSDS document.

### **5.1 Understanding the policy and development frameworks**

#### **5.1.1 The Updated National Strategic Development Plan**

In order for the country to achieve the development goals set out in the RS, the government and development partners have agreed to prepare the NSDP. The NSDP is to serve as a key planning and policy document that defines the roadmap for the implementation of the government's political platform and the RS.

The NSDP was formulated initially for the period 2006–2010 and later updated to 2009-2013 to synchronise with the government's Fourth Legislature. It consolidated the Cambodia Millennium Development Goals (CMDG), the Socio-Economic Development Plan 2001–2005, the National Poverty Reduction Strategy 2003–2005 (NPRS), the Governance Action Plan (including the National Public Administration Reform), and the Public Financial Management Reforms.

The latest NSDP, for the period 2014-2018, is aimed at implementing the government's priority policies of the Fifth Legislature as articulated in the RS Phase III. The updated NSDP seeks to achieve at least 7% growth in gross domestic product and reduce poverty rate by at least one percentage point each year. It aims to draw benefits from the ASEAN Economic Integration in 2015 and transition Cambodia from a least developing country into an upper middle income country by 2030.

The NSDP integrates a comprehensive monitoring and evaluation (M&E) framework and plan to provide planners and implementing agencies periodic information and analysis of programme and activity progress by:

- Focusing on achieving the development results
- Strengthening capacities within the government (and other stakeholders)
- Engaging all development actors (development partners, private sector, subnational agencies, etc.) in effective and co-ordinated partnerships under the leadership of the government

The M&E component of the NSDP proposes the formulation of a Results Framework which clearly defines the results (outputs, outcomes, and impacts) and the indicators to track progress and attainment of those results. An assessment of these indicators provides key determinants of the priority issues that must be addressed by the national statistical system. The M&E chapter also highlights the importance of quality statistical information and pays particular attention to data compatibility issues and the need to strengthen administrative data sources.

The NSDP identified a number of priority issues that need to be addressed through the NSDS including:

- Inadequate capacity of planning and statistics in the line ministries and agencies to formulate SMART (Specific, Measurable, Achievable, Realistic and Time bound) indicators
- Inadequate capacity of ministries to collect, interpret, and analyse data for measuring the indicators
- Need to improve co-ordination within and among ministries and institutions
- Need for technical assistance to all concerned ministries and institutions in indicators development, data collection, analysis, and data interpretation
- Need to build capacity on statistics and M&E in the ministries and at the subnational levels

### 5.1.2 Priority, relevant international and regional and development frameworks

As Cambodia increasingly integrates with regional and global systems, the country needs to be more strategic in subscribing to regional and international agreements on strategies for achieving development goals. The country has to ensure that the national development agenda will not be undermined and that these regional and global frameworks are translated into policies and programmes that consider the domestic context and situation. Amongst many such frameworks, the most relevant for the country's national development agenda are the MDGs, which are to be continued and expanded by the SDGs, and ASEAN Community goals.

#### 5.1.2.a Millennium and Sustainable Development Goals

Cambodia has adapted the eight globally agreed MDGs and added another one on “de-mining, removing explosive remnants of war, and victim assistance”, which together constitute the Cambodia Millennium Development Goals (CMDGs). The country is considered to have been successful in achieving the CMDGs for which it received UN recognition as an example country for achieving the MDGs.

The government has a relatively good experience in monitoring the CMDGs mainly due to the integration of the MDG framework into the monitoring of NSDP outcomes as well as those of the National Poverty Reduction Strategy (NPRS). Since 2010, the government has made an annual assessment of progress in achieving the Cambodia MDGs (CMDGs). The 2013 report even includes a discussion of the status of the CMDGs at the subnational level which helps to highlight inequalities in achieving the goals and targets throughout the country.

The overall monitoring of the CMDGs has been largely facilitated by the availability of data. The 2012 MTR confirmed that more than two-thirds of the CMDG indicators have at least two data points between 1990 and 2011 which is better than most countries.

The SDGs however may prove to be a much bigger challenge for Cambodia. With 17 goals and 169 targets, as officially adopted by the UN General Assembly in September 2015, the SDGs entail a more comprehensive monitoring framework requiring a wider range of data that may put more pressure on the national statistical system which is already constrained with significant human and financial resource gaps. The SDGs presents a more complex problem as much of the data needed to track progress of the SDGs may need to be generated through administrative reporting systems which for Cambodia has been found to be weak, understaffed, and underfinanced.

NIS, assumed as the *de facto* co-ordinator of data in support of monitoring the SDGs, will certainly need more organisational inputs to expand its current scope of work in order to efficiently manage and coordinate appropriate data development not only within the NIS but also in the different line ministries designated or expected to produce and report data on the SDGs. The relevant line ministries on the other hand will more than ever require retooling and additional resources to be able to deliver on the data requirements for specific indicators.

#### 5.1.2.b ASEAN Community goals

As one of the ten member states of ASEAN, Cambodia has committed to become part of the ASEAN Community which seeks to double the region's combined GDP and reduce poverty by half by 2030 as envisioned in the Bali Concord III. Driven by the ASEAN Charter, Cambodia has embraced its share in the attainment of increased political-security and socio-cultural co-operation and economic integration in the region.

The ASEAN Community is expected to bring about freer movement of goods, services, skilled workers, and capital under a single market and production base towards equitable economic development and sustained integration with the global economy. It seeks to facilitate amongst others, political development, conflict prevention and resolution, and peace building as well as human development, social protection and justice, environmental sustainability, and building the ASEAN identity. It also aims to narrow the development gap between countries in the region.

The road to the ASEAN Community has significant implications on Cambodia's national development policies and actions as well as on the national statistical system. The past two decades have seen the demand for statistics from stakeholders at the national level and ASEAN increasing and becoming more diverse emanating from the implementation of the ASEAN Charter and the commitment of ASEAN Leaders to accelerate the establishment of an ASEAN Community by 2015 (Twelfth ASEAN Summit, Cebu, the Philippines, January 2007).

Fortunately, ASEAN has been engaged and invested in statistical co-operation amongst its member states for many years. There is an ASEAN Framework of Cooperation in Statistics that started in 2001 and which has recently been updated to respond strategically to the statistical needs of the ASEAN Community. Within the ambit of the ASEAN Charter, the AFCS hopes to strengthen the organisational framework and statistical capacity of ASEAN towards the establishment of the ASEAN Community Statistical System (ACSS). Among the more relevant specific objectives of the AFCS are:

- a. establishing the mandate and appropriate institutional framework for ASEAN statistics
- b. strengthening the planning, governance, and monitoring of statistical development building upon the regional and national strategies for the development of statistics
- c. strengthening the capacity of national statistical systems and the ASEAN Secretariat to produce, disseminate, and communicate ASEAN statistics
- d. increasing comparability of ASEAN statistics through harmonisation
- e. advocating for greater commitment from ASEAN policy makers and national governments to increase and provide adequate public investment for priority statistical activities

Cambodia has received or benefitted from many ASEAN regional co-operation programmes in statistics such as workshops, training, data assessments, and statistical development projects. In 2015 alone, the country has participated in or benefited from several technical missions and workshops on IMTS and FDIS and conducted pilot surveys on SITS and FDI. Starting in 2015, two statistical staff from NIS were selected to pursue higher education in statistics in the Philippines under the ASEAN's capacity development program in statistics with support from the European Union. Future co-operation activities where Cambodia is expected to partake part in include: institutionalising the data collection mechanism for the ASEAN Community Progress Monitoring System, developing data messaging/visualisation tools, data collection for the ASEAN Statistical Indicators, which include the MDGs and forthcoming SDGs, and improving the system of national accounts.

Cambodia needs to further increase its efforts in developing or improving the national statistical system to be able to produce and share relevant data for ASEAN Community purposes. The decision to formulate the NSDS comes at an appropriate time when ASEAN itself has adopted an updated ACSS Strategic Plan for 2016-2020 based on the same core principles of NSDS.

## 5.2 Methodology and approach

### 5.2.1 NSDS principles, essentials, and guidelines

The NSDS design process draws on the following key principles and essentials:

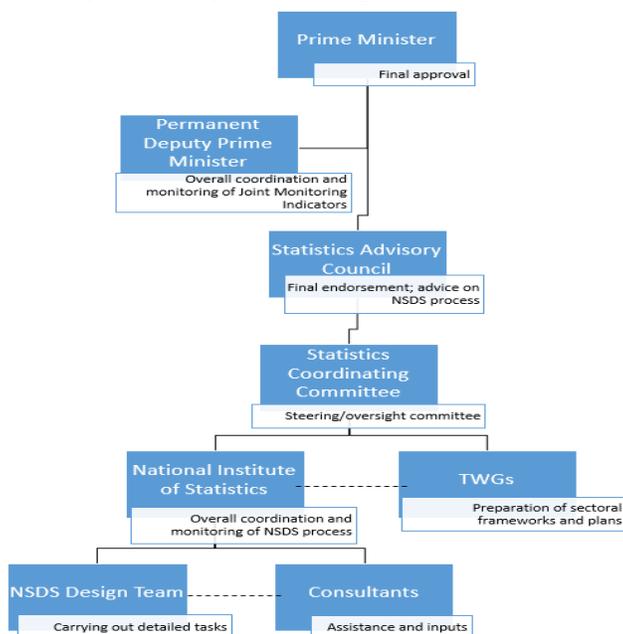
- It is a comprehensive and coherent framework that covers the entire national statistical system.
- It emphasises the importance of co-ordination within the national statistical system and among development partners and donors.
- It ensures an inclusive, participatory, and transparent approach.
- It is integrated with the national development policy processes.
- It underscores the importance of political commitment, leadership, and accountability at various levels of authority.
- It is country specific and country-owned. It shows the current state of the national statistical system, what needs to be developed and how development should be carried out.
- It provides an integrated framework and action plan for capacity building, financing decisions, and monitoring and evaluation.

## 5.2.2 Institutional accountability framework

The Statistics Law of 2005 has defined a clear accountability framework for statistics development and operations in Cambodia which can be applied in the design, implementation, and monitoring and evaluation of the NSDS.

The government has also declared a strong commitment for the formulation of the NSDS as the latter is included in the Decision on the Joint Monitoring Indicators 2014-2018 issued by the Prime Minister on 6 October 2014.

Figure 2. Institutional accountability framework for NSDS design



### 5.2.2.a The Statistics Advisory Council (SAC)

Pursuant to Chapter 3, Article 16 of the sub-decree on the organisation and functioning of the national statistical system under the Statistics Law of 2005, the SAC has the “function to advise the Minister of Planning, in relation to, among others, the (a) requirements of official statistics and prioritising statistical projects requested by NIS and designated statistical units; (b) improvement, extension and co-ordination of the national statistical system and designated official statistics for public purposes; (c) annual, medium, and long term statistical priorities of NIS and designated statistical units; (d) statistical master plan; and (e) seeking assistance and support, financial and human resources required by NIS and designated statistics units on official statistics for public purposes.”

As the SAC is chaired by the Minister of Planning and composed of the secretaries of state of the different ministries as members, the SAC is expected to provide overall strategic directions and advice on the national development priorities in terms of policies and outcomes that the NSDS must respond to and thus be the final endorsing body of the NSDS to the Prime Minister, who shall have final approving authority.

Specifically, the SAC shall:

- (a) Approve the NSDS roadmap
- (b) Approve the strategic philosophy and results framework of the NSDS
- (c) Endorse the NSDS 2016-2018 to the Prime Minister for approval (through the Permanent Deputy Prime Minister and First Vice-Chairman of the Council for the Development of Cambodia, who has overall responsibilities to co-ordinate and monitor the implementation of the Joint Monitoring Indicators 2014-2018)

#### 5.2.2.b The Statistics Coordination Committee (SCC)

Chapter 4, Article 18 of the sub-decree on the organisation and functioning of the national statistical system under the Statistics Law of 2005 has mandated the SCC to assist the NIS in relation to the preparation and updating of the statistics master plan and establishment of financial budgets and human resource plans for NIS and designated statistics units. The SCC also oversees the preparation of statistical policies, procedures, and legislations in relation to the national statistical system and official statistics; establishment of an integrated national statistical system through effective co-ordination and cooperation on statistical activities and statistical development between designated statistical units; improvement and extension of the national statistical system and official statistics for public purposes; and prioritising of annual, medium, and long-term work programmes of NIS and designated statistical units.

The SCC shall serve as the oversight technical body to steer and monitor the NSDS design process and implementation. The SCC shall report directly to the SAC on the NSDS design and implementation. In particular, the SCC shall:

- (1) Provide guidance in the formulation of the NSDS
- (2) Provide inputs to the NSDS process
- (3) Review the draft strategic philosophy (vision, mission, goals/objectives) and overall results framework (including strategic priority outcomes and outputs, and indicators) for endorsement to the SAC
- (4) Review the draft NSDS for endorsement to the SAC

#### 5.2.2.c The Secretary of State, Ministry of Planning (MoP), in charge of statistics

The Secretary of State, MoP, in charge of statistics shall:

- (1) Provide overall guidance and advice to the NIS and NSDS design team on the preparation and implementation of the NSDS roadmap, and implementation of the NSDS
- (2) Support NIS and NSDS design team in advocacy for the NSDS design and implementation
- (3) Guide and assist the NIS Director General in mobilising resources for the implementation of the NSDS

#### 5.2.2.d The NIS Director General

The NIS Director General shall:



- (1) Review the NSDS roadmap for endorsement to the Secretary of State, MoP, in charge of statistics, SCC, and SAC
- (2) Oversee the NSDS roadmap preparation, implementation, and monitoring
- (3) Create and designate/recommend the NSDS design team, including the NSDS co-ordinator
- (4) Approve the terms of reference for and recruit lead/sectoral/subject-matter consultants in co-ordination with development partners and donors
- (5) Review the draft strategic philosophy (vision, mission, goals/objectives) and overall results frameworks (including strategic priority outcomes and outputs, and indicators) for endorsement to the Secretary of State, MoP, in charge of statistics, and SCC/SAC
- (6) Oversee the review of the sectoral/subject-matter results frameworks, action plans, costing, and M&E plans by NIS staff
- (7) Submit the draft NSDS to the Secretary of State, MoP, in charge of statistics, SCC, and SAC for endorsement/approval
- (8) Under the guidance of the Secretary of State, MoP, in charge of statistics, SCC, and SAC, mobilise resources for the implementation of the NSDS
- (9) Oversee the implementation and monitoring of the NSDS and report progress of implementation to the Secretary of State, MoP, in charge of statistics, SCC, and SAC

#### 5.2.2.e The NSDS Design Team

The NSDS Design Team shall co-ordinate and monitor the detailed tasks and activities for the preparation and implementation of the NSDS Roadmap.

- (1) NSDS Co-ordinator

The NSDS Co-ordinator shall come from the NIS and shall be designated by the Secretary of State, MoP, in charge of statistics/NIS Director General.

The NSDS Co-ordinator shall:

- (a) Assist the NIS DG and Secretary of State, MoP, in charge of statistics, in the overall co-ordination and monitoring of the NSDS roadmap preparation and implementation
- (b) Supervise the NSDS design team and consultants in undertaking and co-ordinating activities for the NSDS roadmap preparation and implementation
- (c) Convene the meetings of the SAC and SCC on NSDS matters, and co-ordinate with the respective secretariats on materials and inputs to the minutes of meetings
- (d) Co-ordinate with and convene meetings of development partners and donors
- (e) Organise national, intersectoral workshops on the NSDS process and lead the preparation and dissemination of workshop reports/outcomes
- (f) Perform final quality assurance review of the sectoral/subject-matter chapters of the NSDS and consolidate the draft NSDS for endorsement to the NIS DG, Secretary of State, MoP, in charge of statistics, SCC, and SAC
- (g) Draft progress reports on the NSDS roadmap preparation and implementation for review and endorsement by the Secretary of State for Statistics, MoP and NIS DG to the SCC and SAC
- (h) Develop and recommend the monitoring and evaluation, and reporting mechanisms and tools for NSDS implementation

- (i) Supervise the development of information, communication, and advocacy materials on the NSDS
- (2) NSDS Design Team members

The NSDS Design Team members shall:

- (a) Undertake and co-ordinate activities for the NSDS roadmap preparation and implementation under supervision of the NSDS co-ordinator
- (b) Assist the NSDS co-ordinator in organising meetings and workshops on NSDS matters and in drafting minutes of meetings and workshop reports/outcomes
- (c) Co-ordinate with TWGs, relevant NIS staff, and consultants on sectoral/subject-matter NSDS concerns
- (d) Draft guidelines, tools, and templates to assist in the NSDS process for review by the NSDS co-ordinator
- (e) Assist in the quality assurance review of sectoral/subject-matter NSDS results frameworks, action plans, costing, and M&E plans in co-ordination with the consultants and NIS staff
- (f) Assist in consolidating the draft NSDS in co-ordination with the lead consultant, and co-ordinate the final printing and dissemination of the NSDS document
- (g) Assist in drafting progress reports on the NSDS roadmap preparation and implementation
- (h) Assist in developing monitoring and evaluation, and reporting tools for NSDS implementation with guidance from the lead consultant
- (i) Draft information, communication, and advocacy materials on the NSDS with guidance from the lead consultant

#### 5.2.2.f Technical working groups (TWGs)

TWGs are key to the formulation of the NSDS as they provide the specific strategies and actionable content. As mandated by the Statistics Law, the SCC has the right to create ‘fixed-term or permanent technical working groups to address other specific statistical matters’, including those that will help design and implement the NSDS. TWGs shall therefore be established to assist the NIS and SCC in implementing the NSDS roadmap towards the formulation of the NSDS.

Based on the sub-decree on designated official statistics and key issues arising from the midterm review of the SMP 2008-2015 and other relevant assessments, below are the possible TWGs to work on the NSDS for specific sectors or subject matters:

Sector / Subject-Matter	Chairperson	Possible Members
Legislation, management (including human resource planning, management, and development; and financing), and co-ordination	Chairperson: Deputy Director General, NIS	<ul style="list-style-type: none"> <li>• Council of Ministers</li> <li>• Ministry of Planning</li> <li>• Ministry of Economy and Finance</li> <li>• Ministry of National Assembly-Senate Relations and Inspection</li> <li>• State Secretariat of Public Functions</li> </ul>

Censuses and surveys	Chairperson: Deputy Director General, NIS	<ul style="list-style-type: none"> <li>• Ministry of Planning</li> <li>• Ministry of Health</li> <li>• Ministry of Education, Youth &amp; sports</li> <li>• Ministry of Agriculture, Forestry &amp; Fisheries</li> <li>• Ministry of Labor &amp; Vocational Training</li> </ul>
Subnational statistics	Chairperson: Deputy Director General, NIS	<ul style="list-style-type: none"> <li>• Ministry of Rural Development</li> <li>• Ministry of Interior</li> <li>• Ministry of Planning</li> </ul>
National accounts and other economic and finance statistics	Chairperson: Deputy Director General, NIS	<ul style="list-style-type: none"> <li>• Ministry of Planning</li> <li>• National Bank of Cambodia</li> <li>• Ministry of Economy and Finance</li> <li>• Ministry of Agriculture, Forestry &amp; Fisheries</li> <li>• Council for the Development of Cambodia</li> </ul>
Social statistics (including health, education, social welfare, poverty, gender)	Chairperson: Deputy Director General, NIS	<ul style="list-style-type: none"> <li>• Ministry of Health</li> <li>• Ministry of Education, Youth &amp; sports</li> <li>• Ministry of Social Affairs, Veteran &amp; Youth Rehabilitation</li> <li>• Ministry of Women's Affairs</li> <li>• Ministry of Planning</li> </ul>
International trade, investment, and tourism statistics	Chairperson: TBD	<ul style="list-style-type: none"> <li>• Ministry of Economy and Finance</li> <li>• Ministry of Tourism</li> <li>• National Bank of Cambodia</li> <li>• Ministry of Planning</li> <li>• Council for the Development of Cambodia</li> </ul>
Environment and energy statistics	Chairperson: TBD	<ul style="list-style-type: none"> <li>• Ministry of Environment</li> <li>• Ministry of Industry, Mines and Energy</li> <li>• Ministry of Land Management, Urban Planning and Construction</li> <li>• Ministry of Water Resources and Meteorology</li> <li>• Ministry of Planning</li> </ul>
Public works, transport, and communication statistics	Chairperson: TBD	<ul style="list-style-type: none"> <li>• Ministry of Public Works and Transportation</li> <li>• State Secretariat of Civil Aviation</li> <li>• Ministry of Land Management, Urban Planning and Construction</li> <li>• Ministry of Post and Telecommunication</li> <li>• Ministry of Information</li> </ul>
Public institutions, justice, and defense statistics	Chairperson: TBD	<ul style="list-style-type: none"> <li>• Ministry of Interior</li> <li>• Ministry of Justice</li> <li>• Ministry of Defense</li> </ul>

		<ul style="list-style-type: none"> <li>• Ministry of National Assembly-Senate Relations and Inspection</li> <li>• State Secretariat of Public Functions</li> </ul>
MDGs/Sustainable development goals	Chairperson: TBD	<ul style="list-style-type: none"> <li>• Council of Ministers</li> <li>• Ministry of Planning</li> <li>• Ministry of Economy and Finance</li> <li>• Ministry of Environment</li> </ul>

Following the provision in the Statistics Law (sub-decree on the organisation and functioning of the national statistical system) each TWG shall be composed of:

- One member of the SCC as chairperson
- One director or deputy director of department of the NIS as vice chairperson
- Not more than five (5) other members from relevant ministries or other government institutions, including NIS, as members

#### 5.2.2.g NIS sectoral/subject-matter departments

The pertinent departments in the NIS responsible for sectoral / subject-matter statistical concerns shall serve as technical arm and secretariat of the TWGs with the following tasks:

- (1) Assist the chairperson in conducting TWG meetings and workshops and prepare the relevant materials
- (2) Co-ordinate and gather/analyse inputs from the TWG members
- (3) Draft the required documents following the agreed guidelines established by the NSDS Design Team
- (4) Prepare minutes of meetings and progress reports
- (5) Co-ordinate with the NSDS Design Team on NSDS roadmap implementation

#### 5.2.2.h Consultants

Consultants may be tapped to assist the NIS, in particular, the NIS DG and NSDS Design Team, in the preparation and implementation of the NSDS roadmap. It is recommended that the consultants' team consists of a lead (national or international) consultant and a few national consultants on selected, priority statistical concerns.

The suggested TORs of the consultants are in **Annex C**.

### 5.3 NSDS roadmap stages

The NSDS design process comprises five (5) major stages as follows:

#### Stage 1: Preliminary activities

These consist of preparatory activities that are essential to the formulation of the NSDS and ensure its implementation. These include ensuring political commitment at the highest level of authority in the

country for the formulation of the NSDS, the preparation of the NSDS roadmap to provide a stepwise guide to the design process, defining the organisational accountability framework and setting up of institutional arrangements, and co-ordination with stakeholders, including the development partners and donors.

## Stage 2: Assessment of the national statistical system and initial strategy setting

During this stage, a multi-dimensional assessment of the national statistical system will be undertaken to examine the (a) state of quality of the statistical outputs produced by the system; (b) system and institutions, including the legal and political support mechanisms, and human resources and their statistical capacity level; and (c) users and their needs and satisfaction with current set of statistics. Relevant past studies, including those carried out by ASEAN and other international organisations, shall be utilised and new or additional assessments on key priority sectoral or specific subject matter concerns shall be conducted to ensure a comprehensive analysis of the situation. Based on the findings of the assessments, initial strategic solutions shall be identified.

Key to the assessment are the findings and recommendations of the 2012 MTR as well as the peer review of Cambodia's national statistical system conducted in 2015 through the ASEAN co-operation in statistics with support from PARIS21.

## Stage 3: Visioning and results framework development

Applying a results-based management approach, a visioning process will be carried out for the formulation of the NSDS' strategic philosophy (vision, mission, and goals/objectives) and results framework (outlining the strategic priority outcomes, outputs, and indicators). The process integrates learning and doing exercises that are to be carried out by all relevant stakeholders to ensure inclusive participation, ownership, and accountability.

## Stage 4: Development of sectoral/subject-matter strategic results frameworks and plans

This stage provides the venue for the formulation of actionable plans by the direct owners and implementers of statistical activities based on the results frameworks by sector or specific subject matter. During this stage, a series of co-ordination activities, meetings, and workshops amongst sectoral / subject matter experts and stakeholders, including development partners and donors to discuss and agree on key strategies and actions and corresponding costing and funding, as well as how outcomes and outputs will be monitored, evaluated, and reported.

This stage also covers the review, validation, and approval process of the NSDS at the technical and policy levels.

## Stage 5: NSDS implementation, advocacy and communication, and monitoring and evaluation

The final stage comprises activities to communicate and advocate continued political and funding support for the approved NSDS, implement the NSDS, and track progress and bottlenecks of implementation. The detailed schedule of NSDS Roadmap tasks and activities are presented in **Annex D**.

## **5.4 Indicative financing plan for the NSDS roadmap implementation**

The total estimated budget for the implementation of the NSDS roadmap (or formulation of the NSDS) amounts to USD 109 530 as shown in **Annex E**. Sourcing of funds shall be co-ordinated by NIS with guidance from the Secretary of State, MoP, in charge of statistics and SAC, and with assistance of the NSDS co-ordinator. Co-ordinated meetings with development partners and donors shall be initiated to explore available technical assistance for NSDS design and implementation.

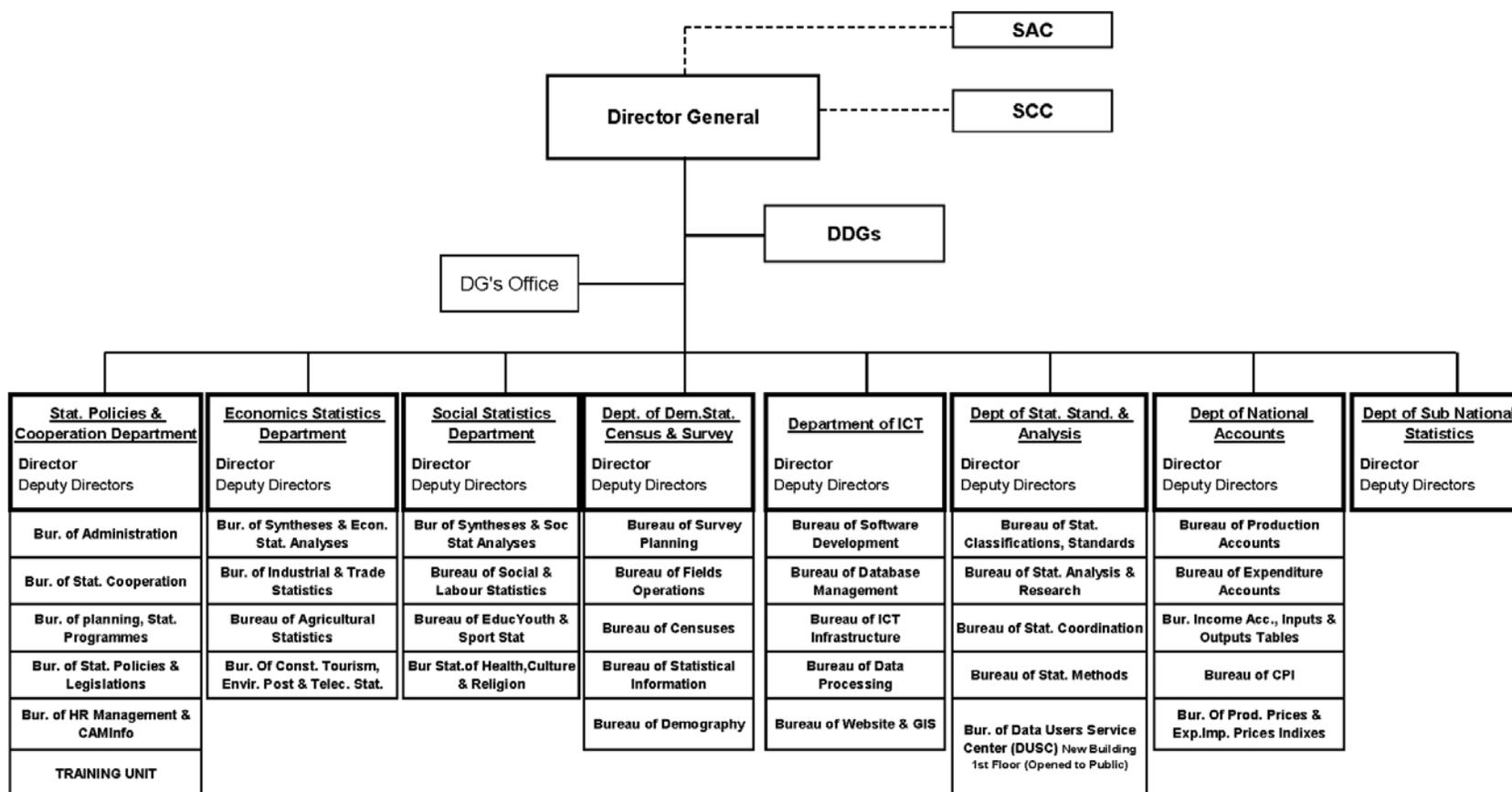
## **5.5 Monitoring of the NSDS roadmap implementation**

The NSDS Design Team shall be responsible for monitoring the implementation of the NSDS roadmap (delivery/completion of outputs) and submit periodic updates and reports to the NIS Director General, Secretary of State, MoP, in charge of statistics, SCC, and SAC.

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- RGC, Cambodia Statistics Law (unofficial translation)
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- RGC, Sub-decree on Designated Official Statistics (unofficial translation)
- Roadmap for the National Strategy for the Development of Statistics of Nepal (NSDS, Nepal)
- United Nations Development Group, Results-Based Management Handbook, October 2011

## Annex A: Organisational chart of NIS





## Annex B: List of designated official statistics in Cambodia

Agency/Ministry	Designated official statistics	Periodicity
National Institute of Statistics	Census Statistics	
	Population census statistics	every ten years
	Agriculture census statistics	every ten years
	Establishment census statistics	every ten years
	Survey Statistics	
	Inter-censal Population survey statistics	every ten years
	Education and literacy survey statistics	every five years
	Demographic and health survey statistics	every five years
	Informal sector and non-observed economy survey statistics	every five years
	Crime and justice survey statistics	every five years
	Establishment survey statistics	annual
	Labour force survey statistics	annual
	Agricultural finance survey statistics	annual
	Socio-economic survey statistics	annual
	Demographic survey statistics	
	Child labour survey statistics	
	Economic Statistics	
	Integrated business register statistics	annual
	National accounts statistics	quarterly and annual
	Agricultural and industrial production indices	quarterly and annual
	Retail and wholesale trade statistics and indices	quarterly and annual
	Consumer price indices	monthly, quarterly and annual
	Export and import price indices	monthly and quarterly
	Sector satellite accounts	
	Labour and wage cost indices	
	Producer and services price indices	
	Environment and Natural Resources Statistics	
	Environment and natural resources statistics	
	Environment and natural resources satellite accounts	
	Socio-Demographic Statistics	
	Demographic and population statistics	annual

	Household income and expenditure statistics	annual
	Other social statistics	annual
	Compendium Statistics	
	Statistical yearbooks by national, capital, provincial levels	annual
	Statistical handbooks by municipal, district, khan, commune, sangkat levels	annual
	Economic and environment indicators	annual
	Socio-demographic indicators	annual
The Council of Ministers	Economic, social and cultural conditions analysis statistics	monthly and annual
The Ministry of Interior	Citizen statistics	annual
	Identification card statistics	annual
	Vital registration statistics	annual
	Criminal offence and cleared-up statistics	annual
	Persons in prison and correction statistics	annual
	Immigration statistics	annual
	Political party statistics	annual
	Non-government organisation statistics	annual
	New establishment of municipality, district, khan, sangkat, commune and village statistics	
The Ministry of Economy and Finance	Government finance statistics	monthly and annual
	Public debt statistics	quarterly and annual
	Government budget implementation statistics	monthly and annual
	Excise statistics	annual
	Goods transported by road, railway, water and air statistics	quarterly and annual
	Non tax revenue statistics	annual
	Foreign trade statistics	monthly, quarterly and annual.
The Ministry of Agriculture, Forestry and Fisheries	Agricultural commodity price statistics	monthly, quarterly and annual
	Area, yield and quantity of crop production survey statistics	by season and annual
	Livestock production and animal health statistics	annual
	Fishery statistics	annual
	Forestry statistics	annual
	Rubber production statistics	annual
	Agricultural machinery statistics	annual
	Agricultural drug and equipment statistics	annual
The Ministry of	Rural road statistics	annual

Rural Development	Rural clean water statistics	annual
	Rural sanitary latrine statistics	annual
	Minority ethnic group statistics	annual
	Small-scale irrigation system statistics	annual
	Rural market statistics	annual
	Rural development credit statistics	annual
	Rural school construction statistics	annual
The Ministry of Commerce	Trade registration statistics	annual
	Trademark registration statistics	annual
The Ministry of Industry, Mines and Energy	Industry and handicraft statistics	monthly and annual
	Energy statistics	annual
	Mineral resources statistics	annual
	Clean water statistics	annual
	Industrial property registration statistics	annual
The Ministry of Education, Youth and Sport	Pre-school and primary Education statistics	annual
	Lower and upper secondary Education statistics	annual
	Higher Education statistics	annual
	Non-formal Education statistics	annual
The Ministry of Social Affairs, Veteran and Youth Rehabilitation	Social affairs, veteran and youth rehabilitation statistics	
	Organisation partners registered the memorandum on social, veteran and youth rehabilitation works statistics	annual
	National social security fund for civil servants statistics	annual
	Statistics on national social security fund for general population	annual
	Statistics on national social security fund for veterans	annual
The Ministry of Land Management, Urban Planning and Construction	Construction sector statistics	annual
	Land sector statistics	annual
	Land management and urban planning sector statistics	annual
The Ministry of Environment	Natural resources change in natural protection areas statistics	annual
	Climate change statistics	annual
	Solid and liquid waste pollutions and air pollution statistics	annual
The Ministry of Water Resources and Meteorology	Meteorology statistics	daily, monthly, quarterly and annual
	Hydrology statistics	daily, monthly and annual
	Irrigation system statistics	annual

The Ministry of Information	Radio, television and newspaper broadcasting network statistics	annual
The Ministry of Justice	Civil dispute cases statistics of provincial and capital courts	annual
	Criminal dispute cases statistics of provincial and capital courts	annual
	Minor's criminal dispute cases statistics of provincial and capital courts	annual
	Law establishment statistics	annual
	Law dissemination statistics	annual
	Complaint resolution statistics	annual
The Ministry of National Assembly-Senate Relations and Inspection	Law dissemination statistics	annual
	Law approvals statistics	annual
	National assembly and senate member statistics	annual
	Inspection at ministries and institutions statistics	annual
	Complaint handling statistics	annual
The Ministry of Post and Telecommunication	Postal services statistics	annual
	Telecommunication service business statistics	annual
The Ministry of Health	Communicable diseases statistics	monthly and annual
	Health statistics	annual
	Public and legal private health facilities statistics	annual
The Ministry of Public Works and Transportation	Vehicle and vessel registration statistics	annual
	Public work and transport infrastructure statistics	annual
	Road, rail and vessel traffic accidents statistics	annual
The Ministry of Culture and Fine Arts	Intellectual property and copyright registration statistics	annual
	Tangible cultural heritage statistics	annual
	Intangible cultural heritage statistics	annual
The Ministry of Tourism	National and international tourism statistics	monthly, quarterly and annual
	Tourism industry statistics annual	by semester and annual
	Tourism labour force statistics	annual
	Day-visitors statistics	monthly, quarterly and annual
The Ministry of Religions and Cults	Religion and religious institutions statistics	annual
The Ministry of Women's Affairs	Gender statistics	annual
The Ministry of	Labour statistics	annual

Labor and Vocational Training	Technical vocational education and training statistics	annual
	National fund for social security regime	annual
The State Secretariat of Civil Aviation	Airline company statistics	annual
	Airport statistics	annual
	Air navigation service provider statistics	annual
	Registered civil aircraft statistics	annual
The State Secretariat of Public Functions	Civil servants and services statistics	annual
The National Bank of Cambodia	Balance of payments statistics	Balance of payments statistics
	External debt statistics	External debt statistics
	Monetary and finance statistics	Monetary and finance statistics
	International trade in goods statistics	International trade in goods statistics
	International trade in services statistics	International trade in services statistics
	Foreign investment statistics	Foreign investment statistics
The Council for the Development of Cambodia	Use of development cooperation financing statistics	annual
	Statistics on public investment project approvals of ministries and institutions	by semester and annual
	Statistics on private investment project approvals including investment projects in special economic zone	monthly, quarterly and annual.

## Annex C: Suggested Terms of Reference for NSDS consultants

### 1. Overall/Lead Consultant

#### Background

The Royal Government of Cambodia has committed to the development of the National Strategies for the Development of Statistics (NSDS) as an update of or successor to the Statistics Master Plan 2008-2015. The formulation of the NSDS comes amidst continuing efforts of the government to institute reforms towards the attainment of the national development goals as guide by the Rectangular Strategy (RS) for Growth, Employment, Equity and Efficiency.

The NSDS is envisioned as the principal document that will guide the development, production, and dissemination of statistics in support of good governance, rule of law, and institution building towards social, economic and human development, and sustainable management of natural resources. More specifically, the NSDS aims to facilitate knowledge building to support policies and programmes towards the attainment of the RS primary goals such as sustainable, inclusive, equitable and resilient economy, more jobs through enhanced competitiveness, poverty reduction and the attainment of the Cambodia Millennium Development Goals, and improved institutional capacity and governance at both national and subnational levels.

#### Objectives

The main objective of the consultancy is to assist the Royal Government of Cambodia through primarily the National Institute of Statistics in facilitating the preparation, finalisation, and launch of the Cambodia NSDS. The overall consultant is to

1. Organise a training workshop on results based management with focus on strategic planning and the NSDS roadmap for the NIS and line ministries and relevant agencies to guide the NSDS design process
2. Develop overall assessment guidelines and tools to guide sectoral and subject-matter assessments of the national statistical system in terms of the (a) state of quality of the statistical outputs produced by the system; (b) system and institutions, including the legal and political support mechanisms, and human resources and their statistical capacity level; and (c) users and their needs and satisfaction with current set of statistics
3. Analyse findings and recommendations of all relevant assessments, including past initiatives such as the Mid-term Review of the Statistics Master Plan 2008-2015 and past studies such as those carried out by ASEAN and other international organisations, and recommend measures to address priority issues;
4. Guide the NSDS design team in drafting the strategic philosophy (vision, mission, goals/objectives) and overall results framework of the NSDS
5. Co-ordinate the preparation of guidelines for the formulation of sectoral/subject-matter action plans, costing, and M&E plans based on the approved strategic philosophy and overall results framework

6. Assist in the final review and consolidation of sectoral/subject-matter results frameworks, and corresponding action plans, costing, and M&E plans with reference to the strategic philosophy and overall results framework
7. Assist the NSDS Design team in the overall review of proposed strategies and programmes with focus on system-wide concerns such as legislation, policy formulation and implementation, and organisational development and communication
8. Assist the NSDS Design team in the design and organisation, including the review of documentation and recommendations/action plans, of national multi-sectoral workshops but not limited to stakeholder consultations, visioning, and action planning, and NSDS launching
9. Draft a process documentation of the NSDS with recommendations to address issues and bottlenecks for future reference, which shall serve as the final consultancy report

### **Expected outputs**

1. Design and delivery of a training on results-based management using as application the Cambodia NSDS design process
2. Draft strategic philosophy (vision, mission and values) for the Cambodia NSDS including the
  - a. Design and delivery of a visioning workshop among NIS and line ministries
  - b. Draft results framework for the NSDS
3. Overall guidelines and tools for the assessment of the national statistical system
4. Overall/consolidated analysis/synthesis of relevant assessments of the national statistical system
5. General recommendations on proposed strategies, programmes, costing, and M&E plans
6. Process documentation/report of the NSDS design process

### **Reporting and communication**

1. The consultant shall be guided by the Director-General of NIS directly or through the NSDS Co-ordinator.
2. The consultant shall make periodic reports of outputs and activities as well as critical issues and concerns to the Director General of NIS through the NSDS Co-ordinator.
3. The consultant shall periodically co-ordinate with the NSDS Design team and national/sector/subject matter consultants to ensure coherence and consistency of work.
4. The consultant may be requested to assist NIS on strategic and critical issues discussed in the technical working groups as well as in higher statistical bodies.

### **Timeline**

The above outputs are expected to be delivered in accordance with the results framework of the NSDS design process as adopted by the government.

### **Resources**

The consultant shall undertake the above tasks and deliver the expected outputs in thirty calendar days exclusive of international and local travel expenses which shall be borne by NIS/donor.

## 2. National Consultant

### Background

The Royal Government of Cambodia has committed to the development of the National Strategies for the Development of Statistics (NSDS) as an update of or successor to the Statistics Master Plan 2008-2015. The formulation of the NSDS comes amidst continuing efforts of the government to institute reforms towards the attainment of the national development goals as guide by the Rectangular Strategy (RS) for Growth, Employment, Equity and Efficiency.

The NSDS is envisioned as the principal document that will guide the development, production, and dissemination of statistics in support of good governance, rule of law, and institution building towards social, economic and human development, and sustainable management of natural resources. More specifically, the NSDS aims to facilitate knowledge building to support policies and programmes towards the attainment of the RS primary goals such as sustainable, inclusive, equitable and resilient economy, more jobs through enhanced competitiveness, poverty reduction and the attainment of the Cambodia Millennium Development Goals, and improved institutional capacity and governance at both national and subnational levels.

### Objectives

The main objective of the consultancy is to assist the Royal Government of Cambodia through primarily the National Institute of Statistics in facilitating the preparation, finalisation, and launch of the Cambodia NSDS. The national consultant is to

1. Co-organise a training workshop on results based management with focus on strategic planning and the NSDS roadmap for the NIS and line ministries and relevant agencies to guide the NSDS design process
2. Assist in the development of overall assessment guidelines and tools to guide sectoral and subject matter assessments of the national statistical system in terms of the (a) state of quality of the statistical outputs produced by the system; (b) system and institutions, including the legal and political support mechanisms, and human resources and their statistical capacity level; and (c) users and their needs and satisfaction with current set of statistics
3. Compile all relevant assessments, including past initiatives such as the Mid-term Review of the Statistics Master Plan 2008-2015 and past studies such as those carried out by ASEAN and other international organisations, and provide inputs in the analysis and formulation of recommendations
4. Gather/Provide inputs in the drafting of the strategic philosophy (vision, mission, goals/objectives) and overall results framework of the NSDS
5. Assist in the drafting of guidelines for the formulation of sectoral/subject matter action plans, costing, and M&E plans based on the approved strategic philosophy and overall results framework
6. Assist in the final review and consolidation of sectoral/subject-matter results frameworks, and corresponding action plans, costing, and M&E plans with reference to the strategic philosophy and overall results framework



7. Assist the NSDS Design team and the overall consultant in the review of proposed strategies and programmes with focus on system-wide concerns such as legislation, policy formulation and implementation, and organisational development and communication
8. Assist the NSDS Design team and overall consultant in the design and organisation, including the review of documentation and recommendations/action plans, of national multi-sectoral workshops but not limited to stakeholder consultations, visioning, and action planning, and NSDS launching
9. Draft a process documentation of the NSDS with recommendations to address issues and bottlenecks for future reference, which shall serve as the final consultancy report

### **Expected outputs**

1. Design and delivery of a training on results-based management using as application the Cambodia NSDS design process
2. Draft overall results framework for the NSDS
3. Draft guidelines and tools for the assessment of the national statistical system
4. Compilation of relevant assessments of the national statistical system
5. General recommendations on proposed strategies, programmes, costing, and M&E plans
6. Process documentation/report of the NSDS design process

### **Reporting and communication**

1. The national consultant shall be guided by the Director-General of NIS directly or through the NSDS Co-ordinator and overall consultant.
2. The national consultant shall make periodic reports of outputs and activities as well as critical issues and concerns to the Director General of NIS through the NSDS Co-ordinator and overall consultant.
3. The national consultant shall periodically co-ordinate with the NSDS Design team and overall consultant to ensure coherence and consistency of work.
4. The national consultant may be requested to assist NIS on strategic and critical issues discussed in the technical working groups as well as in higher statistical bodies.

### **Timeline**

The above outputs are expected to be delivered in accordance with the results framework of the NSDS design process as adopted by the government.

### **Resources**

The consultant shall undertake the above tasks and deliver the expected outputs in thirty calendar days exclusive of international and local travel expenses which shall be borne by NIS/donor.

**Annex D: Detailed schedule of NSDS Roadmap tasks and activities**

Stage / Task / Activity		Required Output / Means of verification	Timeline / Completion date	Responsibility Center	Cooperating partners	Status / Remarks
<b>Stage 1: Preliminary activities</b>						
1.01	Decide at the highest level to prepare the NSDS for Cambodia	Inclusion of NSDS 2016-2018 in the Royal Government Decision on the Joint Monitoring Indicators 2014-2018	06-Oct-14	Prime Minister	n/a	Done.
1.02	Conduct country training on NSDS	Training report	Oct-15	NIS, Paris21	Designated statistical units of ministries and relevant institutions	Done.
1.03	Designate the NSDS Co-ordinator and NSDS Design Team with terms of reference (TORs)	Designation order for the NSDS co-ordinator and design team	Dec-15	Secretary of State, MoP / NIS Director General	n/a	Done? If not, secure immediate designation
1.04	Prepare the NSDS roadmap	Draft NSDS roadmap	Dec-15	NIS/NSDS co-ordinator and design team; Paris21	Development partners and donors	
1.05	Review / approve the NSDS roadmap	Approved NSDS roadmap; Minutes of meetings	Jan-16	Statistical Coordination Committee (SCC), Statistics Advisory Council (SAC)	n/a	SAC serving as the final approving body for the NSDS; and SCC as the oversight committee for NSDS design and implementation

1.06	Launch the Cambodia NSDS roadmap	NSDS stakeholders forum conducted	Feb-16	Secretary of State, NIS Director General, and NSDS Co-ordinator, with support from the NSDS Design Team	SAC members; SCC members; NIS department heads; heads of planning departments and designated statistical units in the ministries and in other relevant institutions (e.g., National Bank of Cambodia, investment promotion agencies, etc.); selected representatives from provincial governments; ASEAN national secretariat; development partners and donors; selected user groups in the business and private sector, academia, and civil society organisations	
1.07	Draft the organisational accountability framework for the NSDS design and corresponding TORs	Draft designation order on the NSDS design governance structure and information flow, including the TORs of the technical working groups (TWGs) and consultants	Feb-16	NSDS co-ordinator and design team	NIS departments, heads of designated statistical units of ministries and relevant institutions; development partners and donors; other stakeholders	TWGs may handle sectoral or specific subject matter concerns. The designation may cover both the NSDS design and implementation.
1.07	Approve the organisational accountability framework for the NSDS design and corresponding TORs	Official designation order on the NSDS design governance structure and information flow, including the TORs of the technical working groups (TWGs) and consultants	Feb-16	SCC	n/a	TWGs may handle sectoral or specific subject matter concerns. The designation may cover both the NSDS design and implementation.

1.08	Recruit the consultants (overall and sectoral/subject-matter; international and national)	Hired consultants, signed contracts	Mar-16	NIS; NSDS co-ordinator and design team	n/a	
1.09	Organise a training workshop on results based management with focus on strategic planning and the NSDS roadmap	Training workshop report, broad action plans of TWGs	Mar-16	NSDS co-ordinator and design team; consultants	NIS departments; heads of designated statistical units of ministries and relevant institutions, including designated leaders of TWGs	
<b>Stage 2: Assessment of the national statistical system and strategy setting</b>						
2.01	Develop assessment guidelines and tools	Assessment guidelines and tools	Apr-16	NSDS co-ordinator and design team; consultants	NIS sectoral/subject-matter staff	Must address assessment of users, their needs and satisfaction, statistical outputs, and capacity of statistical institutions and the system; should include reference to regional and international recommended frameworks such as the ASEAN cooperation and SDGs
2.02	Compile and synthesise recent assessments	Synthesis of recent assessments	Mar-16	NIS sectoral/subject matter staff; consultants	Designated statistical units of ministries and relevant institutions; other relevant stakeholders	
2.03	Convene the TWGs to finalise action plans, discuss synthesis of recent assessments, if any, and discuss assessment guidelines and tools, if needed	Final action plans; preliminary assessment; and enhanced/final assessment tools	Mar-16	TWGs, NIS sectoral/subject matter staff	Consultants; development partners and donors	TWGs may modify assessment tools depending on relevant sectoral focus

2.04	Conduct and analyse the sectoral/subject-matter assessments	Sectoral/subject-matter assessment reports	Apr - Jun 2016	TWGs; NIS sectoral/subject matter staff; consultants	Relevant sectoral stakeholders; and development partners and donors	Must address assessment of users, their needs and satisfaction, statistical outputs, and capacity of statistical institutions and the system; should include reference to regional and international recommended frameworks such as the ASEAN cooperation and SDGs
2.05	Organise national workshops by sector/subject-matter to validate assessment results and identify strategic solutions	Workshop reports on key statistical issues and challenges, and corresponding proposed strategic solutions	Jul-16	TWGs; NIS sectoral/subject matter staff; consultants	Relevant sectoral stakeholders; and development partners and donors	
2.06	Convene the SCC to review assessment results and proposed strategic solutions for adoption	Priority issues and challenges; and proposed strategic solutions; minutes of meeting	Aug-16	SCC; NIS; NSDS co-ordinator and design team	n/a	
<b>Stage 3: Visioning and results framework development</b>						
3.01	Draft the strategic philosophy (vision, mission, goals/objectives) and overall results framework of the NSDS	Draft overall strategic philosophy (updated vision, mission, goals/objectives), overall results framework (outcomes, outputs, and indicators) for the NSDS for discussion in a national visioning workshop	Aug-16	NSDS co-ordinator and design team and leaders/representatives of TWGs; lead consultant	n/a	The results framework should outline the strategic priorities for the NSDS based on the agreed strategic solutions.

3.02	Organise a national visioning workshop for the NSDS	Overall strategic philosophy (updated vision, mission, goals/objectives) and overall results framework for the NSDS adopted	Aug-16	SCC; NSDS co-ordinator and design team, and leaders/representatives of TWGs; consultants	Relevant sectoral stakeholders; and development partners and donors	SCC could be convened on final day of the workshop to review outputs for adoption and endorsement to SAC. The draft strategic philosophy and results framework should be disseminated at least to the SCC members prior to the workshop.
3.03	Convene the SAC to review the strategic philosophy and overall results framework for approval	Approved strategic philosophy (updated vision, mission, goals/objectives) and results framework (including strategic priorities) for the NSDS	Sep-16	SAC; SCC; NSDS co-ordinator and design team	n/a	
<b>Stage 4: Development of sectoral/subject-matter strategic results frameworks and plans</b>						
4.01	Prepare guidelines for the formulation of sectoral/subject-matter action plans, costing, and M&E plans based on the approved strategic philosophy and overall results framework	Guidelines and templates for sectoral/subject-matter action plan, costing, and M&E plan		NSDS co-ordinator and design team; consultants	NIS sectoral/subject-matter staff	

4.02	Organise a national workshop for the formulation of sectoral/subject-matter results frameworks and corresponding action plans, costing, and M&E plans	Sectoral/subject-matter results frameworks and corresponding action plans, costing, and M&E plans		TWGs; NIS sectoral/subject matter staff; consultants	Relevant sectoral stakeholders; and development partners and donors	The workshop should include a plenary session to discuss for common appreciation the approved strategic philosophy and overall results framework and the guidelines and templates for the formulation of sectoral/subject-matter results frameworks and corresponding action plans, costing, and M&E plans.
4.03	Convene a meeting of development partners and donors to discuss co-ordinated technical assistance for the NSDS implementation and M&E	Summary of issues resolved and agreements		NSDS co-ordinator and design team; NIS officials; development partners and donors	NIS sectoral/subject-matter staff and/or relevant designated statistical units of ministries and other institutions (on need basis )	
4.04	Convene a special meeting of the SCC to evaluate the sectoral/subject-matter results framework, actions plans, costing, and M&E plans	Approved sectoral/subject-matter results frameworks, action plans, costing, and M&E plans		SCC; NSDS co-ordinator and design team	NIS sectoral/subject-matter staff; relevant designated statistical units of ministries and other institutions	The meeting could be held on the final day of the workshop wherein each sectoral/subject-matter TWGs will present their workshop outputs.
4.05	Conduct final review and consolidate sectoral/subject-matter results frameworks, and corresponding action plans, costing, and M&E plans with reference to the strategic philosophy and overall results framework	Draft NSDS 2016-2018		NSDS co-ordinator and design team; consultants	NIS sectoral/subject-matter staff	

4.06	Draft the executive summary of the NSDS document	Executive summary of the NSDS 2016-2018		NSDS co-ordinator and design team; lead consultant	n/a	
4.07	Draft/finalise the messages for the officials that will be featured in the NSDS document	Official messages for the NSDS 2016-2018		NSDS co-ordinator and design team; NIS officials	n/a	
4.08	Convene the SCC for final review of the draft NSDS 2016-2018 and for endorsement to SAC	Proposed NSDS 2016-2018		SCC; NSDS co-ordinator and design team	n/a	The draft NSDS 2016-2018 must be disseminated to the SCC members at least 1 week prior to the meeting.
4.09	Revise draft NSDS 2016-2018 based on SCC comments, if any	Revised NSDS 2016-2018		NSDS co-ordinator and design team	n/a	
4.10	Convene the SAC for final review and approval of the proposed NSDS 2016-2018	Approved final draft of NSDS 2016-2018		NSDS co-ordinator and design team; NIS officials	n/a	The proposed NSDS 2016-2018 must be disseminated to the SAC members at least 1 week prior to the meeting.
4.11	Submit the final draft of NSDS with costing and M&E plan to the Samdech Prime Minister through the Office of the Council of Ministers (OCM) for review by the ECOSOC and the Lawyers Council	Approved final NSDS 2016-2018		Minister of Planning, Secretary of State in charge of statistics, and NIS Director General/Chief Statistician		
4.12	Finalise the NSDS 2016-2018 for printing and electronic copying	Final approved NSDS 2016-2018		NSDS co-ordinator and design team	n/a	
<b>Stage 5: NSDS implementation, advocacy and communication, and monitoring and evaluation</b>						
5.01	Develop advocacy materials on the final approved NSDS 2016-2018	Cambodia NSDS 2016-2018 at a glance' (a brochure); webpage on the NSDS 2016-2018 ready to be launched in a national forum		NSDS co-ordinator and design team	Lead consultant	



5.02	Launch the final approved NSDS 2016-2018 in a national stakeholders forum	NSDS 2016-2018 document, brochure, and webpage launched / presented to stakeholders		SCC; NIS officials; NSDS co-ordinator and design team; lead consultant	SCC members; NIS department heads; heads of planning departments and designated statistical units in the ministries and in other relevant institutions (e.g., National Bank of Cambodia, investment promotion agencies, etc.); selected representatives from provincial governments; ASEAN national secretariat; development partners and donors; selected user groups in the business and private sector, academia, and civil society organisations; sectoral/subject-matter consultants	
5.03	Develop and implement appropriate monitoring, & evaluation, and reporting mechanisms and tools based on the results frameworks and M&E plans	M&E and reporting mechanisms and tools adopted; final consolidated M&E plan		NSDS co-ordinator and design team	Lead consultant	A few formative and summative evaluations (overall and subject-matter) may be good for comprehensive assessment.
5.04	Convene regular meetings of the sectoral/subject-matter TWGs to discuss and resolve issues and assess progress of implementation of NSDS action plans and budget			TWGs; NIS sectoral/subject-matter staff	Development partners and donors; relevant sectoral/subject-matter stakeholders	

5.05	Convene periodic meetings between NIS and development partners and donors to assess progress of implementation of action plans and discuss issues on technical assistance for NSDS			NSDS co-ordinator and design team; NIS officials; development partners and donors	NIS sectoral/subject-matter staff and/or designated statistical units of ministries and other relevant institutions (on need basis)	
5.06	Periodically report to/discuss at NIS executive committee, SCC, and SAC the status of implementation and funding of NSDS action plans	Periodic M&E reports submitted to SCC and SAC; key issues discussed and resolved		NSDS co-ordinator; NIS officials	TWGs	To track progress and address bottlenecks

## Annex E: Estimated cost requirements to implement the Cambodia NSDS Roadmap \*

Expenditure item	Quantity	Unit cost	Cost in USD
<b>1 Consultancy fees</b>			<b>74 250</b>
International consultant @USD 600/person day for 30 person days (~1.5 months)	1	600	18 000
National consultant @USD 200/person day for 120 days (~6 months)	1	200	24 000
Subject-matter consultants @USD 150/person day for 20 days (~1 month)	10	150	30 000
English translator @USD 150 per person day for 30 person days	1	75	2 250
<b>2 Travel expenses</b>			<b>9 000</b>
International consultant	3	1000	3 000
National consultant @USD 500/month lump sum	6	500	3 000
NSDS design team @USD 500/month lump sum	6	500	3 000
<b>3 Meals (inclusive of venue rentals for big events)</b>			<b>15 280</b>
<b>Co-ordination and development meetings</b>			5 920
SAC/SCC meetings @USD 8/person for 30 participants	6	8	1 440
TWG meetings @USD 8/person for 10 TWGs with 10 participants	4	8	3 200
NSDS Design team meetings @USD 8/person for 10 participants	12	8	960
Co-ordination meeting with development partners and donors @USD 8/person for 20 participants	2	8	320
<b>National workshops/forums @USD 18/person for 80 participants</b>			5 670
Launch of NSDS Roadmap	1	18	1 440
National visioning workshop	1	18	1 440
National workshop on results framework development	1	18	1 440
Launch of Cambodia NSDS	1	18	1 440

<b>Training workshop on results based management @USD 18/person/day for 5 days for 40 participants</b>	1	18	3 600
<b>4 Communication and advocacy</b>			<b>5 000</b>
Printing of NSDS document	200	10	2 000
Printing of NSDS information and advocacy materials	1000	3	3 000
<b>5 Logistics</b>			<b>6 000</b>
Sundries @USD 500/per month for 6 months	6	500	3 000
Fuel @USD 500/per month for 6 months	6	500	3 000
<b>TOTAL ESTIMATED REQUIREMENTS</b>			<b>109 530</b>

\* Excludes expenditures for NSDS roadmap development



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