



KINGDOM OF CAMBODIA

Nation Religion King



National Strategy for the Development of Statistics 2019-2023

**Prepared by
National Institute of Statistics
Ministry of Planning**

Phnom Penh, November 2018

FOREWORD

Decision no. 139 SSR on the Joint Monitoring Indicators 2014-2018 to increase the effectiveness and efficiency in the implementation of the National Strategic Development Plan (NSDP) lists the formulation of the National Strategy for the Development of Statistics (NSDS) as one of the output indicators. This NSDS succeeds the Statistics Master Plan of 2008-2015, which brought about significant achievements in the national statistical system (NSS) per the Mid-Term Review in 2012, but also pointed out that some of the major weaknesses that were addressed through the NSDS.

The NSS has been facing still significant gaps in terms of human and financial resources even as it strives to meet the increasing requirements of NSDP and Sustainable Development Goals monitoring. Several major censuses and surveys are to be conducted in the five years, such as the Population Census, Agricultural Census, Economic Census, annual socio-economic surveys, among others. Designated statistical units would be called upon to provide more indicators to be derived from their management information systems and administrative records.

The NSDS will provide a roadmap to support sustained production of statistics and ensure more efficient and effective implementation of the NSS's goals and monitor Cambodia's development policy, particularly the Rectangular Strategy Phase IV of the Royal Government of Cambodia, with Samdech Akka Moha Sena Padei Techo **HUN SEN**, Prime Minister of the Kingdom of Cambodia.

The NSDS Cambodia will also be a useful tool in understanding the situations of the different line ministries and agencies in carrying out their statistical operations, capacity development, and data quality improvement in the process of delivering quality statistics for their planning, policy and decision making, and other statistical programmes.

I call on the Statistics Advisory Council, the Statistical Coordination Committee, the line ministries and agencies, especially the designated statistical units, and the international development community, with the National Institute of Statistics (NIS) leading the way, to implement the action plans and achieve the goals and objectives outlined in the NSDS.

Finally, I thank the World Bank for their continued support in developing the institutional and human resource capacities in the national statistical system, especially the NIS, Ministry of Planning of the Royal Government of Cambodia. 



CHHAY THAN
Senior Minister
Minister of Planning

PREFACE

The National Institute of Statistics (NIS) of the Ministry of Planning is tasked under the Joint Monitoring Indicators (JMI) to facilitate meeting all national objectives and put in place an effective monitoring and evaluation system for which adequate and timely statistics are generated regularly to provide evidences for strategic planning and decision-making. One of the outputs is this National Strategy for the Development of Statistics (NSDS).

Information in this Strategy is collected from the 27 line ministries/Councils/State Secretariats/National Bank of Cambodia responsible for the designated official statistics. The team composed of Mr. Richard Roberts, Mr. Tomas Africa, and Mr. So Dane Nakvy of the GOPA Consultants was ably supported by the NIS in reaching out to the stakeholders from the government, private, academic, NGO/CS, and media sectors thru meetings, questionnaires, and workshops(validation, and briefing/training). There were significant efforts to consult with these groups in order to increase the ownership and commitment to the NSDS.

We thank the members of the Statistical Coordination Committee and Statistical Advisory Council together with the designated statistical units for extending their full support and cooperation in the formulation of the NSDS. We also extend our gratitude to the NIS staff who addressed our requests with commitment and conviction in order to further strengthen the role of the NSS in the national development process.

We are fortunate to have the World Bank support our desire to build further capacity to respond to the requirements of coming up with more statistics of high quality as so mandated by the Royal Government of Cambodia.



HANG LINA

**Delegate of the Royal Government of Cambodia
In-Charge of Director General of National Institute of Statistics**

EXECUTIVE SUMMARY

Statistical data collection in Cambodia has had a long history dating back in the 1800s and the National Statistical System (NSS) has undergone transformations due to political, economic, and social circumstances in the succeeding years. In more recent times the NSS operated under a Statistical Master Plan (SMP) from 2008-2015. The SMP was a medium-term, multi-year strategic development plan for Cambodia's NSS covering the National Institute of Statistics (NIS), and the Designated Statistical Units (DSUs) in ministries and institutions (M&Is) including the National Bank of Cambodia (NBC). It provided the strategic blueprint for official statistical activities and related capacity development.

Considerable achievements were accomplished under the SMP and, subsequently, these have included a wide array of censuses and major surveys, and expanded use of administrative records and management information systems which have resulted in a significant array of statistics covering economic, social and environmental domains. A new Statistics Law was adopted in 2015. These major statistical activities coupled with other undertakings in the NSS have broadly contributed to considerable development in the NSS.

Several relatively recent general assessments were conducted between 2012 and 2016. There have also been focused assessments of statistics that are of specific importance to the economic integration of countries of the Association of Southeast Asian Nations (ASEAN). Other assessments have covered capacity to produce Sustainable Development Goals (SDG) indicators, management systems, funding of statistical work, and strengthening economic statistics capacity. These assessments acknowledged the accomplishments of the NSS but also found a number of issues and challenges which needed to be addressed in order for initial gains to be sustained and further improved.

Building on these, **the objectives** of this undertaking are to support the National Institute of Statistics (NIS) to conduct the sectoral assessment of social, economic and natural resource statistics and to develop the National Strategy for Development of Statistics (NSDS) for Cambodia. The assignment will improve the availability and quality of data that users require and lead to an improved organization of the statistical system. A well-functioning NSDS provides data to decision-makers, citizens, academics and the civil society. The NSDS will follow the guidelines issued by the OECD's PARIS21 Secretariat and consist of the following key activities:

First, the launch of the NSDS, which linked to the activities aiming at detailing an approach and methodology to develop the NSDS, as well as reviewing the NSDS roadmap as prepared by the Paris21 team.

Secondly, the sectoral statistics assessment, which provided a comprehensive overview of the NSS in Cambodia and pointed out weaknesses and strengths to be considered in the NSDS.

Thirdly, from the results of the sectoral statistics assessment, the vision, mission and strategic goals of the NSDS including a Monitoring and Evaluation (M&E) system and a five-year action plan and costing were prepared in close collaboration and consultation with the stakeholders involved.

Finally, the assignment, and its main outcome namely the NSDS were completed with its presentation and approval among the stakeholders.

Vision Statement

NSS statistics support the pursuit of sustainable development for all in Cambodia.

Mission Statement

The mission of the National Statistical System is to coordinate, collect, compile, analyze and disseminate high quality and objective official statistics to assist informed decision-making, debate and discussion within the Royal Government, provincial, district, and commune governments, business and the media, as well as the wider Cambodian and international community¹.

Core Values

User focused • Professionalism • Integrity • Quality • Sustainability • Partnerships • Sound management

Strategic objective (SO)

SO1. To develop, implement, and maintain a core data set of high quality² by all institutions of the NSS under the leadership of the NIS to adequately respond to the statistical requirements of development processes arising from NSDP, SDG, and ASEAN sectoral strategic plans commitments and the needs of other users.

SO2. To further strengthen statistical legislation, institutional infrastructure, organization structures, independence of the NIS and operational, financial and administrative management systems of the NSS to support statistical production and development.

SO3. To develop and implement human capacity building in an organized recruitment, training and employee motivation programme in the NSS.

SO4. To develop and implement ICT Strategy and Plan to provide state-of-the-art ICT capacity to support all aspects of statistical collection, processing, analysis, maintenance and dissemination.

SO5. To develop and implement a Dissemination Strategy and an Advocacy and Literacy Strategy to provide improved access to all users and increased demand for statistics.

SO6. Improve coordination of the NSS to eliminate data conflicts and produce comparable, timely statistics in the NSS as efficiently as possible.

SO7. Improve the working relationship and coordination with Development Partners to ensure predictable, continuing, integrated support to the priority activities of the NSS as well as full transfer of skills and know-how.

SO8. Promote stability and growth of budget support for the NSS from both domestic and international sources to allow effective planning and implementation of priority statistical programmes.

¹ This is the Mission statement from the SMP2008-2015, except that “National Statistical System” is used instead of “National Institute of Statistics”.

² Relevant, timely, reliable, accessible.

Arising from these objectives, key strategic activities have been lined up for the entire NSS to pursue in terms of policy formulation and programme implementation. These can be found in Chapter 4 (Action Plans), Annex 1 (Indicative Timetable for Censuses and Surveys, 2019-2023) and Annex 2 (Implementation Plan 2019-2023). Priority activities (2019-2023) can be found in Section 4.2, organized into policy and programme setting, organizational and human capacity building, and coordination structures and mechanisms, aside from the scheduled statistical undertakings.

The total NSS budget is estimated at around USD 58.8 million from 2019 to 2023. NIS has a share of 76.5 percent of this total. These estimates in Annex 3 were based from the Country Report on Support to Statistics (CRESS) prepared by the NIS and PARIS21 in May 2017 and from responses to a questionnaire sent to the M&Is.³

The estimated budget for NIS for 2019-2023 is estimated at USD 44.7 million, with the yearly breakdown, as follows: 2019 – USD 14,903,900; 2020 – USD 7,177,600; 2021 – USD 9,020,900; 2022 – USD 4,810,600; 2023 – USD 8,786,200.

The budget estimates for the censuses are: 2019 Population Census of USD 8.7 million and the 2021 Economic Census USD 4.5 million, and the Agriculture Census in 2023 with USD 6 million. The Population Census budget is USD 8.7 million with preparatory activities of USD 1.3 million in 2018 and Census operations in 2019 of USD 7.4 million.

The survey budgets include: Socio-Economic Survey (2019-2023) costing USD 4.7 million; Demographic and Health Survey (2020), USD 5.7 million; Inter-censal Agriculture Survey (2019), USD 1.7 million; Annual Economic Survey, USD 600 thousand; National Disability Survey (2021), USD 653 thousand; Labour Force and Child Labour Survey (2019, 2021, 2023), USD 900 thousand; Regular Physical Violence Against Children Survey (2021), USD 450 thousand; Aging Population Survey (2021), USD 390 thousand; and National Tobacco Prevalence Survey (2019), USD 360 thousand.

Moreover, an annual budget of USD 460 thousand is proposed for the capacity building of the NSS on measurement for SDG indicators, monitoring, reporting and dissemination. The other NIS statistical activities and products are shown in Annex 6.

After the considerable inputs, man-hours, funds, interaction and consultation that went into the formulation of the NSDS, its implementation should proceed with sustainability as focus. Chapter 6 highlights the issues and risks faced which need to be addressed, proposes governance arrangements, and provides a log frame to guide monitoring and evaluation of the NSDS implementation.

There are some specific issues that require serious attention. Box 1 lists probable arrangements for the SDG indicators. Box 2 raises the question on the government spending for statistical activities. Box 3 proposes a serious look as to whether the NSS should move towards centralization.

³ These estimates are indicative, and the uncertainty and lack of rigor are among other things due to the fact that there is generally no specific information available on the different activities undertaken in the NSS of statistics production or a standardized way of calculating and reporting costs on salary, data collection, and use of administrative data, analysis, and dissemination etc. The institutionalization of the Budget Packets (Article 21, Statistics Law) preparation will greatly improve the budgeting process and estimates of NSS activities.

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ABBREVIATIONS

ACSS	ASEAN Community Statistical System
ADB	Asian Development Bank
ARs	Administrative records
ASEAN	Association of Southeast Asian Nations
BPM6	Sixth Edition of the Balance of Payments Manual of the International Monetary Fund
CD	Compact Disc
CDB	Commune Database
CDC	Council for the Development of Cambodia
CDHS	Cambodia Demographic and Health Survey
CIES	Cambodian Inter-censal Economic Survey
CIPS	Cambodia Inter-censal Population Survey
CMDGs	Cambodian Millennium Development Goals
COM	Council of Ministers
CPI	Consumer Price Index
CRESS	Country Report on Support to Statistics
CSDGs	Cambodian Sustainable Development Goals
CSES	Cambodia Socio-Economic Survey
CSPro	Census and Survey Processing System
DBMS	Database Management System
DDG	Deputy Director General
DFID	Department for International Development (United Kingdom)
DG	Director General
DSU	Designated Statistics Unit
DUSC	Data User's Service Center
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FDIS	Foreign Direct Investment Statistics
GDCE	General Directorate of Customs and Excise
GDP	General Directorate of Planning
GPC	General Population Census
ICT	Information and Communication Technology
ICTD	Information and Communication Technology Department
IMF	International Monetary Fund
IMTS	International Merchandise Trade Statistics
ISCED	International Standard Classification of Education
ISCO	International Standard Classification of Occupations
JICA	Japan International Cooperation Agency
KOICA	Korea International Cooperation Agency

LAN	Local Area Network
M&E	Monitoring and Evaluation
M&Is	Ministries and Institutions
MAFF	Ministry of Agriculture, Forestry and Fisheries
MCFA	Ministry of Culture and Fine Arts
MCR	Ministry of Cult and Religion
MCS	Ministry of Civil Service
MDGs	Millennium Development Goals
MEF	Ministry of Economy and Finance
MFA	Ministry of Foreign Affairs and International Cooperation
MIH	Ministry of Industry and Handicrafts
MIS	Management Information System
MLMUC	Ministry of Land Management, Urban Planning and Construction
MLVT	Ministry of Labour and Vocational Training
MME	Ministry of Mines and Energy
MNASRI	Ministry of National Assembly-Senate Relations and Inspection
MOC	Ministry of Commerce
MOE	Ministry of Environment
MOEYS	Ministry of Education, Youth and Sport
MOH	Ministry of Health
MOI	Ministry of Information
MoInt	Ministry of Interior
MOJ	Ministry of Justice
MOP	Ministry of Planning
MOSVY	Ministry of Social Affairs, Veterans and Youth Rehabilitation
MOT	Ministry of Tourism
MoU	Memorandum of Understanding
MOWA	Ministry of Women's Affairs
MPTC	Ministry of Posts and Telecommunications
MPWT	Ministry of Public Works and Transport
MRD	Ministry of Rural Development
MTR	Statistical Master Plan for Cambodia 2008-2015, Midterm Review
MWRM	Ministry of Water Resources and Meteorology
NADA	National Data Archive
NBC	National Bank of Cambodia
NGO	Non-Governmental Organization
NIS	National Institute of Statistics
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
PC	Personal Computer
Peer Review	Peer Review of Cambodia's National Statistical System
PMT	Project Management Team
RGC	Royal Government of Cambodia
Roadmap	National Strategy for the Development of Statistics Roadmap
RS	Rectangular Strategy
SAC	Statistics Advisory Council
SBR	Statistical Business Register
SCC	Statistics Coordinating Committee
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Agency
SITC	Standard International Trade Classification
SITS	Statistics of international trade in services
SL	Statistics Law
SMP	Statistical Master Plan
SNEC	Supreme National Economic Council
SO	Strategic Objective
SPSS	software package for statistical analysis
SQL	Structured Query Language
SSCA	State Secretariat of Civil Aviation
TOR	Terms of Reference
TWG	Technical Working Group
TWG-PPR	Technical Working Group-Planning and Poverty Reduction
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSD	United Nations Statistics Division
USAID	United States Agency for International Development

Chapter 1 Introduction

1.1 Purpose

1.1.1 Concept of a National Strategy for the Development of Statistics (NSDS)⁴

Good statistics providing information about a country's economy and its people, its natural environment and resources are essential for governments to make evidence-informed decisions, develop facts-based policies and strategies across a broad range of development priorities for the benefit of its people. They:

- provide evidence where Government priorities need to be set across sectors, in terms of geography (urban-rural, provinces), and focusing on specific population groups such as children, youth, the elderly, unemployed, the poor;
- provide an objective foundation for any policy, strategy and associated intervention, in the form of benchmarks (describing current situation), as well as targets of what exactly a specific policy and plan are meant to achieve;
- through these benchmarks, and a regular collection of its underlying statistics allow planners and sectoral specialists to monitor progress, and alert policy makers when key indicators are off track, prompt investigation to re-align policy, and adjust programs for better results; and
- last but not least, help ensure that limited resources are utilized in an effective and efficient manner, and highlight where additional resources are needed

Current statistical legislation is very specific about this link between data and the formulation of development plans and implementation, as will be reviewed in more detail. What it lacks are guidelines to help translate, or operationalize laws pertaining to the collection of statistics for specific purposes into desired results. And it is what this very outcome, a *National Strategy for the Development of Statistics*, or *NSDS*, is trying to achieve.

Developing such national strategies is also consistent with the *Second International Roundtable on Managing for Development Results*, held in Marrakech, Morocco, in February 2004. The Marrakech Action Plan for Statistics (MAPS) set a target for all low-income countries to have designed an NSDS with the objective to have high quality, locally produced statistical data to monitor progress towards the achievement of the Millennium Development Goals (MDGs) in 2015.

Likewise, the importance of statistics underpinning sound governance and informed decision making was again emphasized at *the 2011 Fourth High-Level Forum on Aid Effectiveness* in Bussan, Korea, highlighted the importance of “partnerships to implement a global Action Plan for Statistics to enhance capacity for statistics to monitor progress, evaluate

⁴ Excerpts from the draft Road Map for the Federated States of Micronesia NSDS by Gerald Haberkorn, PARIS21 Consultant.

impact, ensure sound, results-focused public sector management, and highlight strategic issues for policy decisions.”

In 2016, the *2030 Agenda for Sustainable Development* calls for a “data revolution” to improve the quality of statistics and information available to people and governments to ensure that “*no one is left behind*”. Considering the Government’s endorsement of, and commitment to achieving the agenda’s Sustainable Development Goals (SDGs), the magnitude of statistical indicators required for benchmarking and monitoring progress dwarfs those of the MDGs, which makes development of an NSDS both timely and essential for Government to fulfil its regular monitoring and reporting commitments.

And most recently in Cape Town in January 2017, *The Cape Town Global Action Plan for Sustainable Development Data* prepared by the High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development call on policy leaders to “*achieve a global pact or alliance that recognizes the funding of NSS modernization efforts is essential to the full implementation of Agenda 2030*”.

1.1.2 Statistical Master Plan (SMP)

The National Statistical System (NSS) operated under the SMP from 2008-2015 which was approved by the SAC in April 2007. The SMP was a medium-term, multi-year strategic development plan for the NSS covering the National Institute of Statistics (NIS), and the designated statistical units (DSUs) in the ministries and institutions (M&Is) including the National Bank of Cambodia (NBC). It provided the strategic blueprint for official statistical activities and related capacity development. It also provided a medium-term financing plan to support the necessary statistical and capacity building activities including external assistance to statistics.

The SMP defined the vision and goals for the NSS through five principles: relevance, integrity, accessibility, professionalism and trust. The SMP aimed for:

1. a coordinated and improved NSS for the Kingdom of Cambodia;
2. a NSS that is timely, relevant, responsive, and respected for its integrity and quality;
3. informed and increased use of official statistics;
4. an active participant in international statistical activities important to the Kingdom of Cambodia and the Southeast Asian region;
5. an institution that encourages learning, innovation, and high performance in all its statistical activities and development;
6. the trust and co-operation of NIS data providers;
7. strong recognition and support of statistics.

The SMP aimed to further strengthen the legal framework and continue building the statistical infrastructure for statistics through resource development and improvement of statistical operations. The work program focused on activities to address the following key priority areas:

1. maintaining key economic and socio-demographic statistics;
2. conducting and improving periodic censuses and surveys;
3. building and maintaining registers for statistical purposes;
4. improving administrative data sources;
5. developing an indicator system;
6. strengthening capacity and systems for data analysis, reporting, and dissemination.

The SMP was also intended to serve as a framework for coordinating development initiatives by NIS and the DSUs in the M&Is as well as for designing technical assistance by Development Partners (DPs).

Considerable achievements were accomplished under the SMP.

1.2 Background ⁵

1.2.1 General Information

Cambodia, officially known as **the Kingdom of Cambodia**, is a country located in the southern portion of the Indochina Peninsula in Southeast Asia. It is 181.035 km² in area, bordered by Thailand to the northwest, Laos to the northeast, Vietnam to the east, and the Gulf of Thailand to the southwest. Cambodia's landscape is characterized by a low-lying central plain that is surrounded by uplands and low mountains and includes the Tonle Sap and the upper reaches of the Mekong River delta. This densely populated plain, which is devoted to wet rice cultivation, is the heartland of Cambodia.

Cambodia is ranked as the nineteenth fastest growing economy in the world according to the World Bank's Global Economic Prospects report (2014). Cambodia is ranked fourth among developing countries of the world in achieving the MDGs according to the Centre for Global Development MDG Progress Index. (2013). The country has managed to sustain high economic growth despite the global economic downturn, to significantly reduce poverty and to improve critical social indicators in health and education⁶.

1.2.2 Development Plans in Government

The Rectangular Strategy (RS) for Growth, Employment, Equity and Efficiency was launched in 2004 and guides the implementation of the economic policy agenda of the Royal Government of Cambodia (RGC). Good governance is the core in the RS. Other parts of the RS are promoting economic growth through agriculture development, rehabilitation and construction of physical infrastructure, private sector development, and capacity building and human resource development.

The Rectangular Strategy (RS) Phase III, September 2013 is a compass to help the government develop effectively, equity, employment, and economic growth. The setting of targets as well as the monitoring of progress towards the attainment of outcomes of the RS

⁵ Cambodia Strategy document. Based on the strategic framework as approved by the Bureau UOS of 15 December 2016.VLIR-UOS, the Flemish Interuniversity Council – University Cooperation for Development.

⁶ European Development Cooperation Strategy for Cambodia 2014-2018.

development goals requires timely and accessible good quality statistical information which the NSS is expected to deliver.

The National Strategic Development Plan (NSDP) was prepared as a planning document for the RGC to implement the vision set out in the RS. The indicators in the NSDP are the key determinants of information in order to describe the current situation and the way forward to develop the Cambodian society according to the millennium goals.

Coordinated statistics and indicators of high quality are of great importance for the politicians when it comes to leading the way to sustainable growth and well-being for the Cambodian society. The NSDS becomes important when it comes to the description of needed information and to point out on which surveys and censuses it should be based. It also points out the limitations to fulfil the statistics planned due to user needs as there is a huge financing gap in government funding.

The main actors in the NSS are NIS and the M&Is and the NBC. Some of the ministries make a five-year plan for their business and operations. However, the plan often reflects higher ambitions than what the limited resources, both personal and financial, can handle. There is limited coordination between the different line ministries' long and short term plans. This has to be improved in order to produce statistics in a more resource efficient way.

The Ministry of Planning (MOP) is responsible for the NSDP and NIS for the statistics in the yearly follow up.

Chapter 2 **Assessment of the National Statistical System**

2.1 National Statistical System

2.1.1 Brief history of the NSS

Statistical data collection in Cambodia has had a long history dating back in the 1800s. However, it was only in 1948 when the NSS started to really take shape. The NSS has undergone transformations due to political, economic, and social circumstances in the succeeding years. During the period of Democratic Kampuchea (1975-79), existing statistical activities were dismantled. Afterwards in 1979, the Department of Statistics was established (with no trained statisticians) under the Ministry of Finance, and was transferred to the MOP in 1981. The department was then renamed the NIS in 1994 and given the status of a Directorate General of the MOP in 1997.

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 subnational 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” (Article 4). At the core of the system is an official statistical policy-making body and primary data collection agency (the NIS). The statistical bureaus and sections within the planning and statistics departments of the M&Is of the RGC along with the statistical bureaus in the planning offices in the municipalities, provinces, districts, and khans comprise the rest of the system. The NSS has adopted a decentralized structure where statistical programs are administered and operated by different government ministries and institutions. In practice, this includes 29 institutions; the NIS and DSUs of M&Is (NIS, 27 ministries, government institutions and the NBC), all producing designated official statistics, which constitutes a very decentralized NSS.

Some data come from administrative systems and others, from statistical enquiries. Much of this information is used as a basis for policy and programme formulation, planning and monitoring, research and analysis. The central institution in the NSS is the NIS in MOP. Other key ministries for economic, social, demographic and environment statistics are the Ministries of Agriculture, Forestry and Fisheries (MAFF); Economy and Finance (MEF); Education, Youth and Sport (MOEYS); Health (MOH); Planning (MOP), Commerce (MOC) and Tourism (MOT). Other ministries and institutions also collect, use and provide statistical information and form part of the NSS. The other major institution involved in the production and use of economic statistics is National Bank of Cambodia (NBC).

2.1.2 National Institute of Statistics

Within the above described framework and the Statistics Law the NIS is the official statistical policy-making body, coordinator and major statistical data producer.

The tasks of the NIS are quite well defined in the Statistics Law of 2015, as follows:

- conduct censuses (Population, Agricultural, and Economic) - (in cooperation with relevant institutions (Article 7);
- establish a register of businesses or sampling frame for household surveys to be updated and maintained on an annual basis (Article 10);
- establish a directory of administrative and statistical data sources to be updated and maintained on an annual basis; (Article 11);
- collect, process compile analyzing, publish and disseminate basic data by conducting censuses and surveys and utilizing administrative data sources (Article 12);
- compile national accounts and price indexes, as well as economic, environmental and socio-demographic indicators (Article 12);
- make official statistical policies in establishing an integrated NSS, encompassing all designated official statistics and statistical organizational units within M&Is (Article 14); and
- publish and disseminate the statistics data they produce to all users, publishing a Statistical Yearbook, and maintain data banks containing aggregated data accessible through internet by the public at large (Article 23).

In these tasks the NIS is required to (Article 15):

- implement co-ordination mechanisms to ensure an effective and efficient management of the NSS;
- co-ordinate statistical development activities, including training, with the M&Is of the RGC, and the private sector, at the national and subnational level;
- engage in co-operative arrangements on statistics with international organizations, other national statistical offices, and other private institutions in accordance with prevailing legislation; and
- establish national statistical standards pertaining to classifications, concepts, definitions, and statistical units.

The NIS is required to provide an annual report on the NSS to the Ministry of Planning (MOP) which in turn reports annually to the Council of Ministers⁷. This annual reporting to the MOP is not well up to date; the report for 2015 is dated December 2016.

In the 2015 update of the Statistical Law, the DG of NIS is accorded the title “*Chief Statistician of the Kingdom of Cambodia*” (Article 19), a development that puts the DG in a position to speak authoritatively for statistics at the highest levels of government (this is also relevant to the issue of the Independence of the NIS).

⁷ Sub-decree on Organization and Functioning of the NSS, Article 10.

Currently, the NIS has full independence on technical matters. It has increased independence on financial management matters but still lacks independence in two important areas: prioritization of statistical activities, and administration and human resource development.

The NIS has technical independence and full latitude to independently arrive at its own technical conclusions through the use of professional methods, as is fully supported in the Statistics Law 2015 (Article 5). Official statistics are not accessible to the RGC prior to release and dissemination is done simultaneously for all data users. The Statistics Law 2015 entitles the DG of the NIS to comment on erroneous interpretations and misuses of statistics, whatever person or institution be at their origin (Article 28), which is a significant indicator of the technical independence of the NIS. However, the NIS rarely takes such steps; one reason for this is the NIS's capacity to undertake such a role. The NIS is not yet in the position to announce substantial Advanced Release Calendars, one of the key measures of technical independence, because it lacks adequate capacity and control over the timing for data release. However, NIS does provide information on the expected release dates of CPI and national accounts. NIS has a planned schedule for each publication from census/survey, for instance: e.g. CSES results should be published (in a workshop) about ten months after data collection is completed. Also planned release dates are included in the annual plan of NIS. Invitation letters/notifications are sent out 1-2 weeks in advance of the Workshops.

The introduction of program budgeting in the national budget in 2017, including the budget for statistics, represents a big step towards financial independence for the NIS. This initiative will allow NIS to request its own budget and have control over its expenditures including reallocation of expenditures (within budgetary rules).

The DG of NIS has authority to reassign staff within the NIS office and can assign them to work in provincial offices but with approval of the MOP. Options for managing statistical staff, such as certification for statistical skill levels with rewards for each level, are not available to NIS.

2.1.3 Designated Statistical Units

Also within the above described framework, the Statistics Law and the Sub-decree on Designated Official Statistics, the DSUs in the M&Is carry out specific sectoral data collection activities and provide designated subject matter statistics. The system of designated statistics is considered a vital mechanism for ensuring the comprehensive and inclusive nature of the NSS.

Under the Statistics Law 2015 the DSUs are required to:

- collect sectoral data either independently or in cooperation with the NIS by conducting surveys and collecting statistics data from administrative records ARs (Article 13); and
- publish and disseminate the statistical data they produce to all users (Article 23a).

The Sub-decree on Designated Official Statistics has mandated M&Is to serve the statistical information requirements of policymakers, decision makers, and researchers in the wider national and international communities (Article 2); the Sub-decree specifies which

statistics are to be collected, compiled, analyzed, published and disseminated by each of the DSUs (Article 6); the Sub-decree also specifies the range of data sources that the DSUs are entitled to use namely: administrative data or sectoral survey data which are collected by ministries, government institutions, non-government organizations, associations and civil society; capital, provincial, municipal, district, khan, commune, and sangkat data; and data released by the NIS (Article 7).

This legal framework gives the DSUs clarity in their responsibilities and gives them wide authority in data collection for statistical purposes. The Minister of an M&I typically approves the statistics prior to their publication.

As highlighted in the MTR, there are significant challenges in the production of designated official statistics especially by the M&Is. 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 M&Is have a good administrative data system while in many others internal coordination between the DSU and statistics producing components of operational units is deemed weak.

Many of the DSUs lack adequate budget and 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. The Royal Government is in the process of organizing salary reform, both at the National Institute of Statistics and other government officials as well as statisticians at other designated statistical units. The Royal Government is in the process of salary reform, both at the NIS and other government officials as well as other statistical workers in the DSUs.

Currently, M&Is receive technical assistance from Development Partners in terms of technical advisory services and training.

2.2 Assessments of the NSS

2.2.1 History of Assessments

Key to the assessment are the findings and recommendations of the Statistical Master Plan for Cambodia Midterm Review, November, 2012 (MTR), the Peer Review of Cambodia's National Statistical System June, 2015 (Peer Review), and the National Strategy for the Development of Statistics Roadmap, February 2016 (Roadmap).

There have also been focused assessments of statistics that are of specific importance to 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. There are other assessments: "Enhancing national statistical capacity to measure, monitor, assess and report on progress on achieving post-2015 goals and targets for sustainable development (in Cambodia)" United Nations Statistics Division and National Institute of Statistics, First report on mission 9-15 November, 2015 and Second report on mission 9-13 May, 2016 (UNSD/NIS SDG indicators Report). The FIDES Services Cambodia, Assessment of the internal operational, financial management and procurement control system of NIS (March 2017) (FIDES Report) and the PARIS21/NIS Country Report

on Support to Statistics Cambodia May 2017 (CRESS), and the Strengthening of economic statistics capacity as reported in the minutes of the Statistical Coordinating Committee (SCC) (4 April, 2017) (SCC Minutes, 4 April 2017).

2.2.2 Midterm Review

The most extensive assessment was the MTR; it revealed several accomplishments during the period in review. Notable achievements included:

- 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 conduct⁸ 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 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 Cambodian Millennium Development Goals (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 need 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 prioritized 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 should be explored.
- b. While the legal framework has strengthened the role and functioning of the NIS, there are areas that need to be 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.

⁸ ASEAN Community Statistical System Code of Practice, 27 September 2012.

- d. There are continuing efforts in instituting quality standards and increasing Information and Communication Technology (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 coordinated and integrated for more sustainable capacity building of the national statistical system.
- f. There is need to improve coordination 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 prioritization of statistical activities in the SMP among the data producers and users.
- j. More concrete and institutionalized mechanisms for coordinating 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 optimized and utilized to address the most critical data and capacity gaps.

The above findings reaffirm some conclusions from the most recent assessments, namely the UNSD/NIS SDG Indicators Report, Country Report on Support to Statistics (CRESS), and Statistical Coordination Committee Minutes of 4 April 2017.

2.3 Strategic Analysis of the NSS and Development Needs

This sectoral assessment of social, economic and natural resource statistics is one of two phases covered in this Project⁹. The other is the formulation of the NSS, which will be built upon the results of this assessment.

The analysis is composed of the following reviews and assessments:

1. the sectoral statistical system, with a focus on existing data collection and information management systems, and availability of statistical indicators required for evidence-based decision making and the monitoring of development progress.
2. governance structures including legal, institutional and organizational setup and recommendations for improvement, if necessary.
3. staffing and skills, and development of a training plan.

⁹ Sectoral assessment of social, economic and natural resource statistics and the Formulation of National Strategy for the Development of Statistics in Cambodia is one of three components under Enhancement of Poverty Analysis Capacity Project EPACP/2016/CF/001 Grant No. TF0A0113.

4. statistical infrastructure including the quality and use of appropriate sampling frames and sample methodology, geographical information systems, use of information and communication technology etc.
5. quality and availability of key indicators in the main statistical domains.
6. past and on-going activities of donor agencies in building statistical capacity and their impact on statistical capacity building (SCB) and learning.

The following sections highlight the findings and recommendations on how to address the statistical challenges towards improvement of existing sectoral databases and information management systems in the sector.

2.3.1 Meeting User Needs

Major statistical activities coupled with other undertakings have broadly contributed to considerable development in the NSS. Accordingly, the current statistics situation has improved substantially compared with the situation at the beginning of the SMP.

Statistics and Indicators

The major data and indicators produced in Cambodia now include national accounts, consumer and producer price indexes, agricultural production, tourism, demography, births and deaths at national and sub-national levels, employment, labour force, social and poverty statistics, and population-based data for education and health. Data is also collected for the balance of payments, international trade in goods and services, and the international investment position. Sectoral data is collected for education, health, industry, construction, transportation and investment.

While economic, environmental and financial statistics, including the national accounts, balance of payments, and IMTS, 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.

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 M&Is.

Censuses and Surveys

Statistical outputs from the major censuses and surveys are produced for all the domains of statistics covered by the NIS. The M&Is also produce statistical outputs covering their domains as stand-alone products (mainly annual but some quarterly and monthly) or components of the Annual Reports of the M&Is.

Several major censuses were conducted in the last 10 years. In 2008 the NIS organized the General Population Census (GPC). In a historic first, it conducted the Economic Census in 2011. In 2013, it conducted its first ever Census of Agriculture.

Large-scale surveys have been conducted by NIS and the M&Is including¹⁰ :

Survey	Conducted in/by
Cambodia Inter-censal Population Survey	2004, 2013
Cambodia Inter-censal Economic Survey	2014
Cambodia Socio-Economic Survey	Annually since 2007. In 2014, with expanded scope and coverage
Cambodia Demographic and Health Survey	2005, 2010, 2015. With MOH
Labour Force and Child labour Survey (2012)	2012
Nationwide Establishment Listing (2009)	2009
School to Work Transition Survey (2012, 2014)	2012, 2014
Surveys on Agriculture (livestock, crop cutting, abattoirs, grain mills, crop yields, cost of production, agricultural marketing prices)	Ministry of Agriculture, Forestry and Fisheries (MAFF)
Violence against Children	2013. MOH
Baseline survey on civil registration	Ministry of Interior (MoInt)
Foreign Direct Investment Survey	NBC

Although examples of surveys by M&Is are listed above, in general the M&Is do not conduct surveys but utilize administrative records (ARs).

Survey results are generally maintained in databases. Microdata from surveys are disseminated through the National Data Archive (NADA)¹¹.

Administrative Records (ARs)

The NIS and the M&Is have access to ARs for statistical purposes as specified in Articles 6, 11 and 12 of the Statistics Law 2015. ARs and management information systems (MIS) have been exploited for the production of statistics but to different extents by the NIS and the M&Is. NIS uses very few ARs directly and relies principally on censuses and surveys, but it also relies on statistics from the M&Is which are primarily based on ARs and management information systems (MISs).

Examples of ARs used by M&Is and statistics based on ARs and M&Is include:

Statistics from Administrative Records	Sources
Annual Reports	Ministries of Culture and Fine Arts (MCFA), Social Affairs, Veterans and Youth Rehabilitation (MOSVY), Labour and Vocational Training (MLVT), Cults and Religion (MCR)
Reports on agricultural production	MAFF
List of all broadcasters, media	Ministry of Information
Construction statistics based on permits issued and reports of value of construction for Certificate of Occupancy purposes	Ministry of Land Management, Urban Planning and Construction (MLMUC)

¹⁰ Description of and comments on many surveys are contained in the 1st UNSD/NIS SDG Indicators Report.

¹¹ <http://nada-nis.gov.kh/index.php/home> NADA is a web-based repository system on the survey data generated by the NIS in Cambodia. It was developed to preserve, systematically store and retrieve statistical data including survey records and their methodology, concepts and other metadata.

Number of employees, including number of women, capital	Ministry of Industry and Handicrafts (MIH)
Company profiles, number of employees, imports and exports	Ministry of Commerce (MOC)
Annual Education Statistics and Indicators	Ministry of Education, Youth and Sports (MOEYS)
Annual Health Statistics	MOH
Orphans and vulnerable children in residential care centers	MOSVY
Civil servants in management positions	Ministry of Women's Affairs (MOWA)
Customs data, tourism data, commercial bank data	NBC

The MOEYS Education Management Information System and the MOH National Health Information System are major contributors to statistics production.

Senior staff members of the NIS consider that the ARs and MISs that are available to M&Is tend towards inadequate to support the preparation of good quality statistics. Some issues identified include: the ARs used in the M&Is may not be coordinated with NIS needs; there is a lack of qualified staff working with ARs; training is needed by NIS and M&I staff on the use of ARs for statistical purposes. The statistical arrangements in some M&Is need improvement. Limitation of budgets affects the utilization of available ARs.

“Big data”¹² is emerging as an additional source for official statistics. It is being officially recognized as an essential source in the context of SDG indicators. Senior staff of the NIS are aware of this potential source and are keeping aware of developments.

In 2013, the NIS set up a Department of Sub-National Statistics to compile ARs at the sub-national level. Among the AR sources in Cambodia is the Commune Database (CDB), which assembles socioeconomic data from the more than 1,600 communes in the country. The reliability and consistency of the CDB data with CSES results is an issue. The NIS could play a useful role in the maintenance and improvement of this database.

NSDP, SDG, CMDG, ASEAN

Cambodia was 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. Beginning in 2010, the government made an annual assessment of progress in achieving the CMDGs. The 2013 report¹³ included a discussion of the status of the CMDGs at the subnational level which helped to highlight inequalities in achieving the goals and targets throughout the country. The MTR confirmed that more than two-thirds of the CMDG indicators had at least two data points between 1990 and 2011 which was better than most countries. The

¹² [https://unstats.un.org/unsd/bigdata/conferences/2016/The daily use of mobile phones and social media, as well as the routine checking of equipment, such as cars or home appliances, generate continuous streams of electronic data. These data sources, commonly referred to as Big Data, can potentially be used in the compilation of official statistics for the purpose of evidence-based decision making. The UN Statistical Commission therefore established a Global Working Group \(GWG\) in 2014, which was mandated to provide strategic vision, direction and coordination on the use of Big Data for Official Statistics. The GWG promotes the practical use of Big Data, capacity building and sharing experiences, while finding solutions for the associated challenges.](https://unstats.un.org/unsd/bigdata/conferences/2016/The%20daily%20use%20of%20mobile%20phones%20and%20social%20media,%20as%20well%20as%20the%20routine%20checking%20of%20equipment,%20such%20as%20cars%20or%20home%20appliances,%20generate%20continuous%20streams%20of%20electronic%20data.%20These%20data%20sources,%20commonly%20referred%20to%20as%20Big%20Data,%20can%20potentially%20be%20used%20in%20the%20compilation%20of%20official%20statistics%20for%20the%20purpose%20of%20evidence-based%20decision%20making.%20The%20UN%20Statistical%20Commission%20therefore%20established%20a%20Global%20Working%20Group%20(GWG)%20in%202014,%20which%20was%20mandated%20to%20provide%20strategic%20vision,%20direction%20and%20coordination%20on%20the%20use%20of%20Big%20Data%20for%20Official%20Statistics.%20The%20GWG%20promotes%20the%20practical%20use%20of%20Big%20Data,%20capacity%20building%20and%20sharing%20experiences,%20while%20finding%20solutions%20for%20the%20associated%20challenges.)

¹³ Annual Progress Report 2013: Achieving Cambodia's Millennium Development Goals, Ministry of Planning, April 2014.

final report on the CMDGs contained a rich array of the indicators required for monitoring achievement of the CMDGs.

The SDGs may prove to be a much bigger challenge for Cambodia with their wider scope. With 17 goals and 169 targets, as officially adopted by the United Nations 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 NSS. At this time 203 out of the 230 adopted indicators have been found applicable to Cambodia¹⁴. At the same time Cambodia is in the process of localizing the SDGs to suit its own priority development requirements which may add to the number of indicators.

An assessment of the capacity to compile 144 of these indicators concluded that 44 or 31 percent are either compiled already or were easily feasible (this represents 22 percent of the 203 applicable indicators¹⁵), another 71 were feasible with a strong effort and another 29 were not feasible even with a strong effort¹⁶.

The high degree of decentralization of the NSS makes coordination of statistical data production within ministries and between national and provincial offices as one of the central challenges for the NIS to lead in the statistical work and development for the compilation of the SDG indicators.

Special attention should be given at the sub-national level (provinces and districts). Subnational statistics are required for subnational development planning and are emphasized in the SDG indicators in the context of “leaving no one behind”.

Currently, the data regularly provided to the ASEAN Statistics Division (ASEANstats) include IMTS collected by the General Department of Customs and Excise (GDCE) in the Ministry of Economy and Finance (MEF), SITS and FDIS collected in collaboration with the Balance of Payments Statistics Division of the NBC, among others. Involved agencies in the NSS are supported by Development Partners to enhance data quality, timeliness and comparability of these statistics which are crucial to the monitoring and assessment of ASEAN’s integration measures.

Quality

Statistical standards and methods currently implemented in the NSS are continuously updated but it remains a challenge to adapt to all changes and recommendations.

As a principle the NSS makes every effort to adopt international standards, classifications and methodological frameworks. Those that are currently adopted in the NSS include the 1993 System of National Accounts (partially implemented) (NIS), International

¹⁴ UNSD/NIS SDG Indicator Report, November 2015 and May 2016.

¹⁵ Assuming that (i) some 10 of the 59 indicators which were not assessed might be easily feasible and (ii) say 10 percent (7) of the 71 indicators, which are feasible with a strong effort, might become available (depending on how strong the effort to compile them will be), some 61 indicators or 30 percent of the applicable 203 indicators might be produced in the short to medium term.

¹⁶ A later assessment reported in the minutes of the TWG-PPR Technical Sub-group for Data for Development on 25 November 2016 indicated that for 145 indicators assessed there were 21 compiled or data sufficient for their compilation are available, 38 for which the indicator is not compiled but some relevant data are available and 86 for which no relevant data are available. These convert to 29 percent of the applicable indicators being compiled or data sufficient for their compilation are available or the indicator is not compiled but some relevant data are available.

Standard Industrial Classification Rev 4. (ISIC4)¹⁷(NIS, MIH), the Food and Agriculture Organization of the United Nations (FAO) Manual (MAFF); Government Finance Statistics Manual of the IMF (MEF), International Standard Classification of Occupations (ISCO-88), Standard International Trade Classification (SITC), International Standard Classification of Education (ISCED), and Fifth Edition of the Balance of Payments Manual of the IMF (NBC).

Internal guidelines to ensure data quality have been prepared to support the conduct of censuses sponsored by Development Partners. Such guidelines were prepared with the assistance of the Japan International Cooperation Agency (JICA) for the 2008 GPC and the 2011 Economic Census and are unique to the specific activity. However, the NIS does not undertake periodic quality checks of statistics (except in special cases) due to limited availability of staff and the necessary skills of NIS staff to undertake such activities as well as the other demands for expert staff.

Cambodia joined its ASEAN counterparts in endorsing the ACSS Code of Practice in September 2012 and is currently implementing it.

Users who were consulted said they were not aware of any discrepancies/conflicts between figures published by NIS and other producers. NIS staff indicated differences in population statistics from different sources including NIS and MoInt. NBC reports differences between NBC and NIS figures on imports and exports.

NIS senior staff have rated the NIS statistics very good to adequate on seven elements of quality as follows: sound methodology applied; appropriate statistical procedures in collection, validation, processing etc.; consistency with other statistics; accuracy and reliability; timeliness and punctuality; Dissemination (Accessibility) and clarity; and statistics are what users want and meet their needs.

The various efforts under way towards improving quality should be supplemented by the development and implementation of a comprehensive Quality Assurance Framework.

Metadata for censuses and surveys is published in the reports of the surveys and on the NADA website. Metadata is published with the CPI and national accounts, in CAMInfo and in a very limited way in the NIS Statistical Yearbooks. Senior staff rate the metadata as Adequate to Inadequate.

The Statistics Law requires the NIS to establish a directory of administrative and statistical data sources (Article 11) along with effective maintenance and updating¹⁸; DSUs are to collect sectoral data either independently or in cooperation with the NIS (Article 13). This Directory has not been established but it would be a valuable tool to support the further development of ARs to fill data gaps and would contribute to improved coordination of statistical activities.

The Sub-Decree on Designated Official Statistics requires: (i) DSUs to register their administrative data collections, censuses and surveys with the NIS and keep the registration up to date (Article 8); (ii) the MOP to review plans for administrative data collection and censuses

¹⁷ The Cambodian Standard Industrial Classification 2012 is based on ISIC.

¹⁸ Sub-decree on the Organization and Functioning of the NSS, Article 20. and Sub-decree on Designated Statistical Units Article 12.

and surveys and eliminate duplication (Article 9); (iii) the MOP to submit a list of all existing administrative data collections, and censuses and surveys to the Council of Ministers and update it every year to include new collections (Article 10); (iv) DSUs to submit all information and statistical data produced in electronic and paper form to the NIS (Article 11); and (v) NIS to establish and maintain a directory of administrative and statistical data sources and a metadata directory (Article 12). These requirements however are not implemented.

Manuals or guides exist for surveys and other statistical operations including the CPI; sometimes the manuals are not clear or complete. Metadata guidelines are not in place; however, metadata for censuses and surveys is published in the reports of the censuses and surveys and metadata is published with the CPI and national accounts and in CAMInfo.

The NIS maintains an accessible field organization for surveys at the provincial level. The quality of these elements of infrastructure is rated between Very Good and Adequate by senior NIS staff.

Confidentiality

The Statistics Law includes a provision for ensuring the confidentiality of all individual information obtained from respondents (by NIS and the DSUs) and requires that information collected under the Statistics Law is to be used only for statistical purposes (Article 30). It specifies penalties for violators (Article 34). The Sub-decree on Organization and Functioning of the NSS requires that officers executing statistical works shall sign a contract to ensure inter alia the confidentiality of individual data and its use only for statistical purposes (Article 24). These are strong provisions for confidentiality.

Article 27 of the Statistics Law allows users to access micro-data for research purposes but under conditions that prevent direct or indirect identification of individual physical persons or companies, enterprises and institutions. The terms of use require data users to sign a standard agreement with the MOP to protect data sets provided for research purposes. (<http://nadanis.gov.kh/index.php/home>).

According to provincial staff closely associated with data collection from respondents, the majority of respondents trust in the maintenance of confidentiality of the statistical work.

Statistical Registers

The accuracy of surveys depends on an authoritative list of the population units to be sampled, as in a business and/or household register. With funding from the Asian Development Bank (ADB), the NIS began to explore the opportunities for using ARs for developing a Statistical Business Register (SBR) in 2014. Access to tax registry data is restricted despite it being a good reference to build a SBR for Cambodia. A questionnaire was developed by using data from the Cambodia Economic Census of 2011. A workshop was organized with relevant M&Is, especially, General Directorate of Taxation of the MEF (February 2017), which has also been requested to provide more data.

A households register exists based on the GPC of 2008 and updated by a special study in 2013. It is used for sample surveys.

2.3.2 Statistics in National Development Policy

The current development agenda of the government is guided by the Rectangular Strategy (RS) for Growth, Employment, Equity and Efficiency Phase III, September 2013. The RS is supplemented by the National Strategic Development Plan (NSDP) 2014-2018 (July 2014). The NSDP 2014-2018 relies heavily and increasingly on a set of statistical indicators, utilizing 73 core indicators, of which 26 are from NIS surveys. An additional 82 indicators are identified; however, none of these are from NIS surveys. The previous national development plan for 2009-2013 also made use of statistics and a few core indicators but the list was much less extensive than for the 2014-2018 plan.

Statistics is mentioned in various places in the NSDP 2014-2018 but there is no focused discussion on the need to build statistical capacity at the NIS and the M&Is. The most extensive discussion concerns MOP's plans to develop a national Monitoring and Evaluation (M&E) system for the NSDP. There is also some discussion of the need to raise statistical capacity in all ministries. However, the NIS, as the focal agency on statistics, is not mentioned in the context of either an M&E system or building statistical capacity. This is an unfortunate omission, as the foundation of a good M&E system is a strong NSS under NIS leadership.

The RGC has increasingly relied on statistics, especially coming from the NIS, for its planning and monitoring activities as indicated in its commitment to international and regional agreements such as MDG and SDG monitoring and the compilation of ASEAN indicators. However, the RGC has not yet focused on statistical development as an important national objective that could be better reflected in the NSDP and national budget, especially with the implementation of the global agenda on sustainable development now under way.

2.3.3 Legal and Institutional Framework

Under the Sub-decree on Organization and Functioning of the NSS the NIS is headed by a DG who is appointed by Royal Decree. The DG is mandated to lead and control the organization and functioning of the NIS and the NSS (Article 7). Assisting the DG are twelve Deputy Directors General (DDGs) 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 sub-national statistics. Each department has 4-5 bureaus that undertake specific functional areas including administrative, human resource management and development, and statistical operations. Formal descriptions of the roles and responsibilities of the various organizational units exist.

Having 12 DDGs assigned across 8 Departments makes the staffing structure noticeably top-heavy; having two DDGs at the top of some Departments seems unnecessary. While it seems appropriate to have a DDG at the head of each Department the other four DDGs might serve the NIS better with special (continuing) assignments advising the DG on issues such as

dissemination, expanded exploitation of ARs throughout the NSS, quality assurance and other issues.

It is noted that there is no organizational unit with specific responsibility for dissemination; such responsibility could be added to the Statistical Policies and Cooperation Department or the Information and Communication Technology Department (technology will be an increasing element of dissemination); alternatively, overall responsibility for dissemination could be assigned to one of the DDGs as a special portfolio.

The Data User Service Center Bureau could also be placed under one of the above-mentioned Departments as its coverage is far broader than is appropriate for its current location under the Demography Statistics, Census and Survey Department. The location of responsibility for CAMInfo under the HR Management and CAMInfo Bureau seems illogical; location under ICT or along with dissemination as described above may be more appropriate.

The NIS has a number of good management practices in place. The NIS has a four-year Strategic Plan (2014-2018) which has been published as part of the MOP Strategic Plan¹⁹ and is available on the MOP website. The NIS has an annual work plan that is part of the larger work plan for the MOP; this Plan was published for 2016²⁰ but not (so far) for 2017. The NIS has published an annual report on the NSS since 2010 and makes it publicly available on the NIS website²¹. The latest report is for 2015 published December 2016 (but not yet uploaded to the NIS website). The NSS also functioned under the SMP 2008-2015 which was an effective management tool. The fact that these plans have been made publicly available is positive in that they provide transparency in the operations of the NIS, publicity for statistical activities, and a basis for public accountability and review.

Organizational Structure in Line Ministries and Institutions

The M&Is are required to establish statistical units within their organizations for statistical purposes (Article 18 of the Statistics Law). The Sub-decree on Designated Official Statistics (Article 4) requires that M&Is should establish centralized statistical units to be responsible for producing designated official statistics. The actual dominant organizational structure in place involves the existence of a “central” statistics unit but with some statistics also being produced in some operational departments. There are some ministries without a “central” statistics unit (MoInt, MLMUC, MOE) and the statistics are produced in operational departments. Some specific examples are: the Department of Agriculture Statistics of the MAFF collects and compiles statistics on crop production, but data on forestry, fisheries and livestock are collected, compiled and disseminated by different departments of the MAFF. The Education Management Information System Department of MOEYS collects, compiles and disseminates only education statistics on pre-school, primary and secondary education while statistics on formal and higher education is not under its directly responsibility. The NBC has a Statistics Department responsible for all statistics of the NBC.

¹⁹ Ministry of Planning Strategic Plan Update 2014-2018, January 2014.

²⁰ Annual Operational Plan 2016 of the Ministry of Planning Strategic Plan (MPSP), 2014-18.

²¹ Most recently, Annual Report 2015, The National Statistical System in Cambodia, published December 2016.

These variations in statistical organization exist despite the intention set out in the Statistics Law and the Sub-decree on Designated Official Statistics. Full implementation of the intent of the Law and Sub-decree would be advantageous.

Such structures as are in place in many M&Is lead to perpetuating of the so called “stove-piping” of the statistical process thus creating inefficiencies within the M&Is themselves and hamper coordination of functioning of the NSS as NIS does not have a single point of contact in some M&Is and has to interact with their various units in the normal course of business such as to obtain the designated data or to discuss/clarify metadata issues. Coordination of statistics within the M&Is is important.

The MTR observed that good institutional working arrangements for certain statistical sectors had been introduced. Further improvements occurred after 2012 and more are in the planning stage e.g. the MOE is considering establishing a “central” statistics unit.

Coordination

The Statistics Law devotes a full Chapter to coordination and cooperation (Chapter IV, Articles 14 to 19). It gives the NIS responsibility for making policies in establishing an integrated NSS, responsibility for coordination relating to effective and efficient management of the NSS, statistical development including training, arrangements with international organizations and other institutions, and national statistical standards pertaining to classifications, concepts, definitions and statistical units. The Chapter established the SAC and SCC, requires DSUs to establish statistical units, gives the DG of the NIS the title of Chief Statistician of the Kingdom of Cambodia and requires DSUs to submit the statistical data that they produce to the NIS.

Coordination is carried largely through the SAC (most recent meeting 13 July 2017), the SCC (most recent meeting 20 December 2017) and the TWG-PPR Technical Sub-group on Data for Development (most recent meeting 23 April 2018). The NIS is Secretariat to the SAC. The DG of the NIS is Chair of the SCC and therefore has good access to all the M&Is at appropriate levels, as members of the Committee. This provides opportunity for the NIS to strengthen collaboration on the whole range of coordination issues. There are also consultative meetings with data users/stakeholders/Development Partners for every census and survey undertaken by NIS e.g. the latest one was the 19 April 2018 on the GPCC 2019. Other meetings with institutions of the NSS are held as necessary. The NIS produces an annual report on the NSS.

Funding

Based on the new Statistics Law, there should be a budget line for implementing the economic activities by each M&I including capacity building and small research. When this is implemented improvements can be expected to occur.

The Statistics Law 2015 provides for improved procedures for funding statistics, specifically statistics units within M&Is are to prepare action plans of their statistical activities and annually prepare a budget plan to be included in the Budget Package of the concerned

ministry or institution (Article 21). When implemented, this will improve the overall situation of budget support for statistics in the M&Is.

2.3.4 Human Resources

As of 2011, there were 625 statistical staff available to the NIS- 313 in the NIS and 315 in MOP Provincial Planning Offices and districts. In the M&Is there were around 290 statistical staff based in the DSUs and 910 provincial planning and statistical staff.

As of 2016 there were 1,073 statistical staff available to the NIS – 315 in the NIS (208 males and 107 females) and 758 in MOP Provincial Planning Offices and districts. The Provincial Planning Offices have a Deputy Director in charge of Planning and Statistics and a Bureau Chief in the Statistics Bureau. In addition, there are some planning and statistics staff at district level. In the M&Is there were 371 statistical staff based in the DSUs (including 99 females) and no available data on the provincial planning and statistical staff.

In 2016, around 74 percent of NIS staff held bachelor's or higher degrees. For the M&Is the percentage ranged from 40 percent to 100 percent with an average of around 73 percent.

The MTR noted that the low salary levels of statistical personnel continued to be a difficult problem and one that needed to be addressed if the NSS were to be more efficient and responsive to expanding data demands. Fortunately, government salaries have risen about 20 percent per year in the past few years²²; levels are still under review with efforts in place to improve them further. However, salary rates remain relatively low and are among the lowest in the ASEAN region.

Motivation for learning was likewise not very strong; it could increase if graduates with tested and proven statistical skills were certified as having reached a certain level of proficiency and received some form of salary supplement. However, the NIS currently lacks the authority to establish such independent incentive systems.

Other management practices in place include: all staff have job descriptions and staff performance reviews are held every two years. The practice of reviews every two years could be improved to annual reviews. The NIS has developed a human resource development plan, but it has not been implemented. Management and leadership training are not given significant attention.

Training and Capacity Building

The MTR noted an increased number of training and technical assistance for M&Is. It also noted that gaps in technical skills remain even in NIS but the gaps are wider in the ministries. It recommended that training activities be better coordinated and integrated for more sustainable capacity building of the NSS.

²² One of the critical issues besetting the NSS has been the persistently low salaries for government personnel, which has implications on staff performance. Because of this, many statistical staff take on extra jobs after office hours. Until around 2012, Development Partners implemented a program for topping off salaries of top officials in all agencies so that the officials would be motivated to focus on their work while avoiding competition between donors. A similar top-off scheme was then adopted by the RGC benefitting about 70 staff, which was continued during 2012 and 2013 but was ended in conjunction with broad increases in government salaries.

The MOP operates a training centre and offers a two-year joint program in planning and statistics. The students are prospective and new MOP employees; they undergo two years of mixed training. Statistics account for about 60 percent of the curriculum for students who specialize in statistics. The MOP program covers an introduction to statistics for entry-level employees, statistical theory, economic statistics, model surveys, the CPI, national accounts and statistics for industry, construction and transportation, but does not cover important areas such as elementary statistics, demography, and statistical software (SPSS²³, STATA²⁴ and software using SAS²⁵). About 40-50 percent of current NIS employees have completed the program. This is the only ongoing program of statistics study in Cambodia. SIDA has also sponsored statistical training for MOP staff at the provincial level, in the Khmer language and this is expected to continue in the extended SIDA project.

Statistics is not yet being offered in any of the colleges or universities in Cambodia as an undergraduate or post-graduate degree program. However, in October 2015, MOP and NIS management reached an agreement with a Korean university about expanding the Department of Mathematics of the Royal University of Phnom Penh to the Department of Mathematics and Statistics in the near future, with the assistance of the Korea International Cooperation Agency (KOICA). This agreement is intended to alleviate the lack of statistical skills. The agreement, while still in place, has not been implemented yet.

National Institute of Statistics (NIS)

However, senior staff of NIS have rated NIS staff as largely adequately trained for the work they are currently doing. Over the years some NIS employees, including ones who now hold high positions in the NIS, have participated in short and long-term statistical capacity building opportunities to advance their knowledge and skills through:

- Post-graduate degrees in statistics or related courses offered abroad (through scholarship or institutional exchange programs funded by the some Development Partners). In the late 1990's and 2000's, eight NIS staff studied statistics courses in the Philippines and earned their Master's degrees. They have remained at NIS and now constitute the intellectual leadership of NIS;
- Diploma or non-degree training programs offered by international training institutions (e.g., IMF, SIAP, the University of Calcutta, the Governments of India, Japan, Sweden and Vietnam); and
- Training courses conducted in-house related to major statistical activities (e.g., on censuses and surveys).

Staff members have received overseas training at international seminars, workshops, and meetings through the assistance of Development Partners. Also, statistics training has been provided by Development Partners on thematic/sector-specific concerns, data analysis and use of data for sector planning and management.

²³ SPSS is a software package for statistical analysis.

²⁴ Stata is a general-purpose statistical software package.

²⁵ SAS is a software suite for advanced analytics, multivariate analyses, business intelligence, data management, and predictive analytics.

Senior staff have also attended the SIAP annual statistical management seminar for statistical office heads and deputy-heads for developing management and leadership skills. In addition, the ongoing SIDA project at NIS offered consultations on management and leadership skills, human resource management and tools for NIS managers (high level, middle level) for several years.

With SIDA support, NIS has provided training courses on basic and advanced statistics to M&Is, in addition to NIS staff and provincial offices of the MOP²⁶.

Ministries and Institutions (M&Is)

Some of the M&Is have benefitted from training and assistance from the NIS and Development Partners, such as:

Training Beneficiary (M&Is)	Area
Council for the Development of Cambodia (CDC)	FDIS study tour at Bank of Indonesia, dissemination
MAFF	methodology, data collection, use of ICT in data collection, survey methods, sampling, analysis, including some training at provincial level;
MEF	statistical methodology and data processing
MIH	CAMInfo, basic surveys
MLVT	basic concepts of statistics
MOE	courses on STATA and CAMInfo
MOEYS, MLMUC	short courses on basic statistics and research
MoInt	M&E
MOSVY	basic statistical training
MOWA	gender statistics, data analysis (SPSS and STATA), Gender Reproductive Project, management
Ministry of Rural Development (MRD)	surveys, data entry and analysis, databases, M&E
NBC	balance of payments statistics, monetary and financial statistics

Despite these training activities, the level of statistical skills is considered generally low.

Training Needs

Overall, continued enhancement of capacity and skills of statistics employees at NIS will be necessary for ongoing statistical work and particularly for producing the SDG indicators; special attention should be given at the sub-national level (provinces and districts). The following areas of training and development (including likely numbers in parentheses where available) were identified:

²⁶ NIS provided two training courses (Basic and Advanced Statistic): Basic Statistics (Provincial offices, Koh Kong, Prey Veng, Banteay Mean Chey, Siem Reap, Kampong Cham and Preah Sihanouk), M&Is and NIS; Advanced Statistics (Provincial offices, Siem Reap) and M&Is.

NIS Areas for Training and Capacity Building
human resource management (5)
general statistics (basic and advanced) (15)
design, conduct and analysis of censuses and surveys (15)
statistical data analysis and report writing (3-5)
statistical data processing/how to tabulate statistical tables and use statistical software such as SPSS (5-10), sample design and weights calculation (5-10)
website design (5-10)
questionnaire design (10)
using Computer Assisted Personal Interviewing (CAPI) for data collection
Geo-spatial Information Systems (GIS)
MIS
subject-matter training on national accounts CPI and other domains
changing base years, and how to take account of economic changes in designing data collection
training to improve staff proficiency in English
quality checks of statistics
indicators development, data collection, analysis, and data interpretation

In the M&Is examples of training that is required include:

Training Beneficiary (M&Is)	Area
CDC	data collection, analysis and how to link to BPM6
MAFF	sample surveys and analysis
MCFA	data collection, advanced statistics, CAMInfo
MCR	data collection and analysis
MIH	SPSS, CAMInfo, MS Access, data analysis
Ministry of Foreign Affairs	how to manage statistics
Ministry of Mines and Energy	statistical analysis
MLVT	SPSS, Census and Survey Processing System (CSPro), research, ICT and knowledge management
MOEYS, MLMUC	on the job training and workshop on statistics
MoInt	data analysis with software, data collection and surveys
MOSVY	questionnaire development, compilation, analysis
MOWA	database management, deep analysis, data collection and interpretation, statistics production, statistics planning including methodology
MRD	data analysis and data entry
NBC	data collection, balance of payments using the Sixth Edition of the Balance of Payments Manual (BPM6) of the IMF and monetary and finance statistics

One issue is the perceived mixed results of previous Development Partner funded training programs. Motivational and language concerns were cited as two main reasons why much of the training conducted has been adjudged unsuccessful. The training modules and medium of instruction were in English. This posed a problem for many NIS employees, who lack a good command of English and struggled to understand the lessons. In view of the difficulties, a training program in Khmer would probably be more suitable for the NSS. The

feasible extent of training would be limited by the availability of written materials in Khmer, but these do now exist, mostly written by the group of part-time teachers of Statistics from NIS with Master's degrees from the Philippines. New materials could be added from time to time. A glossary of standard English technical terms could also be taught. Most teaching could be done by NIS staff.

2.3.5 Information and Communications Technology

The value of ICT in statistical procedures is being more fully recognized.

National Institute of Statistics (NIS)

NIS has a Local Area Network (LAN) system of around 100 PCs with 3 high capacity PC's as servers; around 50 PCs are without network system. Access to the Internet (with 60 megabytes speed) is provided to many but not all staff to assist them in the performance of their duties. NIS maintains a website. The first goal with the NIS website is to provide reports for download; there are 200 users approximately who access the website.

Presently at NIS data are redundantly stored in various locations on the network as well as on desktop PCs. Data files are frequently located on the personal computers (PCs) of particular staff members without proper supervision. Storing data this way jeopardizes data quality and can give unpredictable results when tabulating and analyzing data. ICTD of NIS strongly promotes the creation of relational databases in all fields of statistics and classification.

Different storage formats are in use i.e. Access 95/97/2000, Microsoft SQL Server and some flat-file based systems. Some data are also stored in SPSS/STATA formats but have then been further calculated and enhanced in various ways. The biggest difference between these storage methods is where and how the data is stored and the level of data security.

The following software is in place: Statistical software – STATA, SPSS; Tabulation and dissemination tools – CPro, Super CROSS²⁷; Office software – Microsoft or Open Office; Software development tools – CPro, Access, Visual Basic 6 or Net programming language; Window 7, 10/Windows server 2008; Antivirus (Free license). There is an issue in the incompatibility of some of the software systems used in the NIS and the M&Is.

Most of the equipment used for statistics (i.e., computer hardware, servers, and software) was financed through Development Partner support; current support for ICT development is not well established in the domestic statistics budget. ICT long-term policy is absent.

Staff consider that availability of ICT and its suitability are inadequate. They need hardware and software to be updated and increased including PCs, laptops, servers, printers, projectors, Personal Digital Assistants and networks. They need a new statistical software program for statistical analysis and regular work. Also, a stable website is needed and regular maintenance of ICT equipment is needed for continuing work.

²⁷ SuperCROSS is a programming free desktop tabulation software tool used by statisticians for aggregating and cross-tabulating data from surveys.

In the FIDES Services Cambodia assessment of several aspects of management of NIS conducted in 2017, several ICT elements were included. These elements were:

- Develop a long and short-term plan for ICT infrastructure needs (Low risk sensitivity; Currently put on hold due to lack of funding and resources; NIS will try to implement);
- Develop a DBMS that can control the creation, maintenance and use of databases; and avoid holding results of each project in a stand-alone computer (Medium risk sensitivity; not yet implemented pending availability of budget and human resources);
- Maintain off-site, in a safe location, a set of backup copies of all survey data and final processed data from different donors (Medium risk sensitivity; not yet implemented pending availability of budget and human resources; NIS will try to implement);
- Develop formal ICT security policies and procedures for the use of ICT functions relating to day-to-day operations of the ICT, provide them to employees, and provide a training and awareness program. Low risk sensitivity (Implemented prior to the recommendation being made; needs updating upon availability of budget and human resources; NIS will try to implement); and
- Develop a data warehouse to store data from multiple sources transformed into a common, multidimensional data model for efficient querying and analysis (Low risk sensitivity; not yet implemented pending availability of budget and human resources; NIS will try to implement).

The overall system of data sharing could be streamlined and formalized particularly with improved database design and management and allowing inter-database communication in/among all institutions of the NSS²⁸.

Ministries and Institutions (M&Is)

Overall in the M&Is there is a lack of computing facilities to sustain their statistical operations. The level of ICT facilities and use varies considerably among the M&Is from substantial to fairly good to virtually non-existent. Some examples are:

Ministry	Status
CDC	no ICT equipment to support statistical work
MAFF	old and outdated and low capacity hardware including PCs and printers; need more equipment and software; using Excel and Access; current system is paper-based and data collection by mail or Telegram is slow; want to use tablets for mobile data collection to allow faster work
MCFA	no laptop, no internet, no budget
MCR	no computer, slow internet, poor security
MEF	problem with LAN, internet is not stable, virus protection, telephone is not connected; has customized DEVInfo ²⁹ to create the ministry’s own database MEFInfo, other database is being developed

²⁸ Report on the National Launching Forum on Formulating of the National Strategy for the Development of Statistics, 16 December 2016.

²⁹ DevInfo is a database system developed under the auspices of the United Nations and endorsed by the United Nations Development Group for monitoring human development with the specific purpose of monitoring the MDGs). DevInfo is a

MIH	do not have enough facilities in ICT both hardware and software; no web-based system, no server to collect information quickly; paper based system- sending forms to fill is slow, inconsistent data, work difficult to check; staff are not familiar with ICT
MLMUC	uses Excel, communication from provinces is by email and paper
MOC	fairly good in terms of ICT; on-line registration for business registration, trademarks and Certificates of Origin; will build ICT for product statistics on business and investment
MOEYS	have MIS database; it generates statistics in Excel and burns CDs
MoInt	database is being developed to synchronize between provinces and the ministry; using Excel and sending data by mail
MOSVY	no database, computer, internet and ICT equipment
MOWA	no DBMS, server, software, virus protection, maintenance
MRD	no equipment yet; uses email, Telegram and reports for data communication
NBC	all support by the ICT department, management level have laptops and smart phones to facilitate urgent work and other designated activities

2.3.6 Dissemination and Advocacy

Overall, progress has been achieved in terms of data availability in the NSS in the last few years. A wide range of data is available in the statistical system for meeting basic user needs, much of which is lodged at NIS. However, despite the presence of data dissemination vehicles, statistics use in Cambodia is still limited and access is constrained. The wealth of available and up-to-date statistics is not easily accessed by key data users such as businesses, research agencies, think tanks and the general public.

National Institute of Statistics (NIS)

There is no up-to-date data dissemination policy in Cambodia. A “Dissemination and Pricing Policy” was prepared in 2002 with assistance from an International Monetary Fund (IMF) consultant but this was only partially operationalized and needs to be updated to suit the current situation in the NSS. Each NIS department is considered responsible for dissemination and advocacy of its own data. The NIS produces press releases, both in print and online to announce the availability of new survey or census results or to inform about major events. The press releases, however, rarely analyze the data so they do not elicit much interest from the media. Releasing workshops are also held for new data; journalists attend and subsequently report on their media (press, radio, television). Social media is also used by the NIS; the NIS Facebook page shows events of NIS such as meetings.

The NIS disseminates data through publications, bulletins, leaflets, CDs, occasional online press releases, emails and on the NIS website. Mobile teams are sent to provinces for important dissemination of statistical events like censuses and major surveys (CDHS, CIPS). Many very useful data sets are available only in print. This seriously limits user access to data (including users in M&Is and Development Partners).

tool for organizing, storing and presenting data in a uniform way to facilitate data sharing at the country level across government departments, UN agencies and development partners.

The NIS manages CAMInfo. Currently³⁰, CAMInfo has been updated with data for 655 indicators classified as sectors and development goals including MDGs/CMDGs, SDGs and NSDP, M&E core and additional indicators.

Microdata from surveys is disseminated through the National Data Archive (NADA)³¹.

The NIS maintains a website³² presenting statistical data, as well as information about the NIS. At this time the website is not yet optimally designed and operated to serve users. It provides the reports of the various censuses and major surveys and the latest available CPI, national accounts and the Statistical Yearbook. It provides a link to NADA. It provides for a link to CAMInfo but the link is not activated. It provides for links to the M&Is that compile statistics but the links are not activated. The website is not regularly updated. There is no formal system for monitoring the use of statistics, although the NIS website hits on each main page are counted. The website does not provide for users to offer comments/questions online (but comments/questions by email, telephone or letter are welcome).

A Data User's Service Center (DUSC) is in place that facilitates dissemination of official statistics, including those produced by NIS and the M&Is, to data users and the public. No formal records of use of the Center are maintained. However, increased use of the DUSC services has been observed by NIS staff. It would be instructive to keep a record of visitors to the Center and types of use and requests made. Majority of users consulted during the assessment were not aware of the existence of the Center and rely mostly on the NIS website to check on the latest updated data information.

The NIS releases various data but in most cases, these are unaccompanied by appropriate analysis. Some efforts were undertaken to start writing analysis for the 2014 results of the CSES, with coaching from a consultant from the Swedish International Development Cooperation Agency (SIDA).

Cambodia subscribes to the IMF's General Data Dissemination System (GDDS)³³. Cambodia largely complies with the recommendations of the GDDS on dissemination periodicity and timeliness. The entries for Cambodia on the IMF website are seriously out of date (August 2007).

A policy is in place for the dissemination of microdata³⁴. Access is through request and is only granted to data users/researchers with a legally registered sponsoring agency (university, company, research centre, national or international organization, etc.). There are a number of conditions that users must comply with to obtain access. Authorized users are required to sign a formal Microdata Access Agreement.

³⁰ Minutes of the SCC, 14 April 2017.

³¹ <http://nada-nis.gov.kh/index.php/home> NADA is a web-based repository system on the survey data generated by the NIS in Cambodia. It was developed to preserve, systematically store and retrieve statistical data including survey records and their methodology, concepts and other metadata.

³² www.nis.gov.kh

³³ <http://dsbb.imf.org/Pages/GDDS/CtyCtgList.aspx?ctycode=KHM>

³⁴ <http://nada-nis.gov.kh/index.php/policies-and-procedures>

Ministries and Institutions (M&Is)

For the M&Is, the channels for dissemination of data are varied and not linked in a coherent system. The M&Is variously issue statistical publications, leaflets, CDs and use Facebook. Statistics are also incorporated in the Annual Reports of the M&Is. Several M&Is place their statistics on their websites, but this mode of dissemination is not used extensively at this point. Dissemination is also done through the DUSC of the NIS. The link through the NIS website described above also (potentially) provides a channel for dissemination.

Access and Use of Data

Overall, data user engagement is weak and there is no institutionalized mechanism for regular user feedback on statistical outputs, products and statistical services in the NSS.

There is little consultation with data users outside of government including those from academia, the media, non-government organizations, civil society or the general public. In the first National Forum on Advocacy for Statistics - <http://www.paris21.org/node/1661> – a data user-producer forum organized by the MOP, NIS and PARIS21 – held on 24 October 2013, more than 100 users and producers from government, the private sector, academia, civil society and the media were brought together to discuss issues on statistics. There was a great appreciation from the involved stakeholders (private/business sector, parliament, M&Is, NGOs, and media), and they agreed on the need for continued engagement to discuss statistics matters and its importance in governance and society.³⁵

Advocacy

Publications, press releases and websites provide information on recent census or survey results as well as information on progress of on-going projects or major statistical operations; in so doing they provide an element of statistical advocacy for the NSS but the NSS does not have an active statistical advocacy program. Activities around the Statistics Day celebration (message from the Prime Minister, pamphlets, posters, slogans and motto) provide a positive package of advocacy. The NSDP mentions the importance of developing statistical capacity in all M&Is but does not call for a strong NSS under NIS leadership.

User feedback is sought and noted from time to time on census results and incorporated into quality reviews of population and economic censuses. Users who were consulted said they were not aware of any discrepancies/conflicts between figures published by NIS and other producers. NIS staff actually indicated differences in population statistics from different sources including NIS and MoInt. NBC reports differences between NBC and NIS figures on imports and exports.

³⁵ See the report on the Forum at <http://www.paris21.org/newsletter/fall2013/user-producer-dialogues><http://www.paris21.org/newsletter/fall2013/user-producer-dialogues>.

A group of users was consulted; they:

1. described themselves as using statistics often or from time to time;
2. largely described the availability, quality and timeliness of statistics in Cambodia as having improved; and
3. stated that they partly trusted (as compared to fully trusted) and were partly satisfied (as compared to very satisfied) overall by the official statistics.

There is a need to hold regular dialogue and consultation with these stakeholders in order to get their feedback and perspective on statistical outputs and services produced in the NSS.

2.3.7 Coordination of the NSS

The high degree of decentralization of the NSS makes coordination one of the central challenges for the NIS for statistical work and development generally, and specifically for the compilation of the SDG indicators. The MTR noted that there is a need to improve coordination of statistical data production within ministries and between national and provincial offices.

Statistics Law/Sub-Decrees

The Statistics Law and Sub-decrees contain many elements that can support effective coordination, including:

The Statistics Law devotes a full Chapter to coordination and cooperation (Chapter IV, Articles 14 to 19). It gives the NIS responsibility for making policies in establishing an integrated NSS, responsibility for coordination relating to effective and efficient management of the NSS, statistical development including training, arrangements with international organizations and other institutions, and national statistical standards pertaining to classifications, concepts, definitions and statistical units. The Chapter established the SAC and SCC, requires DSUs to establish statistical units, gives the DG of the NIS the title of Chief Statistician of the Kingdom of Cambodia and requires DSUs to submit the statistical data that they produce to the NIS.

The Sub-Decree on Designated Official Statistics requires: (i) DSUs to register their administrative data collections, censuses and surveys with the NIS and keep the registration up to date (Article 8); (ii) the MOP to review plans for administrative data collection and censuses and surveys and eliminate duplication (Article 9); (iii) the MOP to submit a list of all existing administrative data collections, and censuses and surveys to the Council of Ministers and update it every year to include new collections (Article 10); (iv) DSUs to submit all information and statistical data produced in electronic and paper form to the NIS (Article 11); and (v) NIS to establish and maintain a directory of administrative and statistical data sources and a metadata directory (Article 12). These requirements however are not implemented yet.

The Sub-decree on the Organization and Functioning of the NSS defines the roles of SAC (Articles 13-16) and SCC (Articles 17-21) including their roles on coordination.

Coordination is carried largely through the SAC (most recent meeting 28 November 2016), the SCC (most recent meeting 4 April 2017) and the TWG-PPR Technical Sub-group on Data for Development (most recent meeting 25 November 2016). The NIS is Secretariat to the SAC. The DG of the NIS is Chair of the SCC and therefore has good access to all the M&Is at appropriate levels, as members of the Committee. There are also consultative meetings with data users/stake holders/Development Partners for every census and survey undertaken by NIS e.g. the latest one was the 2 March 2017 on the GPCC 2019. Other meetings with institutions of the NSS are held as necessary. The NIS produces an annual report on the NSS.

Senior staff of NIS rate the effectiveness of coordination as between Very Good and Adequate. However, there are still perceived weaknesses in coordinating statistics work within the NSS e.g. in coordination of the application of statistical standards and coordination with Development Partners; assessment and monitoring of duplication in data collection of M&Is have yet to be operationalized by the NIS.

Significant amounts of data are shared among institutions in the NSS on the basis of the Statistics Law and Sub-decrees³⁶. The NIS considers that the practices in place give it adequate access to the data that it needs. However, delivery of data is not timely and impacts adversely on NIS production of statistical outputs e.g. the Statistical Yearbook and national accounts. The establishment of a MoU between the NIS and each M&I would improve the sharing of data.

Additional ARs /statistics that would be useful to the NIS were indicated: the CDB, civil registration and vital statistics from the MoInt, and the population database based on identification cards.

The organizational arrangements for the DSUs also hamper somewhat the coordination of the NSS as NIS does not have in all cases a single point of contact in the M&Is and has to interact with their various units to obtain the designated data or to discuss/clarify metadata and other issues.

2.3.8 Linkages with the Development Partners

Development partners have been supporting major statistical activities, as well as building statistical capacity and instilling quality in the statistical processes and results in the NSS. They have ensured the use of international standards, classifications and methodological frameworks in projects/surveys in which they are involved.

The NSS has had a considerably long history of partnerships with Development Partners. Among the first international organizations that provided extensive technical assistance include the ADB, IMF and UNDP. Other regional institutions (ASEAN, Economic and Social Commission for Asia and the Pacific (ESCAP) and the Statistical Institute for Asia and the Pacific (SIAP)) have contributed significantly. Other international agencies such as the FAO, PARIS21, UNFPA, UNICEF, World Bank, and national agencies such as Australian Agency for International Development/Government of Australia, Government of Japan and

³⁶ A potential source of population data is the population database managed by the newly created Department of Population Statistics under the Ministry of Interior (MoInt). Officials of the department believe they now have data for 80 to 90 percent of the population.

JICA, SIDA, United Kingdom Department for International Development (DFID), United States Agency for International Development (USAID), and United States Center for Disease Control and Prevention/Global HIV/AIDS Program, among others, have also extended assistance on general statistical concerns, particular statistical domains, conduct of censuses and surveys, human capacity and institutional building initiatives, and other statistical development activities and strategic planning.

The SAC has responsibility to advise the MOP on statistical priorities of the NIS and DSUs (under the Decree on Organization and Functioning of the NSS (Article 16)). However, Development Partners still contribute significantly to funding major statistical activities in Cambodia and purchasing equipment to support statistical operations. Thus, many statistical priorities are influenced by the availability of funds and technical assistance from Development Partners. Within this limitation priorities are set pragmatically in line with the objectives of the NIS and the M&Is.

External assistance has to be properly coordinated as each Development Partner acts in accordance with its work program and in contact with the corresponding M&I. This leads to some duplication of work in the NSS³⁷. The TWG-PPR Technical Subgroup on Data for Development could provide a mechanism for improved coordination with Development Partners.

Provision of Technical Assistance

The importance of external funding is shown by the scale and range of projects involving external funding 2013-2016 as shown by the 17 projects³⁸ in the following table based on the CRESS report.

Projects supported by Development Partners 2013-2016 as reported by NSS.

	Statistics Project	Reference Year/Year Implemented	Financing Support 000USD	Recipient Ministry/ Agency	Development Partners
1	Cambodia Inter-censal Population Survey	2013	825	NIS	Japan/JICA, UNFPA
2	Cambodia Socio-economic Survey	2013	679	NIS	Sweden/SIDA
3	Census of Agriculture	2013	3,877	NIS	FAO, Australia/Department of Foreign Affairs and Trade (DFAT), Sweden/SIDA, USAID
4	Improving the collation, availability and dissemination of national development indicators, including MDGs	2013	47	NIS	UNSD/DFID
5	Cambodia Industrial and Economic Survey	2014	212	NIS	Japan/JICA
6	Cambodia Demographic and Health Survey	2014	1,277	NIS	UNFPA, Australia/DFAT, Japan/ JICA, Korea/KOICA
7	Cambodia Socio-economic Survey	2014	532	NIS	Sweden/ SIDA
8	Statistical Literacy and M&E capacity development in support to	2014	10	MOP	World Bank

³⁷ UNSD/NIS SDG Indicators Report; First Report, December 2015, para 10.

³⁸ While 17 projects were reported by the NSS for 2013-2016, 36 were reported by Development Partners for the same period (CRESS Report, page 19).

	NSDP/CMDG and Sector M&E System Consultant				
9	Cambodia Socio-economic Survey	2015	172	NIS	Sweden/ SIDA
10	Unspecified Project on Education Statistics	2015	88	MOEYS	Not indicated
11	Enhancement of Policy Analysis Capacity Project	2015	350	NIS	World Bank
12	Statistical Business Register	2015	15	NIS	ADB
13	Gender Statistics	2013-2015	30	MOWA	Japan/JICA
14	National Survey on Women's Health and Life Experience in Cambodia	2014-2015	200	MOWA	World Health Organization, UN Women
15	Cambodian Inter-censal Agricultural Survey	2016	185	MAFF	EU
16	Cambodia Socio-economic Survey	2016	346	NIS	Sweden/SIDA
17	Strengthening Education Statistics	2013-2016	700	MOEYS	UNICEF, Sweden/SIDA, United Nations Educational, Scientific and Cultural Organization
	Total Cost		9,545		

Additional assistance was reported by some M&Is as follows:

Beneficiary	Technical Assistance/Development Partner
MAFF	FAO, World Bank and EU
MEF	World Bank
MIH	ITC support from JICA, also assistance from the European Union (EU), Singapore and Japan on intellectual property registration license
MoInt	M&E support from UNICEF and ADB
MOSVY	UNICEF on the Residential Care Center Inspection Database
MOWA	printing budget for gender statistics from JICA; from World Health Organization and UNICEF – Condom survey; Violence Against Women 2014, UNFPA Deep analysis of violence against women through extracting from CDHS 2014
NBC	balance of payments from IMF, FDIS from EU-ASEAN, and SITS from EU-ASEAN

2.3.9 Financing of the NSS

All assessments of funding for statistics in Cambodia were unanimous that the level of funding for statistics is inadequate. This is supported by the list of important statistical activities and development being postponed or cancelled as reported in the Annual Reports of NIS on the NSS; for example, in the 2015 Report (the latest available) NIS reports: “There are some indexes, annual economic, environment and natural resources statistics surveys and compendium statistics where NIS cannot comply due to lack of resources. Besides the statistics produced by the NIS, there are 95 number of data collections that should be carried out by the statistical units within line ministries, institutions and National Bank of Cambodia. Most statistics are produced and disseminated to the public according to the Sub-Decree No. 70 ANK-BK on Designated official Statistics. A few have not been collected for some time or not according to the frequency in the Sub-Decree.”

The M&Is have reported budget limitations as a major problem and specifically for staff, for data collection, workshops, and printing of publications. M&Is rated the budget support as Inadequate or Very inadequate.

The M&Is are required to prepare plans for their statistical activities and annually prepare a budget plan to be included in the Budget Packet of the concerned M&I in order as a basis for budget support for their annual statistical activities (Statistics Law, Article 21).

NIS is fairly well equipped with physical infrastructure consisting of its own building which appears to be adequate for current staff numbers. But furniture and equipment is generally inadequate and replacements are needed. Availability and suitability of vehicles for statistical work (data collection and other uses) are also inadequate.

The plan to introduce program budgeting in the national budget, including the budget for statistics in 2017, represents a positive step for statistics operations and development. This initiative will allow NIS to have control over its expenditures including reallocation of expenditures (within budgetary rules).

External Assistance

The (Draft) Country Report on Support to Statistics Cambodia (CRESS Report)³⁹, completed in May 2017 by NIS and external experts and funded by PARIS21, is the most recent substantial effort to compile information on funding for statistics in Cambodia. The Report indicates the following based on information provided by the NSS, “The total financing for statistics as reported by twenty ministries and agencies amounted to USD 35.8 million for the four-year period 2013-2016. USD 26.3 million (73 percent) was provided by the government while USD 9.5 million (27 percent) was received from external sources.”⁴⁰

Two major current concerns are that the budget plan of NIS requested to MEF for 2017 **is cut** and Development Partner support for the 2019 GPC is not clear and committed; NIS has asked the Development Partners to continue support of statistics production in the NIS⁴¹.

³⁹ (Draft) Country Report on Support to Statistics Cambodia, PARIS21, May 2017. The Report acknowledges that the study has several limitations. The limited coverage of institutions and relatively low response rate together with incomplete data may have in general resulted in the underestimation of financing of statistics, both from domestic and external sources.

⁴⁰ Page 10; In contrast (CRESS Report, page 19), information from seven international development partners indicate a total of USD 21.3 million worth of financial and technical assistance provided during the period 2013-2016. Such amount is USD 11.8 million more than the level of external funding reported by the government institutions. Using data reported by international development partners, the total financing for statistics in Cambodia would reach USD 47.6 million instead of the USD 35.8 million reported by government. The share of external funding for the period 2013-2016 would likewise increase to 44.8 percent from 26.7 percent based on government data. The discrepancies need to be resolved in order to have adequate data for analysis and advocacy.

⁴¹ Minutes of SAC meeting 28 November 2016.

Chapter 3

Strategies for the National Statistical System

3.1 Vision and Mission

Vision Statement

NSS statistics support the pursuit of sustainable development for all in Cambodia.

Mission Statement

The mission of the National Statistical System is to coordinate, collect, compile, analyze and disseminate high quality and objective official statistics to assist informed decision-making, debate and discussion within the Royal Government, provincial, district and commune governments, business and the media, as well as the wider Cambodian and international community⁴².

3.2 Core Values

User focused • Ensuring that users' needs are met with statistical outputs through regular consultation and review

Professionalism • Upholding the highest standard of technical skills and professional ethics in producing, coordinating and disseminating quality statistical data • Adhering to principles of justice and fairness • Maintaining national data and knowledge management systems at the highest standard • Transparency

Integrity • Strong inside and out • Committed to maintaining confidentiality with data collection and statistical information • Taking all efforts to make sure respondent burden is reasonable

Quality • Ensuring consistent, reliable and accurate statistics for all • Collecting, processing and disseminating data and information in a timely manner

Sustainability • Developing a sustainable national statistical system meeting the needs of all stakeholders

Partnerships • Together as one • Maintaining effective coordination and working relationships with all stakeholders • Advocating and educating about the use of statistical information for sound decision making • Effective using the media to disseminate statistics and build statistical literacy

Sound management • Effective in managing resources

⁴² This is the Mission statement from the SMP2008-2015, except that "National Statistical System" is used instead of "National Institute of Statistics".

3.3 Strategic Objectives

	Strategic Objective (SO)
SO1	To develop, implement, and maintain a core data set of high quality ⁴³ by all institutions of the NSS under the leadership of the NIS to adequately respond to the statistical requirements of development processes arising from NSDP, SDG, and ASEAN sectoral strategic plans commitments and the needs of other users.
SO2	To further strengthen statistical legislation, institutional infrastructure, organization structures, independence of the NIS and operational, financial and administrative management systems of the NSS to support statistical production and development.
SO3	To develop and implement human capacity building in an organized recruitment, training and employee motivation programme in the NSS.
SO4	To develop and implement ICT Strategy and Plan to provide state-of-the-art ICT capacity to support all aspects of statistical collection, processing, analysis, maintenance and dissemination.
SO5	To develop and implement a Dissemination Strategy and an Advocacy and Literacy Strategy to provide improved access to all users and increased demand for statistics.
SO6	Improve coordination of the NSS to eliminate data conflicts and produce comparable, timely statistics in the NSS as efficiently as possible.
SO7	Improve the working relationship and coordination with Development Partners to ensure predictable, continuing, integrated support to the priority activities of the NSS as well as full transfer of skills and know-how.
SO8	Promote stability and growth of budget support for the NSS from both domestic and international sources to allow effective planning and implementation of priority statistical programmes.

These are further elucidated into specific objectives, which follow.

3.3.1 User Needs

SO1. To develop, implement, and maintain a core data set of high quality by all institutions of the NSS under the leadership of the NIS to adequately respond to the statistical requirements of development processes arising from NSDP, SDG, and ASEAN sectoral strategic plans commitments and the needs of other users.

- 3.3.1.1 Link NSS operations to development policy
- 3.3.1.2 Improve data policy and statistical infrastructure
- 3.3.1.3 Support compilation of SDGs
- 3.3.1.4 Continue to improve socio-economic statistics

⁴³ Relevant, timely, reliable, accessible.

3.3.2 Legal and Institutional Framework

SO2. To further strengthen statistical legislation, institutional infrastructure, organization structures, independence of the NIS and operational, financial and administrative management systems of the NSS to support statistical production and development.

3.3.2.1 Organize the NSS as mandated by the Statistics Law and Sub-decrees

3.3.2.2 Provide more autonomy and accountability in the management of NIS

3.3.2.3 Establish the mandate of the DSUs in the M&Is

3.3.3 Human Resources

SO3. To develop and implement human capacity building in an organized recruitment, training and employee motivation programme in the NSS.

3.3.3.1 Innovate human resource policy and management

3.3.3.2 Develop and pursue an NSS-wide training programme

3.3.4 Information and Communications Technology

SO4. To develop and implement ICT Strategy and Plan to provide state-of-the-art ICT capacity to support all aspects of statistical collection, processing, analysis, maintenance and dissemination.

3.3.4.1 Use ICT strategically, with minimum reduction in labour

3.3.5 Dissemination and Advocacy

SO5. To develop and implement a Dissemination Strategy and an Advocacy and Literacy Strategy to provide improved access to all users and increased demand for statistics.

3.3.5.1 Advocate for the use of statistics in policy and planning

3.3.5.2 Disseminate and interact effectively to a wider audience

3.3.6 Coordination of the NSS

SO6. Improve coordination of the NSS to eliminate data conflicts and produce comparable, timely statistics in the NSS as efficiently as possible.

3.3.6.1 Widen the coverage and mechanisms of coordination in the NSS

3.3.7 Linkages with the Development Partners

SO7. Improve the working relationship and coordination with Development Partners to ensure predictable, continuing, integrated support to the priority activities of the NSS as well as full transfer of skills and know-how.

3.3.7.1 Harmonize country needs with the development partners

3.3.8 Financing of the NSS

SO8. Promote stability and growth of budget support for the NSS from both domestic and international sources to allow effective planning and implementation of priority statistical programmes.

3.3.8.1 Implement the provisions of the Statistics Law relating to the improved procedures for funding.

Chapter 4 Action Plans

4.1 Essential Undertakings

The Mid-term Review brought out several achievements; foremost were improvements in data production and availability that provided inputs in monitoring the NSDP and CMDG targets. That this came from the conduct of important censuses and surveys and other key statistical activities with relative increase in indigenous funding from the government was encouraging.

Some build-up in the capacity of the NIS and the M&Is (though to a lesser extent in the latter) was observed, apparently due to a better legal framework with the establishment of the Statistical Advisory Council and Statistics Coordinating Committee. The subsequent Sub-decrees also can help strengthen linkage between policy and statistics and institutional coordination of statistics.

More opportunities for increased training and technical assistance for line ministries and other designated institutions have added capacity of the NSS in managing and conducting statistical activities as well as applying internationally recommended standards towards better quality statistics.

With these efforts to install quality methods and practices and to improve on dissemination of statistics through websites and publication of statistical reports, there is now a perceived increase in the use of statistics in government.

Nevertheless, these developments can only be construed as the early to middle stages of the development of the NSS. The challenge of having more adequate skilled manpower and resources has replaced that of having none during the past decade. And add to that, the increase in the demand for quality statistics has far outpaced the ability of the NSS to supply this evidence base.

The list of essential activities from 2019-2023, together with undertaking the surveys, censuses, and administrative processing, focuses on setting up and improving on the legal and policy framework, putting up effective coordination structures and mechanisms reaching out and being relevant to the policy and decision-makers through better outcomes and getting the support of the key stakeholders to provide the necessary inputs for a strengthened NIS in particular and NSS in general.

4.1.1 Meeting the Needs of NSDP, SDGs, ASEAN and Other Users

The demand for data has to be managed. Of prime importance is servicing the NSDP, international (SDGs, GDDS) and regional (ASEAN, ESCAP) commitments. The need to fund the statistical activities and build on the resources that produce meaningful results for the success of these key government-approved initiatives is obvious at the outset. Censuses, surveys and the processing of administrative data should be designed and implemented to meet

this demand. The goals and targets that have been set aim to better society and the economy and the outputs from the NIS and the M&Is should be of the highest quality on a best-effort basis, i.e., calibrated to the resources and circumstances available. Alternative sources like Big Data and private sector information will have to be evaluated eventually for official recognition and use.

Strategic/ Specific Objectives	Activities	Responsible Office	Output	May Require Technical Assistance
SO1. To develop, implement, and maintain a core data set of high quality ⁴⁴ by all institutions of the NSS under the leadership of the NIS to adequately respond to the statistical requirements of development processes arising from NSDP, SDG, and ASEAN sectoral strategic plans commitments and the needs of other users.				
<ul style="list-style-type: none"> • Link NSS operations to development policy • Improve policy on designated statistics and statistical infrastructure • Support compilation of SDGs • Continue to improve socio-economic statistics 	1. Integrate the NSDS in the NSDP.	SAC/SCC	Prominent chapter/section for Statistics in NSDP	
	2. Lead the exploration of all possibilities for expanding the use of administrative records, management information systems, and elements of Big Data as sources of data for statistical purposes to fill gaps and especially as source for the SDGs including disaggregated data (by gender, age groups, disability, and subnational level).	NIS	Added disaggregations to data sets	Yes
	3. Make a plan to assess, coordinate and legalize data sets from other organizations like private sector organizations, research institutes, professional associations and NGOs.	NIS	Quality assessment of data sets from non-government sources	
	4. Develop a catalogue of cases where international standards & classifications are not being applied in the NSS and establish a plan for their application.	SAC/SCC, NIS	Plan for Adoption of International Standards & Classifications	Yes
	5. Develop and adopt a Data Quality Assurance Framework.	SAC/SCC, NIS	Approved DAQF	Yes
	6. Produce appropriate metadata for all domains of statistics and make them available to users.	NIS, M&Is	Approved implementation guidelines for providing metadata to released results	Yes
	7. Develop a clear policy direction and program for developing subnational statistics.	SAC/SCC	Approved program for subnational statistics	Yes
	8. Mainstream the NSDP/SDG/CSDG indicators into national, sectoral and subnational statistical activities thru the TWG-PPR Technical Sub-group on Data for Development or another appropriate TWG to be created by the SAC/SCC.	SAC/SCC	Creation of an TWG to oversee mainstreaming of NSDP/SDG indicators in statistical activities	
	9. Develop and implement specific plans ⁴⁵ to improve economic, environmental and financial statistics including the	SAC/SCC, NIS, M&Is	Conduct of surveys	Yes

⁴⁴ Relevant, timely, reliable, accessible.

⁴⁵ From the NIS presentation on “2017 - 2018 Joint Monitoring Indicators (JMIs)” during the Briefing –Training on the National Strategy for the Development of Statistics held 27-28 July 2017.

Strategic/ Specific Objectives	Activities	Responsible Office	Output	May Require Technical Assistance
	national accounts, prices, balance of payments and IMTS to make them timelier, of better quality, and more relevant. 9.1. Annual Cambodia Socio-Economic Survey (CSES) 9.2. Cambodia Inter-censal Agriculture Survey 9.3. Provincial and National Consumption Price Index (CPI) Pilot ⁴⁶ 9.4. Producer Price Index (PPI) ⁴⁷			
	10. Develop and implement specific plans ⁴⁸ to improve poverty and other key social statistics to improve their timeliness, sustainability, geographic details, and overall quality. 10.1. 2019 General Population Census of Cambodia 10.2. Labour Force and Child Labour Survey 10.3. Demographic and Health Survey 10.4. National Disability Survey 10.5. Rural Urban Migration Survey 10.6. Aging Population Survey 10.7. National Tobacco Prevalence Survey 10.8. Regular Physical Violence Against Children	SAC/SCC, NIS, M&Is	Conduct of surveys and Population census	Yes

Box 1. Arrangements for the SDG indicators are well under way (as reported in the minutes of the SCC meeting 4 April 2017). These include specifying the role of the NIS, as follows:

- Coordination with M&Is as data producers as mandated by the Statistics Law;
- Statistical coordination mechanisms (e.g. SAC, SCC and focal points) that support generation and dissemination of SDG indicators;
- Provision of technical assistance and the authority to verify quality of data; and
- Functioning as the central repository of CSDG/SDG indicators.

The arrangements also include implementation of the national framework. Key activities to be completed within 2019/2020 include:

- Establishing focal points for SDG indicators in order to coordinate work of the NSS;
- Establishing Technical Working Group on the Compilation and Dissemination of the SDG Indicators (TWG-SDGI) and focal points for SDG indicators in order to coordinate work of the NSS;
- Regularly update CAMInfo as the CSDG/SDG indicators database and data dissemination platform for reporting/exchanging SDG indicator data for national and international levels;

⁴⁶ From TOR of Ministry of Planning (MOP) Enhancement of Poverty Analysis Capacity Project (EPACP) Grant No. TF0A0113 funded by World Bank.

⁴⁷ Institutional cooperation project between NIS and Statistics Sweden, Phase 2016-2019, funded by EU and SIDA.

⁴⁸ From the NIS presentation on “2017 – 2018 Joint Monitoring Indicators (JMIs)” during the Briefing –Training on the National Strategy for the Development of Statistics held 27-28 July 2017.

- Identification of the necessary adjustments to CAMInfo, including innovations of CAMInfo to ensure storing and dissemination of the SDG indicators;
- NIS cooperation with Development Partners on setting up the appropriate database to store and disseminate the SDG indicators and the most efficient planning tools and related matters (use of the Partnership in Statistics for Development in the Twenty-first Century (PARIS21) NSDS guidelines and Advanced Data Planning Tool (ADAPT) as planning and monitoring tool), including capacity building for SDG indicators measurement;
- Meeting with GDP/ MOP to discuss the synchronization of work done on the localization of SDG indicators (CSDGs) for the integration to CSDG/SDG indicator framework;
- Conduct technical meeting with M&Is to review and discuss the institutional arrangements for the implementation of localized SDG indicators including confirmation of:
 - The role of TWG-SDGI as the decision-making body on the technical issues related to the implementation of the SDGs/CSDGs;
 - The NIS responsibility as the custodian of the official CSDG/SDG indicator database; and
 - Reporting obligations of the M&Is with respect to the CSDG/SDG indicators and data/metadata submission to NIS for inclusion into the CAMInfo database.

4.1.2 Strengthening Legal and Institutional Framework

In the period up to 2023, the government has to assess whether the NSS and the NIS are indeed ready to meet the growing demand for evidence-based decision-making. Certainly the Statistics Law and the Sub-decrees have been most welcome developments in improving the organizational structure of the NSS, such as the creation of the SAC, the SCC, and the DSUs and improving the NIS.

But the following questions arise:

- Under a decentralized system, is the NIS under the MOP positioned to coordinate and influence the statistical activities of the M&Is?
- Does it have enough authority, autonomy, and accountability to ask and allocate resources necessary to come up with the Designated Statistics required for monitoring the progress of government plans, policies and programmes?
- Can the SAC and the SCC remedy these concerns that have to be addressed in the NIS and the M&Is, especially after full implementation of the Statistics Law. The MOP may wish to consider increased autonomy and accountability for the NIS in terms of resource management, considering that as coordinator of the NSS, it gets involved in infusing quality in statistical operations of the M&Is.

Strategic/ Specific Objectives	Activities	Responsible Office	Output	May Require Technical Assistance
SO2. To further strengthen statistical legislation, institutional infrastructure, organization structures, independence of the NIS and operational, financial and administrative management systems of the NSS to support statistical production and development.				
<ul style="list-style-type: none"> Organize the NSS as mandated by the Statistics Law (SL) & Sub-decrees (SDs) Provide more autonomy and accountability in the management of NIS Establish the mandate of the DSUs in the M&Is 	1. Review SL &SDs to further strengthen the autonomy and accountability of the NIS to lead the NSS.	SAC/SCC, NIS	Review of SL & SDs	Yes
	2. Organize Technical Working Groups (TWGs) as support to the Statistical Coordination Committee & the NIS.	SAC/SCC	Organized TWGs	
	3. Disseminate & publicize the SL & SDs.	SAC/SCC, NIS	Approved Communications plan	Yes
	4. SAC thru SCC will rationalize the status and roles of the DSUs consistent with the provisions of the SL& SDs.	SAC/SCC	Rationalized status of DSUs	
	5. Reorganize the NIS to improve the whole statistical process; this applies to data collection, data processing, storage, dissemination and access.	SAC/SCC, NIS	Reorganized NIS	Yes

4.1.3 Upgrading Human Resources

More important than the lack of manpower is the availability of required technical skills in NIS and the M&Is. Since the prime statistical organization in the NSS is the NIS, it retains the priority in capacity building efforts although there should be the added requirement that these should have a considerable multiplier effect to the M&Is, in terms of training hours, materials and resource persons.

Nevertheless, an NSS-wide capacity building programme has to be formulated, not only through the usual lecture, seminars, and workshops but also schemes that have proven successful in the past in Cambodia and in the rest of Asia, such as mentoring, cross-posting, statistical auditing, and online tutorials.

The NIS can pursue performance reviews and drawing up certification systems and career paths for its staff members. Once functioning, these can be implemented in the M&Is.

Strategic/ Specific Objectives	Activities	Responsible Office	Output	May Require Technical Assistance
SO3. To develop and implement human capacity building in an organized recruitment, training and employee motivation programme in the NSS.				
<ul style="list-style-type: none"> Improve human resource policy and management Develop and pursue an NSS-wide 	1. Increase the numbers of technical staff appropriately for compilation of the indicators including for NSDP, poverty reduction, ASEAN and the SDGs.	MOP/SAC	More NSS statisticians	Yes
	2. Provide training in the statistical areas as identified in section 2.3.4.	SAC/SCC, NIS	Training courses	Yes
	3. MOP to provide more autonomy and accountability to NIS in human resource management.	MOP/SAC		

training programme	4. Introduce annual staff performance reviews.	SAC/SCC, NIS	Annual performance reviews	
	5. Introduce a system for certifying statistical knowledge & a set of incentives in support of such certification, including career paths.	NIS	Certification system, Career paths	Yes
	6. Prepare & implement a longer-term Staff Development & Training Needs Statement and Khmer-based Programme for the NSS.	SAC/SCC, NIS, M&Is	Staff Development Programme for the NSS	Yes

4.1.4 Rationalizing Information and Communications Technology

Stand-alone computers with a wide array of applications, other than Microsoft software, do not make an ICT system. There is the requirement to develop an ICT policy and strategy not only for the NIS but for the entire NSS as well. Outright purchases and/or grants from the government and/or development partners have to be made with consideration for warranties, licenses, maintenance, repair and upgrades.

ICT infrastructure needs should go hand in hand with content and knowledge management, a database management system, back-ups and storage, security and data warehousing.

Strategic/ Specific Objectives	Activities	Responsible Office	Output	May Require Technical Assistance
SO4. To develop and implement ICT Strategy and Plan to provide state-of-the-art ICT capacity to support all aspects of statistical collection, processing, analysis, maintenance and dissemination.				
• Use ICT strategically, with minimum reduction in labour	1. Develop & implement an ICT Policy & Strategic Plan for the NIS & NSS.	SAC/SCC, NIS	Approved ICT Policy & Strategic Plan for ICT	Yes
	2. Implement recommendations for ICT management in the NIS plan for ICT infrastructure needs, a DBMS, off-site back-up copies of files, IT security, and data warehouse.	NIS	Reorganized ICT management in the NIS	Yes

4.1.5 Increasing Dissemination and Advocacy

The SMP cited the improved dissemination efforts of the NSS, such as coming up with more statistical publications, outreach channels like users' fora and websites, and walk-in sites like the DUSC. As these appear to have been organized in isolation, it is timely to formulate a Dissemination Policy and Strategy for the NIS and NSS. A communications plan can also be prepared in conjunction with the dissemination strategy.

Metrics for usage, trust and confidence, and accessibility can be generated to evaluate user satisfaction and engage more effectively with stakeholders, media, private sector, and the academe.

Strategic/ Specific Objectives	Activities	Responsible Office	Output	May Require Technical Assistance
SO5. To develop and implement a Dissemination Strategy and an Advocacy and Literacy Strategy to provide improved access to all users and increased demand for statistics.				
<ul style="list-style-type: none"> • Disseminate & interact effectively with a wider audience • Advocate for the use of statistics in policy & planning 	1. Develop and publish an up-to-date dissemination policy for NIS and the NSS, taking into account Open Data initiatives and GDDS compliance.	SAC/SCC, NIS	Approved Dissemination Policy	Yes
	2. Introduce as quickly as possible Advance Release Calendars for major statistics.	SAC/SCC, NIS, M&Is	Release Calendars for Designated Statistics	
	3. Upgrade the NIS website to disseminate on Cambodia and information about the NIS and NSS. Provide links directly from the NIS website to the statistical data held on the websites of M&Is. M&Is should place their statistics on their websites.	NIS, M&Is	Upgraded NIS website	Yes
	4. Publicize the existence of the DUSC and the services that it offers; track records of visitors and requests made, including that of CAMInfo and NADA.	NIS	Improved DUSC	
	5. Develop and implement a comprehensive approach to communication and advocacy pertaining to planning, consultation & feedback with users including media.	SAC/SCC, NIS, M&Is	Approved Communication and Advocacy Plan	Yes
	6. Use social media to communicate statistics and analysis	NIS, M&Is	Increased social media presence	
	7. Encourage the creation of online user forums, wherein users exchange information about NIS data and interact with technical staff.	NIS	Functioning online user fora	
	8. Conduct a User Needs, Use and Satisfaction Survey early in the NSDS period and every 3-5 years subsequently.	NIS	Results of survey	
	9. Provide for a budget item for dissemination and advocacy, especially in large-scale activities.	NIS, M&Is	Budget item for dissemination and advocacy	

4.1.6 Optimizing Coordination of the NSS

The Statistics Law provided for the SAC and the SCC, which are high-level inter-agency bodies that can help strengthen linkage between policy and statistics and institutional coordination of statistics. However, since these have not been convening regularly, in accordance with the Law, their possible impact on the NSS have not been optimized. Considering the strategic importance of the role of NIS as coordinator of the NSS and its status and rank in the bureaucracy, it has to modernize and organize the NSS to meet evidence-based demands through effective technical backstopping of the SAC and the SCC. The SAC and SCC have the higher authority to commit M&Is to comply with the technical and operational guidelines of statistical activities prepared by the NIS through its policies and resolutions. This scenario is seen as workable should the status of the NIS remain in its present state.

Strategic/ Specific Objectives	Activities	Responsible Office	Output	May Require Technical Assistance
SO6. Improve coordination of the NSS to eliminate data conflicts and produce comparable, timely statistics in the NSS as efficiently as possible.				
<ul style="list-style-type: none"> Widen the coverage and mechanisms of coordination in the NSS 	1. SAC & SCC should meet according to provisions of the Sub-decree on Organization and Functioning of the NSS.	SAC/SCC, NIS	More well-attended meetings of SAC & SCC	
	2. Operationalize the assessment, monitoring and elimination of duplication in data collection by M&Is thru the TWGs.	SAC/SCC, NIS	Assessment of data duplication and recommendations on designation of series	Yes
	3. Establish a single point of contact for each M&I to provide an effective channel for coordination.	NIS, M&Is	Appointed M&Is coordinators	
	4. Do a complete review of data sharing and possibilities for expanded data sharing and the best technology for implementation and establish formal agreements (MoUs).	SAC/SCC, NIS, M&Is	MoUs on data sharing	

4.1.7 Rationalizing Linkages with the Development Partners

Development partners (DPs) have undoubtedly been the catalysts for progress and change of the NIS and the NSS. At the same time, they have been cited at times as causing misallocation of scarce manpower resources and staff time as their priorities do not fit perfectly in the plans and programs of the NSS. These should be SAC/SCC has to establish an effective coordination arrangement with the DPs as meeting their demand for statistics need some reinforcement on the supply side of longer-term capacity building and transfer of technology.

Strategic/ Specific Objectives	Activities	Responsible Office	Output	May Require Technical Assistance
SO7. Improve the working relationship and coordination with Development Partners to ensure predictable, continuing, integrated support to the priority activities of the NSS as well as full transfer of skills and know-how.				
<ul style="list-style-type: none"> Harmonize country needs with the development partners 	1. Institute clear processes for coordination of technical assistance and projects supported by Development Partners thru the TWG-PPR Technical Sub-group on Data for Development or another appropriate TWG to be created by the SAC/SCC to optimize their effectiveness and address the most critical data and capacity gaps.	SAC/SCC	TWG on Development Partner Cooperation	
	2. Seek to obtain longer term commitments for improved predictability of funding and assistance as spelled out in NSDS.	SAC/SCC, MOP	Annual report on external support to Statistics	

4.1.8 Financing the NSS

The Statistics Law created the mechanism of a Budget Packet for statistics not only in the NIS but also in the M&Is. While there may not be full assurance of the budget being granted, the Budget Packet can raise awareness among the purse keepers in government of the requirement to have government strategies monitored and guided by quality statistics as the evidence base for decision-making. There should also be an efficient monitoring and evaluation (M&E) system to prove the judicious use of allocated resources to the NSS.

Resources are not granted on mere budget requests to the authorities and the DPs. The request should be made in the context of inputting evidence to approved government undertakings, providing relevance and credibility in its products and services, and efficient use of scarce resources, as embodied in this NSDS.

Strategic/ Specific Objectives	Activities	Responsible Office	Output	May Require Technical Assistance
SO8. Promote stability and growth of budget support for the NSS from both domestic and international sources to allow effective planning and implementation of priority statistical programmes.				
<ul style="list-style-type: none"> Implement the provisions of the Statistics Law relating to the improved procedures for funding 	1. Operationalize the approval of proposed plans and budgets by the NIS & DSUs within the context of the NSDS before inclusion in the Budget Packet of each ministry & institution.	SAC/SCC	Approved Budget Packets	
	2. Set up and implement an M&E system to monitor the sources and uses of funds in connection with the NSDS.	NIS, M&Is	Functioning M&E system	Yes

4.2 Priority Activities (2019-2023)

The schedule of activities for the NIS is heavy, with significant front-loading for 2019-2020. Most of the large-scale censuses and surveys are institutionalized, with the development partners funding and providing technical expertise. In fact, these have comprised the workload of the NIS ever since. These are presented in Annex 1. The implementation plan of activities of the entire NSS from 2019-2023 can be seen in Annex 2.

However, with the Statistics Law, the NIS has been mandated a whole spectrum of new institutional responsibilities. For 2019-2023, it is expected to carry out the following:

Policy and Programme Setting

- Come up with **implementation guidelines for metadata**.
- Formulate a **policy and program for subnational statistics**.
- An **ICT Policy and strategic plan** should replace the existing general notion that ICT is only the sum total of computers, software and data files taken individually.
- Dissemination is not only preparing the report and analysis of census and survey results. A **dissemination policy** has to be put in place to serve the general and specific needs of various users through appropriate and improved channels (media, release calendars, publications, public use files, website, and DUSC).

Organizational and Human Capacity Building

- The NIS should be vested with **autonomy and accountability** in human resource and financial administration to lead and sustain these efforts; to a higher degree than what it exercises under its present status. Granting the NIS **more autonomy and accountability** would require legal and/or administrative fiat; the SL and the SDs have to be reviewed and revised, if necessary.
- Even in its present status, the **NIS organizational structure** needs to be rationalized (e.g. human resource management, financial management, dissemination, etc.).
- Meeting the national, regional and international commitments requires additional qualified staff to be recruited, whether as regular or contractual Project employees. The NIS should undertake **review of staff performance** annually and tie this up with productivity incentives. An effective and localized **long-term** staff development and training **program** has to be drawn up for all the DSU staffs, focusing on the identified topics.

Coordination Structures and Mechanisms

- Update the **Designated Statistics**.
- As NSS coordinator, the NSS should consider organizing **TWGs** thru SAC/SCC (such as one to mainstream NSDP/SDG indicators in statistical activities, at least one for economic statistics, at least one for social statistics, at least one for natural resources) to assist in coordination mechanisms and arrangements.
- With the increasing demand for data, the NSS should be coordinated and its activities discussed and prioritized to improve quality, minimize unnecessary duplication and optimize use of resources. The SAC and SCC should **meet** regularly to address the various policy, plans and programs that need to be evaluated and approved. **Contact persons** should be designated in each DSU for better communication and collaboration. **MoUs** should be forged to facilitate data as well as technology transfer.
- The provision of the **Budget Packets** in the Statistics Law has to be implemented fully. The institutional changes as described earlier will facilitate its preparation and serious consideration by the government leadership. The NSS is also tasked to monitor fund sourcing, use and accountability thru an **M&E system** in place.
- Most of these initial activities will require technical and/or financial assistance from development partners. A **TWG** should be formed to work on improved development partner cooperation on statistics; in case of an existing one, its terms-of-reference may be expanded to include statistics and NSDS support.

Chapter 5

Budget Needs

5.1 Budget estimates, prior to 2017

Estimated budgets can be obtained from several sources: the SMP prepared in October 2005; the SMP-MTR prepared in November 2012; and the 2015 Annual Report of the NSS prepared by the NIS in December 2016. For the present, a questionnaire was sent to all the M&Is seeking to obtain information on the activities scheduled to be undertaken during the period from 2019-2023 and the requisite funding required.

5.1.1 Statistical Master Plan, October 2005

The SMP estimates appear to be the benchmark for budget information of the NSS. The activities indicated as Priority in SMP Table 3 (Annex 4) are basic but key activities. For the NIS, these include compilation of National Accounts (but not necessarily collection of much of the data needed); the Consumer Price Index; producer and agricultural commodity price indices; indices of agricultural and industrial production and of retail sales; labour force statistics and a labour costs index; and various censuses and surveys. For other ministries, priority is shown for external sector statistics and surveys; fiscal sector statistics; agricultural production statistics and crops, livestock and fisheries surveys; the annual schools census and the related education management information system (MIS); and the MIS for health, labour market and tourism. The Priority activities in the table do not include activities in ministries and institutions other than CDC, MEF, MAFF, MOEYS, MOH, MLVT, MOT, NBC and NIS.

The financing gap for **priority** activities is USD 32.6 million over the 10 year SMP period. Total direct costs over the period are estimated to be USD 44.1 million - so the funding gap is about 74 percent of total requirements. The total of USD 44.1 million includes some USD 13.8 million for census work—censuses of population, agriculture and business establishments. It also includes some USD 12.2 million for surveys—of households (on income and expenditure, health, demographic, labour force and other subjects) and of establishments. These activities have relied on significant external funding. The estimated RGC statistics budget for priority activities in 2005 is USD 0.6 million.

Annexes 5a and 5b shows detailed financing of **all** activities in the NSS. Over the ten-year period (2006-2015), with a total direct cost of USD 62.610 million, at constant prices of 2005.

Of note is that the NIS budget is USD 38.360 million, about 61 percent of the total cost.

5.1.2 SMP-MTR, November 2012

During the review of the SMP there were difficulties to assess the total cost for the statistics production undertaken by partners in the NSS other than the NIS. During the review, attempts were made to collect additional information about cost for those areas missing in the Annual Report 2010 and 2011. But only for some of the line ministries is data available on the cost for the statistics production.

The contents of the reported figures in the Annual and subsequent reports are different; some of them include salary, some not and for others it is just the salary for the people involved in statistics production reported. The difference is due to the fact that there is no specific information available on the different activities undertaken in statistics production or a standardized way of calculating and reporting costs on salary, data collection, and use of administrative data, analysis, and dissemination etc.

In order to get another estimate on the financial resources needed for official statistics in Cambodia a model was used based on available cost data from NIS, line ministries and other designated units and some other government bodies that produce statistics. The model uses reported data on costs and number of employees in statistics production to calculate data on salaries. When data is missing, data from the current SMP is used.

The calculated cost 2011 for the NSS is about USD 8.5 million. Funding for international consultants is included in the estimates for 2011 and that part will decrease about 50 per cent when the donors' funding is out phased.

The calculated figure does not include or cover infrastructure costs (e.g. buildings, utilities, computers, training), capital expenditure, or the cost of transport or vehicles required for these activities. Nor does it include the costs of senior management or other overheads.

The NIS budget in this review is USD 6.6 million, over 76 percent of the total.

5.1.3 2015 Annual Report of the NSS prepared by the NIS in December 2016

The reported estimated or actual budget reported in the Annual Report 2016 also presents estimates by the M&Is; it is the higher figure that is indicated in the table. However, there are many non-responses, perhaps due to the absence of a line item for their statistical activities in the M&I budget. For the reasons cited earlier, the estimates might represent different cost items since guidelines for financial budgeting and reporting are yet to be formulated and implemented.

Annual estimates may also be misleading since censuses and surveys are not single-year undertakings, and can be conducted annually, biennially, triennially, quadrennially, quinquennially, or every decade.

5.2 Budget Estimates, 2019-2023

The estimates in Annex 3 were based from the Country Report on Support to Statistics (CRESS) prepared by the NIS and PARIS21 in May 2017 and from responses to a questionnaire sent to the M&Is.

However, for lack of specific guidelines on how to compute budgets, the information is at best indicative, but coming generally from the concerned ministries. The institutionalization of the Budget Packets (Article 21, Statistics Law) preparation will greatly improve the budgeting process and estimates of NSS activities.

The total NSS budget is around USD 58.8 million from 2019-2023. NIS has a share of 76.5 percent of this total.

5.3 NIS Calendar of Activities and Budget

The estimated budget for NIS for 2019-2023 is estimated at USD 44.7 million, with the yearly breakdown, as follows:

Year	Estimated yearly budget
2019	USD 14,903,900
2020	USD 7,177,600
2021	USD 9,020,900
2022	USD 4,810,600
2023	USD 8,786,200

The total NSS budget is estimated at around USD 58.8 million from 2019 to 2023. NIS has a share of 76.5 percent of this total. These estimates in Annex 3 were based from the Country Report on Support to Statistics (CRESS) prepared by the NIS and PARIS21 in May 2017 and from responses to a questionnaire sent to the M&Is.⁴⁹

The estimated budget for NIS for 2019-2023 is estimated at USD 44.7 million, with the yearly breakdown, as follows: 2019 – USD 14,903,900; 2020 – USD 7,177,600; 2021 – USD 9,020,900; 2022 – USD 4,810,600; 2023 – USD 8,786,200.

The budget estimates for the censuses are: 2019 Population Census of USD 8.7 million and the 2021 Economic Census USD 4.5 million. The Population Census budget is USD 8.7 million with preparatory activities of USD 1.3 million and Census operations in 2019 of USD 7.4 million.

The survey budgets include: Socio-Economic Survey (2019-2023) costing USD 4.7 million; Demographic and Health Survey (2020), USD 5.7 million; Inter-censal Agriculture Survey (2019), USD 1.7 million; Annual Economic Survey, USD 600 thousand; National Disability Survey (2021), USD 653 thousand; Labour Force and Child Labour Survey (2019, 2021, 2023), USD 900 thousand; Regular Physical Violence Against Children Survey (2021), USD 450 thousand; Aging Population Survey (2021), USD 390 thousand; and National Tobacco Prevalence Survey (2019), USD 360 thousand.

Moreover, an annual budget of USD 460 thousand is proposed for the capacity building of the NSS on measurement for SDG indicators, monitoring, reporting and dissemination. The other NIS statistical activities and products are shown in Annex 6.

Box 2. Is the government spending enough for statistical activities?

Assuming that the estimates in Annex 8 have been reasonably sourced and calculated, it is apparent that except for the NIS, statistical activities in the M&Is receive less than 1 percent allocation (actually highest would be in the range of half of a percent) of the total budget.

For every USD 100.00 allocated to a ministry, less than USD 0.25 goes to statistical activities (and evidence-based M&E). Not enough...

⁴⁹ These estimates are indicative, and the uncertainty and lack of rigor are among other things due to the fact that there is generally no specific information available on the different activities undertaken in the NSS of statistics production or a standardized way of calculating and reporting costs on salary, data collection, and use of administrative data, analysis, and dissemination etc. The institutionalization of the Budget Packets (Article 21, Statistics Law) preparation will greatly improve the budgeting process and estimates of NSS activities.

Chapter 6 Sustainability

The progress of the NSS has to be sustained and to improve on its sustainability this chapter looks at the risks involved, the governance arrangements, and the monitoring and evaluation scheme during its implementation.

6.1 Issues and Risks

In the SMP and the MTR some risks were identified. When risks are identified and anticipated the plan has a greater chance of success. Together with the recent Assessment findings, the risks associated with the NSDS are discussed below. There may, of course, be other unidentified risks.

- The commitment and ownership of the NSS to implement the NSDS is limited;
- Limited organizational and human capability in the NSS;
- The integrated approach in the role of ICT in the NSS is not appropriate;
- Effective coordination within the NSS and/or stakeholders is not yet good;
- Inadequate structure and processes for effective communications, dissemination, and advocacy;
- Limited resource management (financial and logistical).

These risks remain and are thought to continue to exist for the NSDS period.

Major Risks	Potential effect on achievement of objectives (major, moderate, minor)	Likelihood that the event will occur (high, medium, low)	NSDS risk mitigation measures
The commitment and ownership of the NSS to implement the NSDS is limited	<u>Major</u> : NSS not motivated to implement NSDS	<u>Medium</u> : The NIS has recognized the need to promote these to stakeholders at all levels	The NSS was very much involved in the assessment and formulation processes in NSDS preparation. The Strategy outlines the activities and the roles and responsibilities of the components of the NSS. A full-time Secretariat should be created to manage the change process. Recommended to create subject-matter TWGs thru the SAC & SCC to help NIS oversee its implementation on a regular basis.

Major Risks	Potential effect on achievement of objectives (major, moderate, minor)	Likelihood that the event will occur (high, medium, low)	NSDS risk mitigation measures
Limited organizational and human capability in the NSS	Major: NIS and DSUs less able to engage in NSDS implementation because of lack of autonomy in financial and human resource management, and lack of experience in statistical policy and plan formulation	Medium: The DG should exercise the authority accorded to her position ⁵⁰ , Medium: The SAC & SCC should provide the necessary status and environment to DSU to function as NSDS implementers.	Rationalize the NIS structure and authorities in collaboration with the MOP. Formalize support DSUs in the M&Is thru the SAC & SCC.
	Major: NIS and DSUs less able to undertake new surveys from design to analysis due to lack of technical staff and expertise.	High: The NSDS requires significant increase in quantity and quality of skilled personnel in the NSS.	An NSS-wide capacity building has to be formulated and implemented with considerable technical assistance and technology transfer.
The integrated approach in the role of ICT in the NSS is not appropriate	Moderate: Less able to deliver quality results due to isolated approach to the use of ICT in statistical operations and storage	High: The issue can be critical and need to be addressed at an early stage in the project	The FIDES assessment outlines the steps to be taken. These have to be addressed and/or implemented.
Effective coordination within the NSS and/or stakeholders is not yet good	Major: NSS less able to focus on priority activities and project implementation	Medium: the SAC & SCC should forge institutional cooperation and coordination in the NSS.	Recommended to create sectoral TWGs thru the SAC & SCC to help NIS oversee NSDS implementation on a regular basis Recommended to create a TWG, if necessary, to harmonize development assistance for NSDS
Inadequate structure and processes for effective communications, dissemination, and advocacy	Major: Less able to promote progress in developing the communications function and website due to lack of skilled staff	Medium: The NIS requires technical assistance in updating the site and preparing a communications plan.	Support in organizational issues and professional guidance thru the SAC & SCC.
	Major: Statistical information from departments is needed to update the NIS website. DSUs should update their websites.	Medium: The SAC & SCC should ensure that there are appropriate dissemination and data use policies in the availability and access to data.	Support by the SAC and SCC in the formation of working groups from different departments.

⁵⁰ Titles accorded to her position. In the 2015 update of the Statistical Law, the DG of NIS is designated the title “Chief Statistician of the Kingdom of Cambodia”, and recently, as the Delegate of Royal Government of Cambodia in-charge of Director General of the National Institute of Statistics.

Major Risks	Potential effect on achievement of objectives (major, moderate, minor)	Likelihood that the event will occur (high, medium, low)	NSDS risk mitigation measures
Limited resource management (financial and logistical)	High: NIS will require funding for the data collection of priority activities	The NSDS aims to drive demand among funders (government & development partners) for quality data thru commitment and ownership of the NSDS, coordination, dissemination, and communication among the various suppliers of data. A focus on delivering and communicating the statistics to the users is also a mitigating factor (even if in the longer run) and an eye opener for more demand of official statistics.	

6.2 Governance Arrangements for the NSDS

From the strategic objectives to action planning to implementation, the role of the NIS as the lead in the NSDS process is key to the success of the NSDS. That the NIS is under the Ministry of Planning presents some challenges that need to be addressed but which may be beyond the capability of the NIS. To officially link with the designated statistical units under the M&Is, it has to go through channels, through the MOP, and then to the M&Is, which connects it to the DSUs. It is accurate that technical staff informally exchange notes and data, but policy matters like setting standards and classifications and budget decisions are discussed and negotiated at higher levels.

The Statistics Law provides for the SAC and the SCC to handle these policy, plan and programme matters in the NSS; thus the NIS has these higher-level bodies to turn to as recourses. Principal to these higher-level policy and coordination bodies would be a functioning technical network to prepare the tasks and meeting agenda and working papers as these do not meet frequently. The NIS will have to consult regularly with the DSUs to come up with meaningful matters for the SAC and SCC to act on during their meetings. A governance arrangement is proposed (Figure 2) that considers having a reasonable number of inter-agency technical working groups (TWGs) where analysts and specialists discuss problems and solutions in the NSS for the disposition and resolution by the SCC and the SAC.

Note that by legislative fiat, the SAC is a level higher than the M&Is. While the composition of the membership is at the level of Secretaries of State, the SAC is an inter-ministerial body that benefits from the inputs of many ministries. The same can be said for the SCC, with an inter-ministerial membership. But relying on bodies that do not meet frequently can slow down the formulation of policies and the implementation of plans and programmes. The NIS with the assistance of the TWGs can ensure the preparation of meaningful agenda and work programmes for effective decision-making by these bodies.

The set-up also encourages regular interaction of the NSS with the DPs to harmonize the provision of support in resources and expertise that have been outlined in the NSDS.

Figure 1: Organisational framework of the Cambodia national statistical system

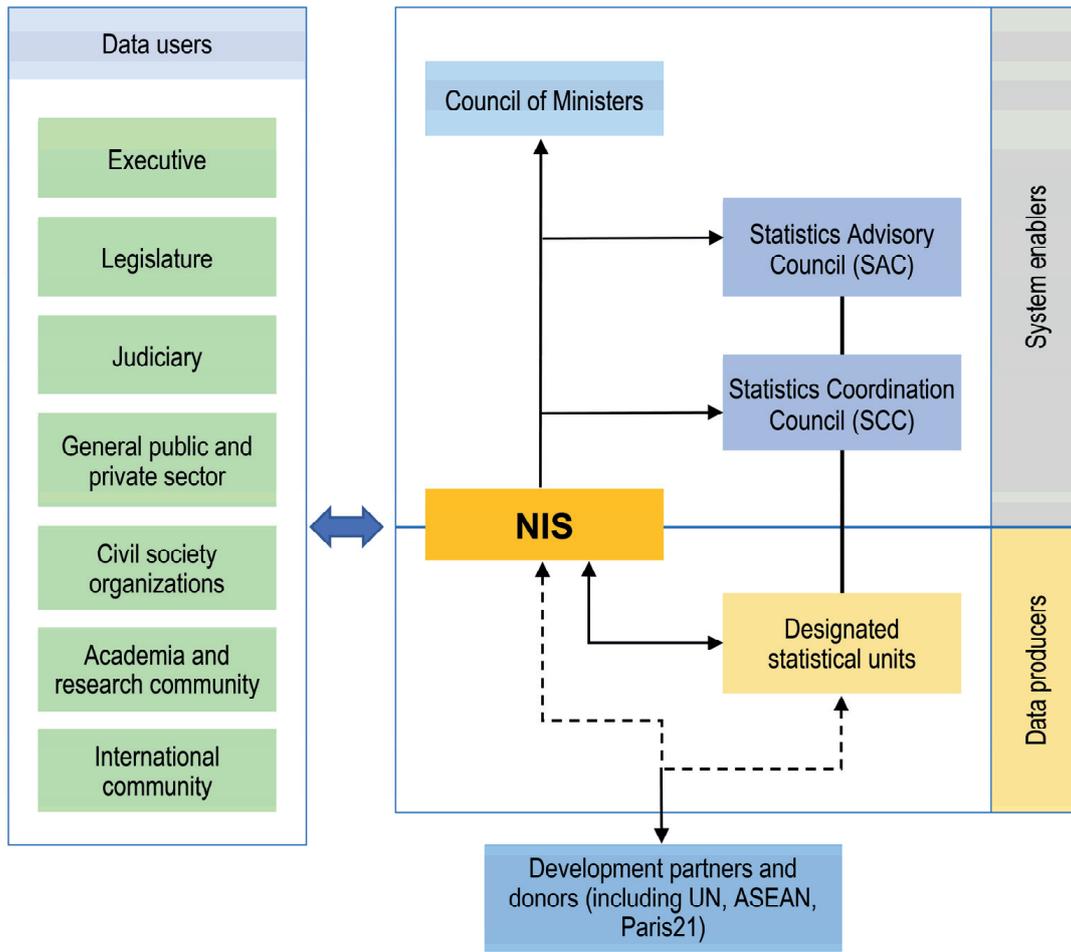
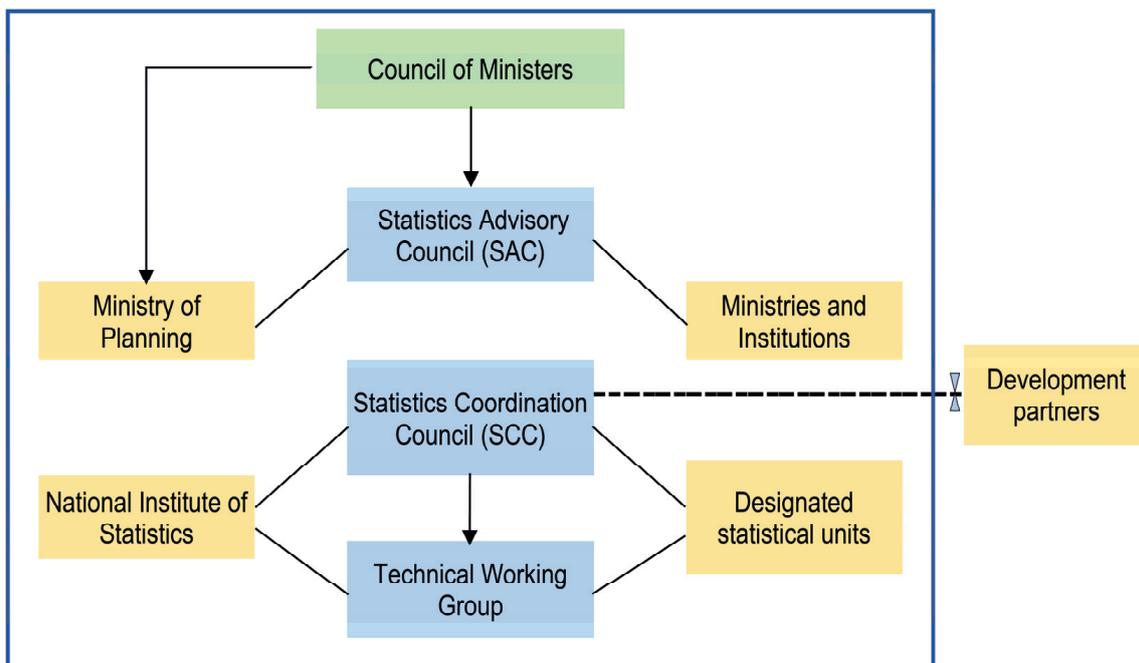


Figure 2: Proposed Governance Set-up for NSDS Implementation



Note: Inter-agency body

Box 3. Should the NSS move towards centralization?

Fact: The budget of the NIS over the years has ranged from 60-75 percent of the total NSS budget since 2006.

Fact: The NIS employs 61-66 percent of the total statistical personnel in the NSS.

Fact: The government allocates only 0.25 percent of total allocations to statistics in the M&Is

As a matter of policy and strategy, are the resources spread too thinly that building capacity can become more expensive and unwieldy under the present set-up? Perhaps a multi-sectoral group can look into what might be the more efficient set-up for the NSS in the years to come.

6.3 Monitoring and Evaluation

A logical framework has been prepared to guide the monitoring and evaluation of the NSDS as shown below. For each strategic objective, the activities are set out, with the expected results identified, evidenced by indicators and means of verifying these. The NSDS Secretariat should alert the implementors of forthcoming activities, and monitor these in accordance with the framework presented below.

Evaluation of the plan should take place at the end of the Strategy period. The timing should be synchronized with other strategic reviews (e.g. review of NSDP or of government spending plans). A midterm review should occur after 2020. It is also recommended that the work with a new NSDS starts during 2021 or at latest in the beginning of 2022, building on this NSDS and benefitting from the results of the Midterm Review.

Logical Framework (Log frame) of NSDS Action Plans

Strategic Objective	Activities	Expected Results	Outcome Indicators	Means of Verification	
Develop, implement, and maintain a core data set of high quality ⁵¹ by all institutions of the NSS, under the leadership of the NIS, to adequately respond to the statistical requirements to support development processes arising from, NSDP, SDG, and ASEAN commitments and the needs of other users	1. Integrate the NSDS in the NSDP	NSS operations are linked to development policy	Prominent chapter/ section for Statistics in NSDP by 2020	NSDP document	
	2. Lead the exploration of all possibilities for expanding the use of administrative records, management information systems, and elements of Big Data as sources of data for statistical purposes to fill gaps and especially as source for the SDGs including disaggregated data (by gender, age groups, disability, and subnational level)	Designated Statistics is expanded to fill data gaps More data are disaggregated, especially for NSDP & SDG indicators	Added disaggregation to data sets starting in 2020. Updated policy on Designated Statistics	Policy document Statistical publications Public use files	
	3. Make a plan to assess, coordinate and legalize data sets from other organizations like research institutes, professional associations and NGOs		Quality assessment of data sets from non-government sources by 2022	Assessment report	
	4. Develop a catalogue of cases where international standards & classifications are not being applied in the NSS and establish a plan for their application		Quality of NSS statistics is promoted to aid in development	Plan for Application of International Standards & Classifications in 2022	Catalogue Plan document
	5. Develop and adopt a Data Quality Assurance Framework			Approved DQAF in 2021.	DQAF document DQAF manual
	6. Produce appropriate metadata for all domains of statistics and make them available to users			Approved implementation guidelines for providing metadata to released results in 2020	Metadata guidelines manual
	7. Develop a clear policy direction and program for developing subnational statistics		The production of statistics for provinces and communes is prioritized by policy and implemented by the NSS	Approved policy and program for subnational statistics in 2020	Policy and program document
	8. Mainstream the NSDP/SDG/CSDG indicators into national, sectoral and subnational statistical activities thru the TWG-PPR Technical Sub-group on Data for Development or another appropriate TWG to be created by the SAC/SCC		NSDP/SDG concerns are formally integrated and overseen by an inter-agency group	Creation of an TWG to oversee mainstreaming of NSDP/SDG indicators in statistical activities in 2020	Memoranda/resolution creating TWGs
	9. Develop and implement specific plans ⁵² to improve economic, environmental and financial statistics including the national accounts, prices, balance of payments and IMTS to make them timelier, of better quality, and more relevant.		The availability of quality economic statistics continues to improve	Conduct of various surveys	Publication (printed and electronic) of Results of CSES Results of CIAS

⁵¹ Relevant, timely, reliable, accessible.

⁵² From the NIS presentation on "2017 – 2018 Joint Monitoring Indicators (JMIs)" during the Briefing – Training on the National Strategy for the Development of Statistics held 27-28 July 2017.

Strategic Objective	Activities	Expected Results	Outcome Indicators	Means of Verification
Strengthen further statistical legislation, institutional infrastructure, organization structures, independence of the NIS & operational, financial & administrative management systems of the NSS to support statistical production & development	9.1. Annual Cambodia Socio-Economic Survey (CSES) 9.2. Cambodia Inter-censal Agriculture Survey 9.3. Provincial and National Consumption Price Index (CPI) Pilot ⁵³ 9.4. Producer Price Index (PPI) ⁵⁴			Results of provincial and national CPI Results of PPI
	10. Develop and implement specific plans ⁵⁵ to improve poverty and other key social statistics to improve their timeliness, sustainability, geographic details, and overall quality. 10.1. 2019 General Population Census of Cambodia 10.2. Labour Force and Child Labour Survey 10.3. Demographic and Health Survey 10.4. National Disability Survey 10.5. Rural Urban Migration Survey 10.6. Aging Population Survey 10.7. National Tobacco Prevalence Survey 10.8. Regular Physical Violence Against Children	The availability of quality social statistics continues to improve	Conduct of various surveys and Population census	Publication (printed and electronic) of Results of Census and Surveys
	1. Review SL &SDs to further strengthen the autonomy and accountability of the NIS to lead the NSS	NIS is provided more autonomy and accountability necessary to manage NSS operations	Reorganized NIS by 2020	Reorganization document Resolution of Approval
	2. Reorganize the NIS to improve the whole statistical process; this applies to data collection, data processing, storage, dissemination and access	Coordination of sectoral statistical activities is formalized	Organized TWGs by 2020	Resolution creating TWGs
	3. Organize Technical Working Groups (TWGs) as support to the Statistical Coordination Committee & the NIS	The SL and SDs and implementation are understood by the stakeholders	Approved Communications plan by 2021	Communication Plan document Primer on SL and SDs
	4. Disseminate & publicize the SL & SDs 5. SAC thru SCC will rationalize the status and roles of the DSUs consistent with the provisions of the SL& SDs	The M&Is are guided by the role of DSUs in the NSS	Rationalized status of DSUs by 2021	Rationalization Plan document Resolution formalizing DSUs

53 From TOR of Ministry of Planning (MOP) Enhancement of Poverty Analysis Capacity Project (EPACP) Grant No. TFOA0113 funded by World Bank.

54 Institutional cooperation project between NIS and Statistics Sweden, Phase 2016-2019, funded by EU and SIDA.

55 From the NIS presentation on "2017 – 2018 Joint Monitoring Indicators (JMIs)" during the Briefing – Training on the National Strategy for the Development of Statistics held 27-28 July 2017.

Strategic Objective	Activities	Expected Results	Outcome Indicators	Means of Verification
Develop and implement human capacity building in an organized recruitment, training and employee motivation programme in the NSS	1. Increase the numbers of technical staff appropriately for compilation of the indicators including for NSDP, poverty reduction, ASEAN and the SDGs	The NSS is staffed with more qualified personnel	More statisticians starting in 2020	NIS & DSU Plantillas
	2. Provide training in the statistical areas as identified in section 2.3.4	Various training seminars and workshops are conducted	More training from 2020 onwards	Training programs Training participants
	3. MOP to provide more autonomy and accountability to NIS in human resource management	NIS is provided more autonomy and accountability necessary to manage its human resources	Organized units in the NIS to attend to human resource and financial management by 2020	Revised NIS Organizational Chart
	4. Introduce annual staff performance reviews	Human resources of NIS are managed thru innovative schemes	Annual performance reviews by 2020	Performance Review Manual Annual review reports
	5. Introduce a system for certifying statistical knowledge & a set of incentives in support of such certification, including career paths		Certification system, Career paths by 2022	Certification system guidelines Career path guidelines
	6. Prepare & implement a longer-term Staff Development & Training Needs Statement and Khmer-based Programme for the NSS		Training for those involved in statistics is planned out and implemented	Staff Development Programme for the NSS by 2020
Develop & implement ICT Strategy & Plan to provide state-of-the-art ICT capacity to support all aspects of statistical collection, processing, analysis, maintenance & dissemination.	1. Develop & implement an ICT Policy & Strategic Plan for the NIS & NSS	ICT infrastructure are managed to promote knowledge learning and management in the NSS	Approved ICT Policy & Strategic Plan for ICT by 2020	ICT policy document ICT strategic plan document
	2. Implement recommendations for ICT management in the NIS plan for ICT infrastructure needs, a DBMS, off-site back-up copies of files, IT security, and data warehouse		Reorganized ICT management in the NIS by 2022	DBMS manual Back-up files Data Security manual Data warehouse guidelines
Develop and implement a Dissemination Strategy & an Advocacy and Literacy Strategy to provide improved access to all users & increased demand for statistics.	1. Develop and publish an up-to-date dissemination policy for NIS and the NSS, taking into account Open Data initiatives and GDDS compliance	The dissemination policy is updated to incorporate new data initiatives	Approved Dissemination Policy by 2020	Policy document
	2. Introduce as quickly as possible Advance Release Calendars for major statistics	Users are made aware when official statistics are to be released for transparency and credibility.	Release Calendars for Designated Statistics by 2020	Release calendars
	3. Upgrade the NIS website to disseminate on Cambodia and information about the NIS and NSS. Provide links directly from the NIS website to the statistical data held on the websites of M&Is. M&Is should place their statistics on their websites		Website features are added to be more user-friendly	Upgraded NIS website by 2020

Strategic Objective	Activities	Expected Results	Outcome Indicators	Means of Verification
<p>Improve coordination of the NSS to eliminate data conflicts and produce comparable, timely statistics in the NSS as efficiently as possible</p>	<p>4. Publicize the existence of the DUSC and the services that it offers; track records of visitors and requests made, including that of CAMInfo and NADA</p>	<p>Users are informed of the additional dissemination channel that has been existing for some time</p>	<p>Improved DUSC by 2020</p>	<p>Improved Center facilities Data holdings</p>
	<p>5. Develop and implement a comprehensive approach to communication and advocacy pertaining to planning, consultation & feedback with users including media</p>	<p>Communicating and advocating NSS products and services to various stakeholders are planned out</p>	<p>Approved Communication and Advocacy Plan by 2021</p>	<p>Plan document</p>
	<p>6. Use social media to communicate statistics and analysis</p>	<p>Users of social media can be updated on NSS products and services.</p>	<p>Increased social media presence by 2021</p>	<p>Social media posts</p>
	<p>7. Encourage the creation of online user forums, wherein users exchange information about NIS data and interact with technical staff</p>	<p>Online users can be updated through chats on NSS products and services</p>	<p>Functioning online user fora by 2022</p>	<p>Web chats User profiles</p>
	<p>8. Conduct a User Needs, Use and Satisfaction Survey early in the NSDS period and every 3-5 years subsequently</p>	<p>The experience of users with the NSS is measured and better understood by data suppliers</p>	<p>Results of survey 3 months after collection</p>	<p>Survey results</p>
	<p>9. Provide for a budget item for dissemination and advocacy, especially in large-scale activities</p>	<p>Funding is ensured for disseminating key statistics from censuses and surveys</p>	<p>Approved budget item for dissemination and advocacy</p>	<p>Budget document</p>
	<p>1. SAC & SCC should meet according to provisions of the Sub-decree on Organization and Functioning of the NSS</p>	<p>More policies and programmes are formulated, assessed and implemented with increased frequency of meetings</p>	<p>More well-attended meetings OF SAC & SCC</p>	<p>Notice and minutes of meetings</p>
	<p>2. Operationalize the assessment, monitoring and elimination of duplication in data collection by M&Is thru the TWGs</p>	<p>Unnecessary duplication of data is avoided, and data production is prioritized</p>	<p>Assessment of data duplication and recommendations on designation of series by 2020</p>	<p>Assessment report Resolution on designated statistics</p>
	<p>3. Establish a single point of contact for each M&I to provide an effective channel for coordination</p>	<p>Flow of official and informal communication is improved and facilitates coordination within the system</p>	<p>Appointed M&Is coordinators by 2020</p>	<p>Roster of M&Is coordinators</p>
	<p>4. Do a complete review of data sharing and possibilities for expanded data sharing and the best technology for implementation and establish formal agreements (MoUs)</p>	<p>Data sharing in the NSS is institutionalized</p>	<p>MoUs on data sharing by 2020</p>	<p>MoUs</p>

Strategic Objective	Activities	Expected Results	Outcome Indicators	Means of Verification
Improve the working relationship and coordination with Development Partners to ensure predictable, continuing, integrated support to the priority activities of the NSS and ensure full transfer of skills and know-how	1. Institute clear processes for coordination of technical assistance and projects supported by Development Partners thru the TWG-PPR Technical Sub-group on Data for Development or another appropriate TWG to be created by the SAC/SCC to optimize their effectiveness and address the most critical data and capacity gaps	Agenda for technical cooperation is discussed and prioritized system-wide	TWG on Development Partner Cooperation by 2020	TWG proceedings
	2. Seek to obtain longer term commitments for improved predictability of funding and assistance as spelled out in NSDS			
Promote stability and growth of budget support for the NSS from both domestic and international sources to allow effective planning and implementation of priority statistical programmes	1. Operationalize the approval of proposed plans and budgets by the NIS & DSUs within the context of the NSDS before inclusion in the Budget Packet of each ministry & institution	Budget packets are prepared, discussed, assessed and prioritized Sources and uses of funds are monitored in the context of the NSDS	Approved Budget Packets by 2020	Budget document
	2. Set up and implement an M&E system to monitor the sources and uses of funds in connection with the NSDS			
			Annual report on external support to Statistics by 2020	Annual report
			Functioning M&E system by 2020	M&E reports

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Annex 1:
Indicative Timetable for Censuses and Surveys, 2019-2023

Indicative Timetable for Censuses and Surveys, 2019-2023

Year	Key policy steps		Censuses	Surveys	Year	
2019			Population Census 2019	Continuing Cambodia Socio-Economic Survey (CSES) with core and rotating modules Other surveys: Labor Force and Child Labor Survey National Disability Survey Rural Urban Migration Survey Aging Population Survey National Tobacco Prevalence Survey Regular Physical Violence Against Children Survey Annual Economic Survey Informal Sector and Non-Observed Economy Survey	Inter-censal Agriculture Survey	2019
2020		Report on SDGs	Preparation of Economic Census		Health and Demography Survey	2020
2021			Economic Census			2021
2022	Prepare NSDP		Preparation of Agriculture Census			2022
2023			Agriculture Census			2023

Annex 2:

Implementation Plan 2019 – 2023

Implementation Plan 2019 – 2023

Strategic Objective	Activities	2019	2020	2021	2022	2023	
Develop, implement, and maintain a core data set of high quality ⁵⁶ by all institutions of the NSS, under the leadership of the NIS, to adequately respond to the statistical requirements to support development processes arising from, NSDP, SDG, and ASEAN commitments and the needs of other users	1. Integrate the NSDS in the NSDP.	●					
	2. Lead the exploration of all possibilities for expanding the use of administrative records, management information systems, and elements of Big Data as sources of data for statistical purposes to fill gaps and especially as source for the SDGs including disaggregated data (by gender, age groups, disability, and subnational level).	●	●	●	●	●	●
	3. Make a plan to assess, coordinate and legalize data sets from other organizations like research institutes, professional associations and NGOs.	●	●	●			
	4. Develop a catalogue of cases where international standards & classifications are not being applied in the NSS and establish a plan for their application.	●	●	●			
	5. Develop and adopt a Data Quality Assurance Framework.	●	●				
	6. Produce appropriate metadata for all domains of statistics and make them available to users.	●	●	●	●	●	●
	7. Develop a clear policy direction and program for developing subnational statistics.	●					
	8. Mainstream the NSDP/SDG/CSDG indicators into national, sectoral and subnational statistical activities thru the TWG-PPR Technical Sub-group on Data for Development or another appropriate TWG to be created by the SAC/SCC.	●					
	9. Develop and implement specific plans ⁵⁷ to improve economic, environmental and financial statistics including the national accounts, prices, balance of payments and IMTS to make them timelier, of better quality, and more relevant. 9.1. Annual Cambodia Socio-Economic Survey 9.2. Conduct the Cambodia Inter-Censal Agriculture Survey 9.3. Provincial and National Consumption Price Index (CPI) Pilot ⁵⁸ 9.4. Producer Price Index (PPI) ⁵⁹	●	●	●	●	●	●
	10. Develop and implement specific plans ⁶⁰ to improve poverty and other key social statistics to improve their timeliness, sustainability, geographic details, and overall quality.	●	●	●	●	●	●

⁵⁶ Relevant, timely, reliable, accessible.

⁵⁷ From the NIS presentation on “2017 – 2018 Joint Monitoring Indicators (JMIs)” during the Briefing – Training on the National Strategy for the Development of Statistics held 27-28 July 2017.

⁵⁸ From TOR of Ministry of Planning (MOP) Enhancement of Poverty Analysis Capacity Project (EPACP) Grant No. TF0A0113 funded by World Bank.

⁵⁹ Institutional cooperation project between NIS and Statistics Sweden, Phase 2016-2019, funded by EU and SIDA.

⁶⁰ From the NIS presentation on “2017 – 2018 Joint Monitoring Indicators (JMIs)” during the Briefing – Training on the National Strategy for the Development of Statistics held 27-28 July 2017.

Strategic Objective	Activities	2019	2020	2021	2022	2023
Strengthen further statistical legislation, institutional infrastructure, organization structures, independence of the NIS & operational, financial & administrative management systems of the NSS to support statistical production & development	10.1. Conduct the 2019 Population Census of Cambodia					
	10.2. Cambodia Labour Force and Child Labour Survey 2019, 2021, 2023					
	10.3. National Disability Survey, 2021					
	10.4. Cambodia Rural Urban Migration Survey 2022					
	10.5. Aging Population Survey 2021					
	10.6. National Tobacco Prevalence Survey 2019					
	10.7. Regular Physical Violence Against Children in Cambodia 2021					
	10.8. Cambodia Demographic and Health Survey 2020					
	11. Develop and Implementation Group on Earth Observations (GEO)	●	●	●	●	●
	1. Review SL &SDs to further strengthen the autonomy and accountability of the NIS to lead the NSS.	●				
	2. Reorganize the NIS to improve the whole statistical process; this applies to data collection, data processing, data storage, dissemination and access.	●				
3. Organize Technical Working Groups (TWGs) as support to the Statistical Coordination Committee & the NIS.	●					
4. Disseminate & publicize the SL & SDs	●	●				
5. SAC thru SCC will rationalize the status and roles of the DSUs consistent with the provisions of the SL& SDs.	●	●				
Develop and implement human capacity building in an organized recruitment, training and employee motivation programme in the NSS	1. Increase the numbers of technical staff appropriately for compilation of the indicators including for NSDP, poverty reduction, ASEAN and the SDGs.	●	●	●	●	●
	2. Provide training in the statistical areas as identified in section 2.3.4.	●	●	●	●	●
	3. MOP to provide more autonomy and accountability to NIS in human resource management.	●				
	4. Introduce annual staff performance reviews.	●				
	5. Introduce a system for certifying statistical knowledge & a set of incentives in support of such certification, including career paths.		●	●		
	6. Repair & implement a longer-term Staff Development & Training Needs Statement and Khmer-based Programme for the NSS.	●				

Strategic Objective	Activities	2019	2020	2021	2022	2023	
Develop & implement ICT Strategy & Plan to provide state-of-the-art ICT capacity to support all aspects of statistical collection, processing, analysis, maintenance & dissemination	1. Develop & implement an ICT Policy & Strategic Plan for the NIS & NSS.	•					
	2. Implement recommendations for ICT management in the NIS plan for ICT infrastructure needs, a DBMS, off-site back-up copies of files, IT security, and data warehouse.		•	•			
	Develop and implement a Dissemination Strategy & an Advocacy and Literacy Strategy to provide improved access to all users & increased demand for statistics	1. Develop and publish an up-to-date dissemination policy for NIS and the NSS, taking into account Open Data initiatives and GDDDS compliance.	•				
		2. Introduce as quickly as possible Advance Release Calendars for major statistics	•				
		3. Upgrade the NIS website to disseminate on Cambodia and information about the NIS and NSS. Provide links directly from the NIS website to the statistical data held on the websites of M&Is. M&Is should place their statistics on their websites.	•				
	Improve coordination of the NSS to eliminate data conflicts and produce comparable, timely statistics in the NSS as efficiently as possible	4. Publicize the existence of the DUSC and the services that it offers; track records of visitors and requests made, including that of CAMInfo and NADA.	•				
		5. Develop and implement a comprehensive approach to communication and advocacy pertaining to planning, consultation & feedback with users including media.	•				
		6. Use social media to communicate statistics and analysis	•				
		7. Encourage the creation of online user forums, wherein users exchange information about NIS data and interact with technical staff.		•			
8. Conduct a User Needs, Use and Satisfaction Survey early in the NSDS period and every 3-5 years subsequently.		•	•		•		
9. Provide for a budget item for dissemination and advocacy, especially in large-scale activities		•	•	•	•	•	
Improve coordination of the NSS to eliminate data conflicts and produce comparable, timely statistics in the NSS as efficiently as possible	1. SAC & SCC should meet according to provisions of the Sub-decree on Organization and Functioning of the NSS	•	•	•	•	•	
	2. Operationalize the assessment, monitoring and elimination of duplication in data collection by M&Is thru the TWGs.	•					
	3. Establish a single point of contact for each M&I to provide an effective channel for coordination.	•					
	4. Do a complete review of data sharing and possibilities for expanded data sharing and the best technology for implementation and establish formal agreements (MoUs).	•					

Strategic Objective	Activities	2019	2020	2021	2022	2023
<p>Improve the working relationship and coordination with Development Partners to ensure predictable, continuing, integrated support to the priority activities of the NSS and ensure full transfer of skills and know-how.</p> <p>Promote stability and growth of budget support for the NSS from both domestic and international sources to allow effective planning and implementation of priority statistical programmes.</p>	<p>Activities</p> <ol style="list-style-type: none"> Institute clear processes for coordination of technical assistance and projects supported by Development Partners thru the TWG-PPR Technical Sub-group on Data for Development or another appropriate TWG to be created by the SAC/SCC to optimize their effectiveness and address the most critical data and capacity gaps. TWG on Development Partner Cooperation by 2020 Seek to obtain longer term commitments for improved predictability of funding and assistance as spelled out in NSDS. Operationalize the approval of proposed plans and budgets by the NIS & DSUs within the context of the NSDS before inclusion in the Budget Packet of each ministry & institution. Set up and implement an M&E system to monitor the sources and uses of funds in connection with the NSDS. 	●				
		●	●	●	●	●
		●	●	●	●	●
		●	●	●	●	●

Annex 3:

Estimated NSS budget 2019– 2023

Estimated NSS budget 2019 – 2023

M&I	Allocation for Statistics, CRESS, 2013-2016	Allocation for Statistics, CRESS, 2013-2016, annualized = (2)/4	Response to 2017 Questionnaire, 2017-2023, annualized	Estimates from CRESS or Responses to Questionnaire, annualized = Max[(3), (4)]	Estimates from CRESS or Responses to Questionnaire, 2019-2023 = (5)*5	% of Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
NIS	19,350,125	4,837,531	8,988,000	8,988,000	44,940,000	76.45
COM						
MoInt			256,157	256,157	1,280,785	2.18
MEF	133,225	33,306		33,306	166,531	0.28
MAFF	448,178	112,045		112,045	560,223	0.95
MRD	220,627	55,157		55,157	275,784	0.47
MOC	248,098	62,025	529,317	529,317	2,646,585	4.50
MIH						
MME						
MOEYS	1,278,700	319,675		319,675	1,598,375	2.72
MOSVY	24,079	6,020		6,020	30,099	0.05
MLMUC	289,671	72,418		72,418	362,089	0.62
MOE						
MWRM						
MOI						
MOJ						
MNASRI						
MPT C						

MOH	3,144,100	786,025		786,025	3,930,125	6.69
MPWT			155,900	155,900	779,500	1.33
MCFA	73,800	18,450	14,500	18,450	92,250	0.16
MOT	262,700	65,675		65,675	328,375	0.56
MCR						
MOWA	226,000	56,500	93,000	93,000	465,000	0.79
MLVT						
MCS	34,000	8,500	25,336	25,336	126,680	0.22
SCA	21,411	5,353	20,000	20,000	100,000	0.17
NBC	497,000	124,250		124,250	621,250	1.06
CDC			78,500	78,500	392,500	0.67
National Training Board						
MFA						
Total	26,251,714	6,562,929	10,177,710	11,756,230	58,781,150	100.00

Annex 4:

Direct Costs for Priority Statistical Activities, 2006-2015 (from SMP)

Direct Costs for Priority Statistical Activities, 2006-2015 (from SMP)

Table 3: Projected Annual(ised) Direct Costs for Priority Statistical Activities, 2006-2015 (USD in 2005 constant prices)

Ministry / Statistical Activity	Annual(ised) direct costs USD	Current government budget	Existing donor commitment (excluding int. consultant costs)	Financing Gap	Suggested additional government budget	Suggested additional donor input
RGC: Statistical governance, coordination, training, and dissemination.	340,000	82,000	112,000 UNDP, UNFPA & World Bank	146,000	73,000	73,000
NBC: BoP, Int. trade in services, Int. investment survey, monetary and financial statistics	180,000	57,000	0	123,000	61,500	61,500
MEF: foreign trade, government finance, taxation	100,000	18,000	0	82,000	41,000	41,000
CDC: NGO expenditure, investment approvals	30,000	5,000	0	25,000	12,500	12,500
NIS: Core activities: labour market indicators, national accounts, CPI and other price indices, and agriculture/industry production indices, CAMInfo, Yearbook and website, etc.	410,000	208,000	10,000 UNICEF	192,000	96,000	96,000
NIS: Censuses:	1,380,000	0	294,000	1,086,000	408,000	678,000
- Population	880,000	0	294,000 UNFPA	586,000	250,000	336,000
- Agriculture	300,000	0	0	300,000	119,000	181,000
- Establishment census	200,000	0	0	200,000	39,000	161,000
NIS: Survey activities and demography	1,220,000	210,000	50,000 2005/06 DHS only	960,000	505,000	455,000
MAFF: agriculture production, crops and livestock survey & fisheries survey	295,000	29,000	0	266,000	133,000	133,000
MoEYS: EMIS	170,000	14,000	32,000 UNICEF	124,000	78,000	46,000
MLVT: labour market information system	80,000	5,000	0	75,000	37,500	37,500
MoH: Health MIS and private sector survey	150,000	15,000	0	135,000	67,500	67,500
Tourism: Tourism MIS and IVS	50,000	5,000	0	45,000	22,500	22,500
TOTAL	4,405,000	648,000	498,000	3,259,000	1,535,500	1,723,500

Note: Additional statistical activities that should be implemented if adequate resources become available are included in a more detailed table in Annex 4. The overhead and indirect costs of infrastructure (e.g. buildings), utilities, Senior management, Administration, Human Resources, etc. are not included. Cost of international consultants is excluded from the donor commitment estimates. No amounts have been shown for expected donor commitments as most donors did not provide sufficient information.

Annex 5a:

Direct Costs for NSS Statistical Activities, 2006-2015 (from SMP)

Direct Costs for NSS Statistical Activities, 2006-2015 (from SMP)

Annex 5: Detailed Financing of NSS Activities over 2006-2015 (in constant 2005 prices, direct costs only)

Summary of Statistical Activities (\$'000)

No.	Priority	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Royal Government of Cambodia (NIS)												
1	x	80	80	40	40	40	40	40	40	40	40	480
2	x	230	230	50	50	50	50	50	50	50	50	860
3	x	250	200	100	100	100	100	100	100	100	100	1250
4	x	180	230	50	50	50	50	50	50	50	50	810
		740	740	240	3400							
National Bank of Cambodia												
5	x	50	50	50	50	50	50	50	50	50	50	500
6	x	40	40	40	40	40	40	40	40	40	40	400
7		10	10	10	10	10	10	10	10	10	10	100
8	x	40	40	40	40	40	40	40	40	40	40	400
9	x	30	30	30	30	30	30	30	30	30	30	300
10	x	20	20	20	20	20	20	20	20	20	20	200
		190	1900									
Ministry of Economy and Finance												
11	x	30	30	30	30	30	30	30	30	30	30	300
12	x	40	40	40	40	40	40	40	40	40	40	400
13	x	30	30	30	30	30	30	30	30	30	30	300
		100	1000									
Council for the Development of Cambodia												
14	x	15	15	15	15	15	15	15	15	15	15	150
15	x	15	15	15	15	15	15	15	15	15	15	150
		30	300									
National Institute of Statistics												
16	x	25	25	25	25	25	25	25	25	25	25	250
17	x	10	10	10	10	10	10	10	10	10	10	100
18	x	50	50	50	50	50	50	50	50	50	50	500
19	x	25	25	25	25	25	25	25	25	25	25	250
20	x	20	20	20	20	20	20	20	20	20	20	200
21	x	20	20	20	20	20	20	20	20	20	20	200
22		50	50	50	50	50	50	50	50	50	50	500
23	x	20	20	20	20	20	20	20	20	20	20	200
24	x	40	40	40	40	40	40	40	40	40	40	400
25		120	120	120	120	120	120	120	120	120	120	1200
26	x	75	75	75	75	75	75	75	75	75	75	750
27	x	75	75	75	75	75	75	75	75	75	75	750
28	x	10	10	10	10	10	10	10	10	10	10	100
29	x	20	20	20	20	20	20	20	20	20	20	200
30	x	20	20	20	20	20	20	20	20	20	20	200
		580	5800									
Census, surveys, and register (NIS)												
31	x	300	0	300	300	300	300	300	300	300	300	2700
32	x	300	1500	200	0	0	0	0	0	0	0	2000
33	x	0	0	300	2500	200	0	0	0	0	0	3000
34		0	0	120	720	120	0	0	0	0	0	960
35		200	300	900	120	80	80	80	80	80	80	2000
36	x	1160	1160	4960	960	560	0	0	0	0	0	8800
37	x	130	130	130	130	130	130	130	130	130	130	1300
38		0	0	0	0	0	0	150	900	150	0	1200
39	x	300	300	300	0	300	300	300	300	300	300	2700
40		300	300	300	0	0	300	300	300	300	300	2400
41	x	0	0	200	1000	200	0	0	200	1000	200	2800
42	x	100	0	0	200	1000	200	0	0	200	1000	2700
		2790	3690	7710	5930	2890	1310	1260	2210	2460	2310	32560

Annex 5b:

Direct Costs for NSS Statistical Activities, 2006-2015 (from SMP)

Direct Costs for NSS Statistical Activities, 2006-2015 (from SMP)

Detailed Financing of NSS Activities over 2006-2015 (in constant 2005 prices, direct costs only)

Summary of Statistical Activities (\$'000)

No.	Priority	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Ministry of Agriculture, Fisheries & Forestry												
43	x	50	50	50	50	50	50	50	50	50	50	500
44	x	20	20	20	20	20	20	20	20	20	20	200
45	x	200	200	200	0	200	200	200	200	200	200	1800
46	x	50	50	50	0	50	50	50	50	50	50	450
Sub-total		320	320	320	70	320	320	320	320	320	320	2950
Ministry of Education, Youth & Sports												
47	x	120	120	120	120	120	120	120	120	120	120	1200
48	x	50	50	50	50	50	50	50	50	50	50	500
Sub-total		170	170	170	170	170	170	170	170	170	170	1700
Ministry of Labour & Vocational Training												
49		70	70	70	70	70	70	70	70	70	70	700
50	x	80	80	80	80	80	80	80	80	80	80	800
Sub-total		150	150	150	150	150	150	150	150	150	150	1500
Ministry of Health												
51	x	100	100	100	100	100	100	100	100	100	100	1000
52	x	50	50	50	50	50	50	50	50	50	50	500
Sub-total		150	150	150	150	150	150	150	150	150	150	1500
Ministry of Tourism												
53	x	30	30	30	30	30	30	30	30	30	30	300
54	x	20	20	20	20	20	20	20	20	20	20	200
55		20	20	20	20	20	20	20	20	20	20	200
56		30	30	30	30	30	30	30	30	30	30	300
Sub-total		100	100	100	100	100	100	100	100	100	100	1000
Other Agencies and Ministries												
57		80	80	80	80	80	80	80	80	80	80	800
58		15	15	15	15	15	15	15	15	15	15	150
59		15	15	15	15	15	15	15	15	15	15	150
60		15	15	15	15	15	15	15	15	15	15	150
61		15	15	15	15	15	15	15	15	15	15	150
62		15	15	15	15	15	15	15	15	15	15	150
63		15	15	15	15	15	15	15	15	15	15	150
64		100	100	100	100	100	100	100	100	100	100	1000
65		15	15	15	15	15	15	15	15	15	15	150
66		80	80	80	80	80	80	80	80	80	80	800
67		15	15	15	15	15	15	15	15	15	15	150
68		100	100	100	100	100	100	100	100	100	100	1000
69		40	40	40	40	40	40	40	40	40	40	400
70		80	80	80	80	80	80	80	80	80	80	800
71		15	15	15	15	15	15	15	15	15	15	150
72		30	30	30	30	30	30	30	30	30	30	300
73		15	15	15	15	15	15	15	15	15	15	150
74		100	100	100	100	100	100	100	100	100	100	1000
75		15	15	15	15	15	15	15	15	15	15	150
76		15	15	15	15	15	15	15	15	15	15	150
77		35	35	35	35	35	35	35	35	35	35	350
78		25	25	25	25	25	25	25	25	25	25	250
79		50	50	50	50	50	50	50	50	50	50	500
Sub-total		900	900	900	900	900	900	900	900	900	900	9000
Total Financing Required		6220	7120	10640	8610	5820	4240	4190	5140	5390	5240	62610
Net Financing Required (net of current government financing)		5345	6245	9765	7735	4945	3365	3315	4265	4515	4365	53860
Of which:												
Priority proposals (x)		4520	5320	8120	6570	4420	2660	2460	2660	3660	3660	44050
Current Government Budget Financing		648	648	648	648	648	648	648	648	648	648	6480
Additional Financing Required USD '000		3872	4672	7472	5922	3772	2012	1812	2012	3012	3012	37570
as a percentage of net financing requirements		73%	75%	76%	76%	76%	63%	59%	52%	68%	70%	70%
Suggested Commitment												
Donor Financing USD '000 change		4811	4996	6836	4641	2473	1346	995	853	452	0	27401
Government Financing USD '000 change		535	1249	2930	3094	2473	2019	2321	3412	4064	4365	26460

Annex 6:
NIS Calendar of Activities and Budget, 2019-2023

NIS Calendar of Activities and Budget, 2019-2023

No	Activities	Year/s of Undertaking	Costs (USD)					Total 2019-2023
			2019	2020	2021	2022	2023	
1	2019 General Population Census ⁽¹⁾	2019	8,714,900					8,714,900
2	2021 Economic Census	2021		1,000,000	3,500,000			4,500,000
3	2023 Agriculture Census	2023				1,000,000	5,000,000	6,000,000
4	Inter-censal Agriculture Survey	2019	1,700,000					1,700,000
5	Inter-censal Population Survey ⁽²⁾	2004					800,000	800,000
6	Socio-Economic Survey	2019-2023	1,379,000	707,600	778,400	856,600	942,200	4,663,800
7	Demographic & Health Survey	2020	900,000	3,500,000	1,300,000			5,700,000
8	Labor Force and Child Labor Survey	2019-2023	300,000		300,000		300,000	900,000
9	Annual Economic Survey	2019-2023	120,000	120,000	120,000	120,000	120,000	600,000
10	Informal Sector and Non-Observed Economy Survey	2022				590,000		590,000
11	National Accounts Statistics	2019-2023	150,000	150,000	150,000	150,000	150,000	750,000
12	Retail and Wholesale Trade Statistics and Index	2019-2023	110,000	110,000	110,000	110,000	110,000	550,000
13	Consumer Price Index	2019-2023	120,000	120,000	120,000	120,000	120,000	600,000
14	Export and Import Price Index	2019-2023	100,000	100,000	100,000	100,000	100,000	500,000
15	Sector satellite accounts	2019-2023	35,000	35,000	35,000	35,000	35,000	175,000
16	Producer and services price indices	2019-2023	80,000	80,000	80,000	80,000	80,000	400,000
17	Statistical Yearbook	2019-2023	35,000	35,000	35,000	35,000	35,000	175,000
18	Statistical Handbook	2019-2023	15,000	15,000	15,000	15,000	15,000	75,000
19	Preparation of the detailed survey plan for data collection on Agriculture and Rural Statistics (Agriculture Census)	2022				320,000		320,000
20	Energy Statistics	2019-2023	83,000	83,000	83,000	83,000	83,000	415,000
21	Vital Statistics	2023					25,000	25,000
22	Annual International Merchandise Trade Statistics and International Trade in Service Statistics	2019-2023	100,000	100,000	100,000	100,000	100,000	500,000

No	Activities	Year/s of Undertaking	Costs (USD)					Total 2019-2023
			2019	2020	2021	2022	2023	
23	CAMInfo Update and National Development Indicator Registry	2019-2023	45,000	45,000	54,000	54,000	54,000	252,000
24	Aging Population Survey	2021			390,000			390,000
25	National Disability Survey	2021			653,500			653,500
26	Rural Urban Migration Survey	2022				460,000		460,000
27	Subnational Statistics Data Collection	2019-2023	80,000	90,000	90,000	90,000	90,000	440,000
28	Cambodia Standard Occupational Classification	2020		45,000				45,000
29	National Tobacco Prevalence Survey	2019	360,000					360,000
30	Socio-Economic Impact Monitoring and Vulnerability Assessment	2020-2021		50,000	50,000			100,000
31	Urban Reclassification	2021			30,000			30,000
32	Regular Physical Violence Against Children	2021			450,000			450,000
33	Updating Statistical Business Registers System	2020		300,000				300,000
34	Women and Men in Cambodia Booklet	2020-2022		15,000		15,000		30,000
35	Update the Cambodia SDGs Indicators Framework	2023					150,000	150,000
36	Capacity Building for NSS on Measurement for SDGs Indicators, Monitoring, Reporting and Dissemination	2019-2023	460,000	460,000	460,000	460,000	460,000	2,300,000
37	Group on Earth Observations (GEO)	2019-2023	17,000	17,000	17,000	17,000	17,000	85,000
	TOTAL		14,903,900	7,177,600	9,020,900	4,810,600	8,786,200	44,699,200

Note: (1) Total budget for the 2019 Population Census is USD 8.7 million, with preparatory activities of USD 1.3 million and Census operations in 2019 of USD 7.4 million.

(2) Total budget estimate for the Inter-Censal Population Survey 2024 is USD 2.8 million, with preparatory activities of USD 0.8 million and survey operations in 2024 of USD 2.0 million.

Annex 7:

Statistics personnel, authorized and filled positions, by ministry/agency, 2014-2016

Statistics personnel, authorized and filled positions, by ministry/agency, 2014-2016

Agency	2014			2015			2016		
	Authorized number of statistics personnel	Filled statistics positions	Proportion of filled statistics position (%)	Authorized number of statistics personnel	Filled statistics positions	Proportion of filled statistics position (%)	Authorized number of statistics personnel	Filled statistics positions	Proportion of filled statistics position (%)
National Institute of Statistics	325	325	65.1	317	317	60.6	318	318	67.7
The Ministry of Interior	82	82		83	83	15.9			
The Ministry of Economy and Finance									
The Ministry of Agriculture, Forestry and Fisheries	10		0.0	10		0.0	10		0.0
The Ministry of Rural Development	5	5	1.0	5	5	1.0	5	5	1.1
The Ministry of Commerce				1	30	5.7	1	30	6.4
The Ministry of Education, Youth and Sport	15	15	3.0	15	15	2.9	24	24	5.1
The Ministry of Social Affairs, Veteran and Youth Rehabilitation	3	3	0.6	3	3	0.6	5	5	1.1
The Ministry of Land Management, Urban Planning and Construction	26	26	5.2	20	20	3.8	19	19	4.0
The Ministry of Environment									
The Ministry of Information									
The Ministry of National Assembly-Senate Relations and Inspection								18	3.8
The Ministry of Health				10	10	1.9	10	10	2.1
The Ministry of Culture and Fine Arts									
The Ministry of Tourism									
The Ministry of Women's Affairs	10	6	1.2	10	6	1.1	10	6	1.3
The State Secretariat of Civil Aviation	14	9	1.8	14	9	1.7	14	9	1.9
The Ministry of Civil Service	3	3	0.6	3	3	0.6	3	3	0.6
The National Bank of Cambodia	25	25	5.0	22	22	4.2	23	23	4.9
Total	518	499	100.0	513	523	100.0	442	470	100.0

Annex 8:

**Share of government allocation for statistics
to total ministry/agency expenditure
(allocation and expenditure in US dollars; share in percent)**

**Share of government allocation for statistics to total ministry/agency expenditure
(allocation and expenditure in US dollars; share in percent)**

Ministry/Agency	Government allocation for statistics						Share of Statistics Allocation to Total Expenditure				
	2013	2014	2015	2016	2013-2016	2013	2014	2015	2016	2016	
NIS/MOP	6,825,615	6,645,090	4,249,408	1,630,012	19,350,125	72.80	64.11	36.03	12.25		
MOI											
MEF				133,225	133,225				0.11		
MAFF	119,030	105,148	110,200	113,800	448,178	0.34	0.26	0.26	0.13		
MRD	58,674	55,725	55,652	50,575	220,627	0.11	0.10	0.09	0.04		
MOC			124,049	124,049	248,098			0.43	0.36		
MOEYS	20,250		24,000	1,234,450	1,278,700	0.01		0.01	0.22		
MOSVY	3,680	4,325	5,840	10,234	24,079	0.004	0.003	0.004	0.01		
MLMUC	62,445	86,825	70,954	69,446	289,671	0.31	0.36	0.25	0.23		
MOE											
MOI											
MNASRI											
MOH			54,000	3,090,100	3,144,100			0.02	0.87		
MCFA	12,700	18,200	20,500	22,400	73,800	0.13	0.17	0.15	0.13		
MOT	53,300	57,800	61,800	89,800	262,700	0.55	0.50	0.46	0.41		
MOWA	56,500	55,000	58,500	56,000	226,000	0.73	0.69	0.66	0.55		
SSCA	2,915	5,666	3,764	9,065	21,411	0.06	0.05	0.03	0.06		
MCS	6,750	8,000	9,000	10,250	34,000	0.69	0.49	0.11	0.11		
NBC	81,000	140,000	144,000	132,000	497,000						
Total	7,302,859	7,181,780	4,991,667	6,775,406	26,251,714	0.99	0.80	0.37	0.35		
Total expenditure, Royal Government						0.24	0.21	0.13	0.19		



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