



ANNEX C1: Twinning Fiche

Project title: Enhancing the quality of the statistical system in Cambodia

Beneficiary administration: National Institute of Statistics (NIS) of Cambodia

Twining Reference: KH 22 NDICI ST 01 23

Publication notice reference: The publication notice reference will be completed by the European Commission

EU funded project

TWINNING TOOL

List of Abbreviations

ADB	Asian Development Bank
ASEAN	Association of South East Asian Nations
BA	Beneficiary Administration
BC	Beneficiary Country
CAP	Consolidated Action Plan
CPI	Consumer Price Index
CSDG	Cambodia Sustainable Development Goals
CSES	Cambodia Socio-Economic Survey
D4D	Technical Working Group for Planning and Poverty Reduction Sub-Group for Data for Development
DSU	Designated Statistical Unit
EU	European Union
FAO	Food and Agriculture Organization
GDDS	General Data Dissemination System
GDT	General Department of Taxation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IMF	International Monetary Fund
JICA	Japan International Cooperation Agency
LTA	Long Term Advisor
MEF	Ministry of Economy and Finance
MOEYS	Ministry of Education, Youth and Sports
MOP	Ministry of Planning
MS	Member State
NA	National accounts
NIS	National Institute of Statistics
NSDP	National Strategic Development Plan
NSDS	National Strategy for Development of Statistics
NSS	National Statistical System
ODI	Open Data initiatives
PA	Public Administration
PAT	Partnership for Accountability and Transparency
PFM	Public Financial Management
PIC	Parliament Institute of Cambodia
PL	Project Leader
PSC	Project Steering Committee

RBM	Results Based Management
RS IV	Rectangular Strategy IV (2018-2023)
RTA	Resident Twinning Adviser
SAC	Statistical Advisory Council
SCB	Statistics Sweden (<i>Statistiska Centralbyrån</i>)
SCC	Statistical Coordination Committee
Sida	Swedish International Development Agency
STC	Short Term Consultant
STE	Short Term Expert
WB	World Bank

1. Basic Information

1.1 Financing decision: “EU-Cambodia Partnership for Public Financial Management Reform (Stage IV)”

OPSYS number: ACT-60558 - direct management

1.2 Twinning Sector: Statistics (ST)

1.3 EU funded budget: EUR 2 000 000

1.4 Sustainable Development Goals (SDGs):

- Main SDG: 16 - Peace, justice and strong institutions

- Other significant SDGs:

SDG 17 - Partnerships for the goals

SDG 1 - No poverty

SDG 8 - Decent work and economic growth

SDG 3 - Good health and well-being

SDG 4 - Quality education

SDG 13 - Climate Action

SDG 5 - Gender Equality

2. Objectives

2.1 Overall Objective:

To support the quality and international comparability of the Cambodian official statistics.

2.2 Specific Objective:

To improve the National Statistical System (NSS) of Cambodia through strengthening the institutional capacity of the National Institute of Statistics (NIS) for collecting, processing and disseminating statistical products.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

The Royal Government of Cambodia (RGC) has increasingly relied on statistics, especially coming from the National Institute of Statistics, for its planning and budgeting as well as monitoring activities as indicated in its commitment to international and regional agreements such as MDG and SDG monitoring and the compilation of ASEAN indicators. Importantly, this growth in demand necessitates reforms to ensure that the national statistical system (NSS) can respond effectively to these developments and support Cambodia’s transition into a digital economy, characterized by high-quality, efficient and computerized business processes. In this connection, National Strategy for Development of Statistics (NSDS) 2019-2023 aims to develop a comprehensive and well-coordinated National Statistical System for producing, processing and disseminating official statistics.

This Twinning Grant project is funded under the umbrella of the Multiannual Indicative Programme (MIP) 2021-2027 for the European Union's cooperation with the Kingdom of Cambodia.

It is linked with the Priority Area 3 of the MIP: Good Governance, specific objective 1 related to the Public Finance Management Reform (PFMR) to improve efficiency, transparency and accountability in management of public funds to improve public service delivery.

The Twinning Project will contribute to the implementation of National Strategy for Development of Statistics (NSDS) 2019-2023, the Joint European Development Cooperation Strategy for Cambodia 2021-2027, notably Priority 1 “strengthen democratic accountability, integrity and effectiveness of Cambodia’s public institutions, systems and services at all levels (‘supply side of governance’), with particular focus on major governance reform programmes, including corruption”.

3. Description

3.1 Background and justification:

The National Institute of Statistics (NIS), which is part of the Ministry of Planning, is the coordinating institution for statistical matters in Cambodia. NIS compiles and consolidates statistics provided by decentralized offices and also collects primary data through household and establishment surveys and population, agricultural and economic censuses.

According to the Statistics Law, the NIS is the official national statistical institution, with the responsibility for establishing, leading and coordinating an integrated national statistical system which covers all designated official statistics and statistical units within ministries and government institutions. In addition to the NIS, each ministry and other government institution have a statistics unit responsible for producing statistics. Various ministries and other institutions collect and produce statistics as part of their work. The system consists of NIS and 33 line ministries, government institutions and National Bank of Cambodia, all producers of designated official statistics.

The main users of NIS statistics are different government bodies, the national assembly, and international organizations. NIS is also experiencing growing interest for statistics from businesses and enterprises. The dissemination of survey results and online databases on the website has increased the availability of "Official Statistics" for the general public. There are also printed reports available, including the statistical yearbook¹ and CSES reports².

Official statistics in Cambodia are mainly produced by NIS, but also by ministries and national institutions that form together the NSS. However, since statistics is not core business of other institutions than NIS they often lack the power to engage their top management in investing resources in statistics development. They use their

¹ <http://www.nis.gov.kh/nis/yearbooks/StatisticalYearbookofCambodia2021.pdf>

² <http://www.nis.gov.kh/index.php/km/14-cses/12-cambodia-socio-economic-survey-reports>

administrative data generated via their daily functioning and not designed for statistical purposes. Moreover, the statistics produced is not always in line with international standards.

A lesson learned in the Sida's Partnership for Accountability and Transparency (PAT) I and II programmes is that there is a need for NIS and its partners in the NSS to develop infrastructures, in order to engage to further modernization of the production processes of official statistics.

A Statistics Master Plan 2008-2015 (SMP) was established for NIS as well as for other actors in the NSS of Cambodia, approved in 2007. The SMP specifies which statistics should be produced and when. The SMP states *"The highest priority for the NSS is to maintain existing economic and socio-economic statistics, and to improve their quality and timeliness"*.

National Strategy for Development of Statistics (NSDS 2019-2023) succeeding the Statistics Master Plan 2008-2015, aims to develop a comprehensive and well coordinated NSS for producing, processing and disseminating official statistics.

The Ministry of Planning (MOP) has received the mandate to lead and coordinate the process of localization of the global SDGs into Cambodian context. Based on the existing mechanisms, General Directorate of Planning (GDP) of the MOP is the leading coordination agency in conducting the consultation with line ministries/agencies in the process of SDG localization. Within the NSS, the National Institute of Statistics (NIS) of the MOP plays a central role in coordination and communication of all data/statistics to ensure availability for SDG monitoring as well as providing technical support and verifying data quality. The coordination mechanisms are:

- The Statistical Advisory Council (SAC), to provide strategic policy directions and facilitate coordination and collaboration among ministries and institutions.
- The Statistics Coordinating Committee (SCC), which is composed of all line ministries and institutions of NSS, has a specific function to assist NIS in technical coordination of the official statistics and SDGs.
- The Technical Sub-Group for Data for Development (TWG-PPR Technical Sub-Group D4D), which is the mechanism for dialogue between government and Development Partners. Currently, NIS and UNFPA are co-chairs of this working group.

A high-quality and relevant statistical database is a basic condition for transparency and accountability as well as for effective forecasting, budget formulation and follow up. The National Institute of Statistics (NIS) is responsible for the national statistical systems which are key to inform and improve public financial management. Of particular importance are National Accounts, which are primarily based on socio-economic surveys (CSES), and price indexes.

Previous support by Statistics Sweden has increased NIS capacity to generate basic national account statistics, but further support will be required to improve the quality and timeliness of economic and financial statistical data and to allow NIS to guide the development of statistical systems at sectors levels...

The past decade has seen unprecedented growth in demand for high-quality, easily accessible data, which can inform policy making and monitor the achievement of national development frameworks and to support the Cambodia's transition towards digital economy and society ("Digital Economy and Social Policy Framework of Cambodia 2021-2035"). Such increasing demands are being made on the limited resources available for statistical work and on the limited capacity of the National Institute of Statistics (NIS). Staff working in the national statistical system need to receive continuous capacity and skills development in order to keep pace with emerging statistical methods and paradigms. Technical working groups should be created and convened in order to support the Statistical Coordination Committee in establishing procedures, protocols, and priorities for official statistics. Despite an improvement of statistics availability and methods, the availability and coverage of data need to be further improved, including data disaggregation by vulnerabilities, including those based on gender, socio-economic status, age, ethnicity, disability and health.

The Twinning will support the implementation of the National Strategy for the Development of Statistics specifically in the areas of strengthening institutional framework and inter-institutional coordination of NSS; methods, quality and processes of statistical production (national accounts and socio-economic survey); staff capacity building, dissemination/user-engagement strategy, as well as ICT strategy & policy.

3.2 Ongoing reforms:

The National Rectangular Strategy IV (RS IV) 2019-2023 has at its core a comprehensive good governance reform programme. In line with the RS IV, as well as with the objectives of the Government Public Financial Management Programme, improvement in economic governance is one of the most important factors for inclusive and sustainable growth in Cambodia.

The EU-Cambodia Partnership for Public Financial Management Reform (Stage IV) is for continued strategic partnership with the Ministry of Economy and Finance (MEF) through support to the implementation of the national PFM Reform Programme (PFMRP) in the transition from its 3rd stage, the Consolidated Action Plan 3 "budget policy linkages" (CAP3+2) 2017-2020, 2021-2022 to its 4th stage (CAP4 "Performance Accountability" 2023-2027).

This Twinning Grant Project will contribute to the MIP Priority Area 3 (Good Governance) and to its Specific Objective 1 to improve efficiency, transparency and accountability in management of public funds to improve public service delivery. Good governance underpins the two other priority areas of Green growth and decent jobs and Education and skills development; without a better functioning public financial management, the potential for a transformative impact of all interventions will be at risk.

The overall objective of the EU-Cambodia Partnership for Public Financial Management Reform (Stage IV) programme is to promote sustainable, inclusive and climate neutral economic recovery post-Covid-19. The specific objectives are (1) Enhanced budget credibility; (2) Enhanced financial accountability and transparency; (3) Strengthened efficient budget-policy linkages, including on Climate Change and Gender; (4) Capacity development for PFM and service delivery. The Action will focus in particular on

domestic resource mobilisation, revenue management (administration and policy), budget comprehensiveness and transparency, public investment management, public procurement, digitalisation through the financial management information systems (FMIS), accounting and reporting, and national statistics. The programme will be implemented through a Budget support modality (EUR 20 000 000) together with a strong policy dialogue and complementary measures component through delegated cooperation and direct technical assistance (EUR 11 000 000).

3.3 Linked activities:

EU support to the PFM reform began to be implemented under budget support modality and a joint programme with Sida “*Partnership for Accountability and Transparency (PAT)*” (Phase I, 2016/2019 -ACA/2015/037-958- and Phase II, 2020/2022 - ACA/2018/ 040-874-) with a major technical assistance to the NIS focusing on the following areas:

- National Accounts: Improved quality and usage of national accounts (including rebased GDP), new socioeconomic data available for use in national accounts and other analyses (i.e. SDGs, gender statistics)
- Statistical Methods: Improved statistical capacity at NIS.
- Communication and ICT: Improved accessibility of statistical information.
- Management and Organization Structure: Strengthen the coordination and cooperation mechanisms within NIS and within the NSS, as well as improving the PFM capacity of NIS as the fully-authorized budget entity.

The PAT programmes, complemented the sector budget support providing institutional support to strengthen the enabling environment for the PFM reform through improved public accountability and transparency. The PAT programmes have as well allowed for familiarisation of NIS with the EU “peer to peer” cooperation approach. Indeed PAT programmes, implemented under indirect management mode by Sida, directly involved Swedish Statistics (SCB) in modalities very much similar to the Twinning delivering mechanism. Notably, a long-term advisor (LTA) was detached by SCB to work full-time within NIS during the whole PAT I and PAT II programmes implementation.

NIS is also benefiting from the supports and collaborations from other development partners.

- **UN agencies** have provided support as per their area of expertise to NIS in producing comparable and timely statistics for monitoring and reporting of Cambodia Sustainable Development Goal (CSDG) indicators and National Strategic Development Plan (NSDP) indicators. **UNFPA** supports in building stronger coordination functions of the National Institute of Statistics in the Sub-group for Data for Development (D4D) currently co-facilitated by NIS and UNFPA. **UNDP** provides capacity building to MoP/NIS staff for improving Cambodia’s System of National Accounts. This entails upgrading and expanding existing Supply-Use Tables and Social Accounting Matrix, System of Environmental-Economic Accounting (SEEA). **FAO** supports NIS, in collaboration with the ministry of agriculture, on the Cambodia Agriculture Survey (CAS) 2020, inter-censal agriculture survey and annual agriculture survey. **ESCAP** and the National Institute of Statistics (NIS) jointly developed a pilot project to explore the use of big data for the production of indicators. **UNSD**, **OECD**, **UNICEF**, **PARIS21** joined forces to support the migration of a CamInfo database to the new CAMSTAT as the new National Indicator Reporting

Platform. In 2020, **CAMSTAT**³ was migrated from temporary hosting to the UN Global Platform. **UNICEF** provides technical supports on child and education statistics.

- **USAID** has provided support and technical assistance to NIS on the Cambodia Demographic and Health Survey in collaboration with the Ministry of Health, and agriculture census in collaboration with FAO, IFAD, and 50x2030 initiative.
- **IMF** has provided technical assistance and trainings to MEF, national bank of Cambodia (NBC) and NIS on balance of payments, monetary and financial, and government finance statistics.
- **The World Bank** has provided technical assistance in the area of poverty analyses (methods and techniques used to measure poverty, poverty line upgrades), economic census (latest one done in March 2022).
- **GiZ** has supported MoP on Identification of Poor Households (IDPoor) so that they can access benefits such as social transfers, healthcare and other targeted services.
- **China Aid** has recently provided ICT hardware and vehicles to NIS.

The Royal Government of Cambodia is implementing simultaneously three large, cross-cutting public sector reforms: decentralization and deconcentration (D&D), public financial management (PFM), and public administration (PA).

D&D reforms were initiated in the early 2000s. They aim to make service delivery more responsive and accountable to citizens through strengthening local democratic institutions and increasing citizen participation. The Public Finance Management Reform Program launched by the Ministry of Economy and Finance in 2004 has strengthened tax revenue administration and improved budget preparation processes and management at the central level, resulting in less variances and better budget execution. Reforms to PA gained momentum since 2014 and have led to much increased civil servant salaries, particularly at the lower end of the pay scale. Payments are now made electronically and on time through bank accounts, ghost workers have been curbed, and salary scales have been simplified and rationalized. The three reforms are highly interdependent and are mutually reinforcing. These reforms could both benefitted from and support the timely availability of quality official statistics for their planning, budgeting and M&E purposes.

3.4 List of applicable *Union acquis*/standards/norms:

In the context of peer-to-peer technical cooperation, NIS and NSS will benefit from statistical principles, standards and good practices of the European Statistical System (ESS). EU regulation 223/2009 on European statistics is the legal basis for the preparation of the European statistical programme and the framework for the development, production, and dissemination of European statistics. Connectedly, the European Statistics Code of Practice covers the institutional environment, the statistical production processes and the output of statistics. The Principles are consistent with the UN Fundamental Principles of Official Statistics. The Cambodia's data quality management systems could also be informed by the European Statistical System Quality Assurance Framework.

3.5 Components and results per component

The envisaged results of the Twinning project have been divided into three components and sub results as follows:

³ National Indicator Reporting Platform (CAMSTAT) is managed by NIS (www.camstat.nis.gov.kh)

Component 1 - Strengthening an organisational system (coordination and cooperation mechanisms within NIS and within the NSS) responsible for the quality management of official statistics

As part of this Twinning project, NIS is willing to foster quality management and assessment of official statistics in Cambodia, both in NIS and in the NSS. The main objective is to bring the NSS partners to acknowledge the need for the NSS to act as one system, adhering on agreed quality standards.

➤ Mandatory Result 1.1: Formal organisational structure reviewed and proposed including thematic technical working groups⁴ (with well-defined structures and mandates)

To achieve this result, the project will support a structural review of the NSS and the NIS to help delineate clearer institutional arrangements, structures and required resources. Amongst other assessment tools, the project will conduct the 'Snapshot'⁵ assessment to quickly assess strength and weaknesses of a National Statistical system and to better identify and target support. Thematic Technical working groups need to be created with clear responsibilities in order to support the Statistical Coordination Committee in establishing procedures, protocols, and priorities for official statistics. Gender statistics working group and education statistics working group are amongst high priority groups to be established. Experiences from the EU and MS with different challenges will be presented. The activity will also support setting up the structure for planning and budgeting at NIS towards becoming a fully authorized budget entity in line with the PFM reform agenda.

➤ Mandatory Result 1.2: Working procedures, methods and tools defined for all interfaces, including agreements, memoranda of understanding, protocols, platforms for data sharing/exchange within NSS

Under this result, there is a need to strengthen coordination functions of the National Institute of Statistics and other national institutions and reporting mechanisms. The activities will need to discuss templates that designated statistics units must send data and metadata to NIS, as well as data sharing mechanism. Discussions with the NSS partners are needed to inform the coordination mechanisms for the management of quality, and data exchange/sharing in the NSS. This will requires a review of data sharing and explore possibilities for expanded data sharing including formal agreements (MoUs), appropriate technologies and data platform.

➤ Mandatory Result 1.3: Dissemination/communication strategy adopted, taking into account Open Data initiatives and General Data Dissemination

⁴ The EU will also strongly support the Ministry of Education, Youth and Sport (MOEYS) for the production of regular availability of quality data for evidence-based policy making. It would be important therefore to strengthen the cooperation between the NIS and the MOEYS, notably for the sharing of the NIS-produced demographic projection data to be used in the education statistics collected by the Education Monitoring Information System (EMIS), to produce the Education Congress Report and for budgeting purposes.

⁵ The 'Snapshot' tool is a product developed by the European Commission and made available for stakeholders.

System (GDDS) compliance, to provide improved access to all users and increased demand for statistics.

In addition, to provide improved access to all users and increased demand for statistics, a Dissemination/communication policy and strategy will developed to serve the general and specific needs of various users through appropriate and improved channels. It should also make microdata more accessible and available, whilst taking account of open data initiatives and the need for compliance with the IMF's General Data Dissemination System. To enhance user-friendliness of its statistical products, the NIS should further supplement its statistical products with data visualization and dissemination tools such as figures, maps and infographics. The comprehensive communication plan will include consultation & feedback with users and use of social media to communicate statistics and analysis.

➤ **Mandatory Result 1.4. Gender Network of NIS strengthened**

The project will work to promote a gender balance within NIS by supporting the Women Network in NIS. The network, led by the Director General of NIS, is providing a forum for women in management positions in NIS to discuss relevant issues, gain skills and work towards a more equal gender balance within the organization as well as developing capacity among the staff about gender issues related to statistics.

Component 2 - Enhancing methodological soundness for collection, production and dissemination of statistical products

Delivery of the objectives of this component will require a review of the quality controls currently in existence in NIS for socio-economic surveys, administrative dataset from other ministries/institutions as well as national account data⁶, CPI and recommendations for improvement where necessary. Ultimately, the NIS web portal will be fully operationalised while the ICT strategy for statistics approved.

➤ **Mandatory Result 2.1: Strategy and action plan for the implementation of the quality principles in the NSS in place and Standard Quality Reports defined for socio-economic surveys**

It's expected that the activities under this result will support the adoption of international contextualized practices and standards, classifications, through the development of statistical protocols, which will help filling data gaps and improve international comparability. It is essential to have a data quality framework with guidelines which describe in detail the implementation of quality management principles within statistical production processes. Guidelines should also be developed on how to write metadata reports.

The CSES is the primary source for Cambodia's official monetary poverty estimates. The data are also used to monitor Cambodia's progress in achieving the goals and targets of the National Strategic Development Plan (NSDP 2019–2023) and of the Sustainable Development Goals (SDGs). The activities under this result will help developing standard thematic quality reports Standard quality CSES reports developed, with

⁶ The reliability of the national accounts is affected by an outdated base year (2000). The National Institute of Statistics has prepared new national accounts data, rebased to 2014. NIS also plan to produce quarterly GDP to support monitoring of economic developments

Analyses broken down by gender and other disaggregated data are available wherever possible.

➤ **Mandatory Result 2.2: Methodological improvement in production of data for national accounts**

It's expected that the annual national accounts are compiled in accordance with the guidelines (e.g. System of National Accounts) and informed by the practical experiences and good practices from MS (e.g. European System of National and Regional Accounts). National accounts are a coherent and consistent set of macroeconomic indicators, which provide an overall picture of the economic situation and are widely used for economic analysis and forecasting, policy design and policy making.

The current National Account has been rebased from the benchmark year 2000 to the new base year of 2014, and is expected to be officially released in 2023. The activities under this sub-component will further improve the quality of GDP compilation and estimate using administrative and survey data source for selected (sub) sectors and support the production of quarterly GDP (currently annual GDP) to enhance more agile monitoring of economic developments.

➤ **Mandatory Result 2.3: ICT /Use of web portal solution for distribution and exchange of statistical information**

It's expected that the activities under this result will contribute the modernization of the information and communication technology (ICT) infrastructure, starting with the implementation of the ICT strategy & policy for the NIS & NSS. This should include recommendations for ICT management for data use and dissemination, and should ensure that the NIS is resourced, staffed and equipped in order to successfully bridge the ICT divide. It's important to conduct diagnosis of the current solutions (domain, back up, CAMSTAT⁷ interface, webserver, hardware, CAMDX⁸ ...). It should be noted that the Royal Government of Cambodia (through the Ministry of Economy and Finance) is building a unified data exchange platform called the CAMDX. This platform facilitates secure data sharing over the internet, and aims to connect the various existing data systems into a coherent ecosystem. Under NIS management, CAMDX is the “whole-of-government” online data platform used as the official National Indicator Reporting Platform. In addition to contributing to CAMDX, the NSS would also be able to draw from the other data banks and archives within CAMDX to improve the quality and the cost-efficiencies of its own activities. Therefore, as the NSS gears up to establish its CAMSTAT data platform, it is important to ensure that there are strong linkages with the CAMDX system.

Component 3 - Upgrading of the staff training systems

⁷ The CAMSTAT platform (<http://CAMSTAT.nis.gov.kh/jis>) the official national indicator reporting platform. Sectoral data that is intended to be covered includes: education, economics, governance, gender, health and nutrition, agriculture SDG indicators, infrastructure, demography, environment, employment and tourism.

⁸ CamDX facilitates data exchange between multiple systems. Any servers that require multiple engagement from different systems should consider to use CamDX. The first service to operate on CamDX is Online Business Registration which at the moment interacts four main systems (<https://camdx.gov.kh>)

AAA standard training programme for NIS and NSS addressing the needs of newcomers and other permanent training needs of staff will be developed and implemented including standard training programme and e-learning to provide distance learning.

➤ **Mandatory Result 3.1: Training programmes and training materials developed**

It's expected that activities under this result will assist in developing a NIS human resource strategy that should focus on succession planning and capacity development. This will require a structured assessment of the current statistical capacity at NIS. Training program including e-learning will be identified as part of the strategy. Important components in this work are to produce training material and carry out training of trainers (ToT) to upgrade statistical knowledge to a more advanced level. During the twinning fiche consultation, NIS management and senior technical staffs suggested capacity building needs on statistics methods, data visualization tools and technique (including geospatial data), SDMX Standard for Data and Metadata Exchange, Big data and its tool, statistics application software and programming, statistical data analysis and report writing.

➤ **Mandatory Result 3.2: Specific training for NIS staff and NIS counterparts**

It is expected that actions under this component will strengthen the capacities of the management and the staff members of the organization. This envisages assessment of the NIS's performance in respect of NSS function through simplified checklist which should be developed by the Twinning project. Then training programme will be developed and implemented including at least 3 study visits on 3 complementary and different topics (for 10 selected NSS members per visit) and one internship program (for 2 selected NIS staff) to be provided under the Twinning. The study visit and internship program could further complement these on-the-job trainings, by exposing participants to the MS's experiences on Statistical planning and budgeting, institutional setup of the NSS, regulation of data collection and data dissemination, official statistics, data production and quality assurance (national account, CPI, etc), dissemination of official statistics, official statistics information systems and ICT infrastructure, experience in the use of administrative data in the production of official statistics, the quality assessment of official statistics, etc.

3.6 Means/input from the EU Member State Partner Administration(s):

The project will be implemented in the form of a Twinning contract between the EC and the EU Member State with the partner country as the final beneficiary. The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) to manage implementation of project activities, Component Leaders (CL) and pool of short-term experts (STEs) within the limits of the budget. It is essential that the project team has sufficiently broad expertise to cover all areas included in the project description.

Proposals submitted by Member State shall be concise and focused on the strategy and methodology, indicating timetable underpinning this, suggesting the administrative model, the quality of the expertise to be mobilised and clearly showing the administrative structure and capacity of the Member State entities. Proposals shall be detailed enough to respond adequately to the Twinning Fiche but are not expected to contain a fully elaborated project. They shall contain enough detail about the strategy and methodology and indicate the sequencing and mention key activities during the implementation of the

project to ensure the achievement of overall and specific objectives and mandatory results/outputs.

The interested Member State(s) shall include in their proposal the CVs of the designated Project Leader (PL) and the Resident Twinning Adviser (RTA), as well as the CVs of the potentially designated Component Leaders (CLs).

The Twinning project will be implemented through close co-operation between the partners aiming to achieve the mandatory results in sustainable manner.

The set of proposed activities will be further developed with the Twinning partners when drafting the initial workplan and successive rolling workplan every three months, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partner. The components are closely inter-linked and need to be sequenced accordingly.

3.6.1 Profile and tasks of the PL:

The Project Leader shall be a senior staff member at an EU Member State administration. He will be responsible for the overall management of the project and the coordination of activities performed and ensures the overall quality of the services provided on site. He/she will have the overall responsibility for the implementation of all twinning activities.

Profile

- At least master degree in statistics, economics or another relevant discipline or equivalent professional experience in the related field of minimum 8 years;
- A minimum of 3 years of relevant professional experience in a national statistical project;
- Strong experience in management of statistical projects;
- Good knowledge of the EU Acquis /legislation on statistics;
- Good analytical and organizational skills;
- Experience in solving coordination and cooperation issues;
- Good leadership with well-developed interpersonal skills as well as skills in mediation, and experience of working with the various levels of governments;
- Fluency in both written and spoken English;
- Good computer literacy;

Tasks

- Overall direction, supervision, guidance and monitoring of the project;
- Mobilization of the necessary expertise in support of the efficient implementation of the project;
- Lead an operational dialogue, advocate, thrust and back up the project at political level;
- In cooperation with the PL counterpart signing and submission of the interim quarterly and final project reports prepared with the support of the RTA to the concerned authorities;
- Formal signing of project work plan(s) and/or their updates;
- Ensuring timely achievement of the project results;
- Provision of legal and technical advice whenever needed;
- Co-chairing of project steering committees.

3.6.2 Profile and tasks of the RTA:

The Resident Twinning Advisor Adviser (RTA⁹) will be responsible for the day-day implementation of the project. He/she will be located in the premises of NIS on a fulltime basis. The RTA will ensure the completion of planning and preparation, engage and supervise short term experts required for activities, ensure training and study visit performances and manage the individual components of activities according to specified budgetary and other targets. He/she will work closely with the beneficiary country (BC) Project leader and the RTA counterpart. The RTA needs to be present in Cambodia for the entire duration of the project.

The RTA should be supported by a permanent RTA Assistant. The assistant should work in close collaboration with the beneficiary administration (BA). The RTA assistant will perform general project duties and will be providing translation and interpretation services as necessary, practical arrangements for the project, such as organizational issues of expert missions, conferences, training, seminars, maintaining project records and etc. Until the RTA can select and hire an assistant, the Beneficiary administration will make a member of its staff available to support the RTA in his/her daily tasks.

Profile

- At least a master degree in statistics, economics or another relevant discipline or equivalent professional experience in a related field of minimum 8 years;
- A minimum of 5 years of relevant professional experience in a national statistical project;
- A minimum of 3 years professional experience of project and/or team management;
- Good knowledge of microeconomic statistics and quality management;
- Good knowledge of the EU Acquis/legislation on statistics and institutional arrangements;
- Good analytical and organisational skills;
- Well-developed interpersonal skills as well as skills in mediation, and experience of working with the various levels of governments;
- Fluency in written and spoken English language;
- Good computer literacy.

The following skills will be considered as an asset:

- Previous experience in international projects.

Tasks

- Overall supervision and on-site coordination of all activities performed during the project lifetime according to the defined work plans and ensuing timely delivery of the project mandatory results;
- Organisation and planning of the project activities technically and administratively;
- Supervision of Components leaders and short-term experts;

⁹ Member State officials or assimilated agents are civil servants and other contractual staff of a Member State administration or a registered mandated body who are mobilised as an RTA to implement a Twinning project. The RTA has to come from a Member State administration which is part of the consortia, either as Lead or as Junior partner. A Member State participating in the Twinning project as Lead or as a Junior partner can propose as a RTA a person who retired from a public institution or a mandated body no more than three years before the date of circulation of the Twinning Fiche.

- Day-to-day advice to the staff of project beneficiary institution;
- Professional support for the project activities;
- Permanent contact with RTA counterpart;
- Monitoring project implementation and timely proposals for corrective measures;
- Contribution to preparation of reports under the project leader (PL);
- Liaison with EUD project manager.

3.6.3 Profile and tasks of Component Leaders: **(03 components):**

The 3 Component Leaders are expected to coordinate the activities focussed on the achievement of a specific mandatory result/output. They will be identified by PL/RTA in the course of the project designing and implementation and shall be agreed with the Beneficiary administration and the EUD project manager prior to contracting. The Beneficiary administration will also assign a Component Leader counterpart for each component who will be the permanent interlocutor of the MS Component Leader coordinating the specific component.

Profiles

- At least a master degree in statistics, economics or another relevant discipline or equivalent professional experience in a related field of minimum 8 years;
- At least 3 years of professional experience in official statistics in areas that are relevant for the project components to be covered;
- Knowledge of the EU Acquis/Legislation on statistics;
- Good analytical and organizational skills;
- Well-developed interpersonal skills and experience of working with the various levels of governments;
- Coaching, training and facilitator skills;
- Demonstrated analytical and mentoring skills;
- Fluency in both written and spoken English;
- Good computer literacy

Tasks

- Component coordination, guidance and monitoring;
- Supervise the works of the STEs related to their component;
- Conducting analysis of the area relevant to the component;
- Contribution to preparing and conducting training programs;
- Providing technical advice, support and assistance to the BC institution in the context of the project's components;
- Providing practical expertise/advice to relevant staff for execution of different tasks related to the project;
- Contribution to the project reporting (interim and final), to drafting the notes and other documents and reports on experts' missions;
- Liaise with PL, RTA and their counterparts

3.6.4 Profile and tasks of other short-term experts:

In order to provide the full range of expertise necessary, short-term experts will be drawn from different skill sets to assist the RTA on specific activities. They will be identified by PL/RTA

in the course of the project designing and implementation and will be agreed with the BA and the EUD project Manager prior to contracting. The specific profile and task will be determined within the project implementation according to the specific needs the project in agreement with BA.

4. Budget

The maximum Budget available for the action is EUR 2 000 000.

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting:

European Union Delegation to Cambodia.

The person in charge of this project at the Delegation is:

Mr. Sophea LY

Project Manager

European Union Delegation to the Kingdom of Cambodia

N° 100A – Preah Norodom Boulevard – Khan Daun Penh – 12207 Phnom Penh - Cambodia

Tel: + 855 23 216 996

E-mail: Sophea.LY@eeas.europa.eu

5.2 Institutional framework

The Beneficiary administration is the National Institute of Statistics (NIS) of Cambodia (Annexe e).

5.3 Counterparts in the Beneficiary administration:

The PL and RTA counterparts will be staff of the Beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

H.E. Mrs. Hang Lina

Government delegate in charge as the General Director of NIS

N°386 Preah Monivong Boulevard, Sangkat Boeung Keng Kang I, Khan Chamcarmon, Phnom Penh, Cambodia

5.3.2 PL counterpart

H.E. Mrs. Hang Lina

Government delegate in charge as the General Director of NIS

N°386 Preah Monivong Boulevard, Sangkat Boeung Keng Kang I, Khan Chamcarmon, Phnom Penh, Cambodia

5.3.3 RTA counterpart

H.E. Mr. Lay CHHAN, Deputy Director General

6. Duration of the project

The execution period is 30 months.

7. Management and reporting

7.1 Language

The official language of the project is English. All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The exchange of knowledge with counterparts in corresponding EU MS institution is expected to provide in-depth knowledge on statistical working methods and methodologies that will enable NIS experts to continue to adjust their statistics to European standards in a timely manner beyond the lifetime of the project.

9. Crosscutting issues

A basic prerequisite for a strong democratic society is the availability of information about that society, both for those making the decisions and for those who can hold the decision-makers accountable for those decisions. The project will make statistics accessible in the most effective manner

Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed. Environmental/climate change aspects are also relevant for the project. Monitoring and reporting on SDG implementation using evidence and quality data, will focus on addressing the needs of vulnerable populations, contributing to the effort of leaving no one behind. Particularly, poverty data is generated from the official statistics, mainly the CSES. The continued development of CSES and publication of further analyses in social statistics has been central to continued information regarding poor people in Cambodia.

Reliable and regular statistics illustrating the situation of women and men in the country is of key importance for decision-makers and civil society to follow-up on the progress being made. The project will work to promote a gender balance within NIS by supporting the Women Network in NIS. The project has encouraged a gender balance in all activities where possible. The project will assess data and statistical capacity gaps for better gender statistics and analyze the state of gender statistics to strengthen the national capacity to produce, use and monitor better quality gender statistics, including the gender relevant indicators of SDGs.

Much data related to highlighting the environmental situation within the country is available from surveys such as the CSES and the project will help NIS to increase analyses and published figures from the CSES, including in the area of the environment.

10. Conditionality and sequencing

There are no preconditions defined for this Twinning project.

11. Indicators for performance measurement

Definition of project specific, realistic, verifiable targets and indicators complementing point 10. Please list the indicators by components, in line with the mandatory results/sub-results enumerated under 3.5 and the Annex C1a Simplified Logical framework.

Component 1 - Strengthening an organisational system (coordination and cooperation mechanisms within NIS and within the national statistical system (NSS) responsible for the Quality Management of official statistics

Indicators for performance measurement

- Strengthened the coordination and cooperation mechanisms within NIS and within the national statistical system;
- Improved accessibility of statistical information (number of reports and analyses available online, user satisfaction regarding availability of data).

- **Mandatory Result 1.1: Formal organisational structure reviewed and proposed including thematic technical working groups (with well-defined structures and mandates)**

Indicators for performance measurement

- Current functional structure of NIS and NSS structure review;
- EU experience in different member states with different challenges presented by the structure of statistical production in the NSS;
- Number of thematic working groups formed with clear ToR;
- Improved planning and budgeting capacity of NIS (to be authorised budget entity).

- **Mandatory Result 1.2: Working procedures, methods and tools defined for all interfaces, including agreements, memoranda of understanding, protocols, platforms and dissemination/communication strategy**

Indicators for performance measurement

- Established processes for internal data sharing, linked to CAMSTAT data flow;
- Number of agreements or MoUs for data sharing with line ministries with clear templates, means of data exchange, and identified data exchange platform.

➤ **Mandatory Result 1.3: Dissemination/communication strategy adopted, taking into account Open Data initiatives and GDDS compliance, to provide improved access to all users and increased demand for statistics.**

Indicators for performance measurement

- User Satisfactory survey conducted;
- Data dissemination/communication strategy discussed and proposed.

➤ **Mandatory Result 1.4. Gender Network of NIS strengthened**

Indicators for performance measurement

- Gender Network capacity development plan adopted and implemented.

Component 2 - Enhancing methodological soundness for collection, production and dissemination of statistical products

Indicators for performance measurement

- Improved quality and usage of National Accounts (including rebased GDP), updated CPI, New socioeconomic data available for use in national accounts and other analyses (i.e. SDGs, gender statistics);

➤ **Mandatory Result 2.1: Strategy and action plan for the implementation of the quality principles in the NSS in place and Standard Quality Reports defined for socio-economic surveys**

➤

Indicators for performance measurement

- Strategy and action plan implementation and management of quality of official statistics in Cambodia adopted;
- Data Quality Assurance Framework including metadata guidelines drafted and discussed by NIS and SCC;
- Metadata for key domains of statistics (e.g. national accounts, CPI) adopted and made available to users;
- SGD statistics including Gender statistics, climate change statistics produced and disseminated;
- Analyses broken down by gender and other disaggregated data are available wherever possible.
- CSES Standard quality reports developed and implemented for a number of statistical areas (e.g., gender, climate change, education).

➤ **Mandatory Result 2.2: Methodological improvement in production of data for national accounts**

Indicators for performance measurement

- A work plan for improved quality of National Accounts in place (identified data with the need for improvement of methodology identified);
- Improved national account published on NIS website and bulletin.

➤ **Mandatory Result 2.3: ICT /Use of web portal solution for distribution and exchange of statistical information**

Indicators for performance measurement

- Diagnosis of the current solutions (domain, back up, CAMSTAT interface, webserver, hardware, etc.);
- An ICT strategy, with corresponding policies adopted and implemented;
- Improved capacity for ICT staff in managing databases and technical platforms including a virtualized server environment.

Component 3 - Upgrading of the staff training system

Indicators for performance measurement

- Number of personnel having been trained;
- NIS able to use up- to- date analyzing tool as well as acting as trainers of using analyzing tools.

➤ **Mandatory Result 3.1: Develop training programmes and manuals**

Indicators for performance measurement

- A training needs assessment carried out and a training plan within NIS and data producers in NSS and students at Planning & Statistical Center for statistical methods in place;
- Training material developed according to the assessment result;
- system for distance learning proposed.

➤ **Mandatory Result 3.2: Specific training for NIS staff and NIS counterparts**

Indicators for performance measurement

- Increased capacity in statistics among other statistical producers in NIS and NSS
- NIS able to use up- to- data analyzing tool as well as acting as trainers of using analyzing tools;
- Training programmes developed and implemented (including short-term training courses, study visit, internship, etc).

12. Facilities available

NIS as beneficiary will host the Member states RTA/CL/experts:

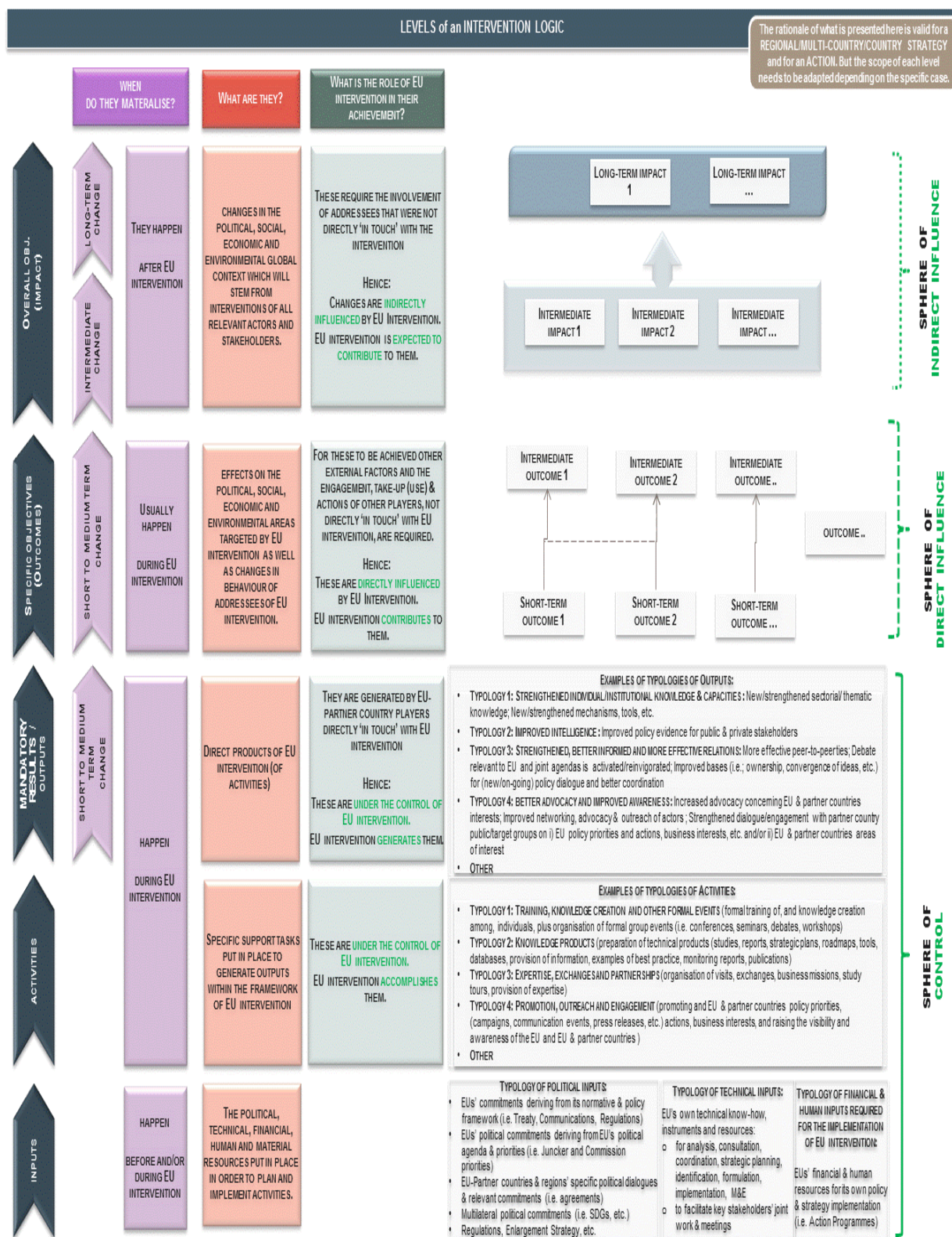
- Provision of adequate offices accommodation, computers, international telephone line, internet access, printer, and photocopier to RTA, RTA's assistant and MS experts,
- Provision of suitable venues, catering and equipment (projector) for workshops, training sessions and conferences that will be held under the project.

ANNEXES TO PROJECT FICHE

- C1a Simplified Logical framework matrix
- C1b Statistics Law (February 2016)

- C1c Sub degree on organization and function of NSS (2007),
- C1d Sub degree on designated official statistics (2010)
- C1e NIS Organisational Chart
- C1f National Strategy for the Development of Statistics 2019-2023 (<https://www.nis.gov.kh/nis/NSDS/NSDS%20book.pdf>)
- C1g Statistical Master Plan (2007)
- C1h Mid-term review of Statistical Master Plan (2012)
- C1i NIS website: <https://www.nis.gov.kh/index.php/en/about/general-information>

ANNEX C1a: Levels of an intervention logic



Annex C1a : Simplified Logical Framework

	Description	Indicators	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	Improve the quality and international comparability of the Cambodian official statistics.	Improved quality assessment and quality management in the NSS Improved data collection methods	Publications, and website of NIS Report from this Twinning	Lack of agreement and cooperation between all involved partners in Cambodia might slow down the process and make more difficult the achievement of high quality and sustainable result	Political supports from MoP (chairs of SAC) to provide strategic policy directions and facilitate coordination and collaboration among ministries and institutions. Active supports from the Technical Sub-Group for Data for Development, which is the mechanism for dialogue between government and Development Partners. Currently, NIS and UNFPA are co-chairs of this working group
Specific (Project) Objective(s)	Improve the NSS of Cambodia through strengthening the institutional capacity of the National Institute of Statistics (NIS) for collecting, processing and disseminating statistical products.	An organizational system is established for the Quality Management of official statistics in NIS and in the NSS	NIS website Report from this Twinning	Staff turnover and retirement ; lack of sufficient incentive to fully participate	Ongoing political and budgetary support to the NIS Full cooperation between all involved partners

Mandatory results by components					
Component 1	Strengthening an organisational system (coordination and cooperation mechanisms within NIS and within the national statistical system (NSS) responsible for the Quality Management of official statistics	<p>Strengthened coordination and cooperation mechanisms within NIS and within the national statistical system.</p> <p>Improved accessibility of statistical information (number of reports and analyses available online, user satisfaction regarding availability of data)</p>	<p>Minutes of SAC, SCC, user satisfaction survey</p> <p>NIS website Interim Quarterly Report from this Twinning</p>	<p>Lack of coordination among NIS departments.</p> <p>Due to Donor dependency, statistical priorities are influenced by the availability of donor funding.</p>	<p>Supports from the top managements of MOP and NIS remain strong after the national election 2023</p> <p>Increased appreciation from the government and MEF on the official statistics along with increased national budget allocation for NSS</p>
Mandatory Result 1.1:	Formal organisational structure including thematic technical working groups (with well-defined structures and mandates)	<p>Current functional structure of NIS and NSS structure review</p> <p>EU experience in different member states with different challenges presented by the structure of statistical production in the NSS</p> <p>Improved planning and budgeting capacity of NIS (to be authorised budget entity)</p> <p>Number of thematic working groups formed with clear ToR</p> <p>Baseline: 0 Target : At least 2 (including gender)</p>	<p>Minutes of SAC, SCC,</p> <p>Interim Quarterly Report from this Twinning</p>		

Mandatory Result 1.2:	Working procedures, methods/tools including memoranda of understanding, protocols, platforms for data sharing/exchange within NSS	<p>Establish processes for internal data sharing, linked to CAMSTAT data flow</p> <p>Data dissemination strategy adopted</p> <p>Number of agreement or MoU for data sharing with line ministries with clear templates and platform</p> <p>Baseline: 0 Target: At least 02</p>	<p>Signed MoU between NIS and line ministries</p> <p>Interim Quarterly Report from this Twinning</p>		
Mandatory Result 1.3	Dissemination/communication strategy adopted, taking into account Open Data initiatives and GDDS compliance, to provide improved access to all users and increased demand for statistics.	<p>User Satisfactory survey conducted Data dissemination strategy discussed and adopted</p> <p>Baseline: 0 Target: 1</p>	<p>User satisfactory survey report</p> <p>Dissemination strategy</p>		
Mandatory Result 1.4	Gender Network of NIS strengthened	<p>Gender Network capacity development plan adopted and implemented</p> <p>Baseline: 0 Target: 1</p>	<p>Gender minute capacity development plan</p> <p>Minutes of network meeting</p>		

Component 2	Enhancing methodological soundness for collection, production and dissemination of statistical products	Improved quality and usage of National Accounts (including rebased GDP), updated CPI, New socioeconomic) and other analyses	NIS website Interim Quarterly Report from this Twinning	Staff turnover and retirement Lack of donor coordination could lead to duplicate work, conflicting priorities and stretch on resources at NIS.	NIS are allowed to recruit new staffs with sufficient qualification , to be included in the capacity development activities D4D working group regularly meet to coordinate DP's supports in NSS .
-------------	---	---	--	---	---

Mandatory Result 2.1	Strategy and action plan for the implementation of the quality principles in the NSS in place and Standard Quality Reports defined for socio-economic surveys	<p>Strategy and action plan implementation and management of quality of official statistics in Cambodia adopted</p> <p>Data Quality Assurance Framework including metadata guideline drafted and discussed by NIS and SCC Metadata for key domains of statistics (e.g. national accounts, CPI) adopted and made available to users</p> <p>SGD statistics including Gender statistics, climate change statistics produced and disseminated Baseline: 1 (gender) Target : 3 (e.g. gender, climate change, disability, etc)</p> <p>Standard quality CSES reports developed , with Analyses broken down by gender and other disaggregated data are available where ever possible Baseline: 0 Target : 2</p>	<p>Data quality framework and metadata guideline</p> <p>CSES report, thematic reports</p> <p>Interim Quarterly Report from this Twinning</p>		
Mandatory Result 2.2	Methodological improvement in production of data for national accounts in place	<p>-A work plan for improved quality of National Accounts in place (identified data with the need for improvement of methodology identified)</p> <p>-Improved national account published on NIS website and bulletin</p>	<p>NIS website</p> <p>Interim Quarterly Report from this Twinning</p>		

Mandatory Result 2.3	ICT /Use of web portal solution for distribution and exchange of statistical information	-Diagnosis of the current solutions (domain, back up, CAMSTAT interface, webserver, hardware, etc.) -An ICT strategy, with corresponding policies adopted and implemented - Improved capacity for ICT staff in managing databases and technical platforms including a virtualized server environment	Interim Quarterly Report from this Twinning		
Component 3	Upgrading of the staff training system	Number of personnel having been trained Baseline: 0 Target : TBD (NIS staff and selected data producers)	Interim Quarterly Report from this Twinning	Staff at NIS may not be willing to participate and engage in project activities if there are other activities, for example field work/data collection, which include personal economic gain and/or other compensation. The COVID-19 pandemic or similar outbreak could prevent physical gatherings	NIS is allowed to become fully authorised budget entity with autonomy in its own planning and budgeting. NIS staff available for implementation of the project with support and active engagement of NIS's management Support and active engagement from the top-management of ministries producing official statistics in the NSS Flexibility for telework and ICT readiness of NIS

Mandatory Result 3.1	Develop training programmes and manuals	<p>A training needs assessment carried out and a training plan within NIS and data producers in NSS in place</p> <p>Training material developed according to the assessment result</p> <p>-System for distance learning proposed</p>	<p>Training need assessment , training manual, training program</p> <p>Interim Quarterly Report from this Twinning</p>		
Mandatory Result 3.2	Specific training for NIS staff and NIS counterparts	<p>Increased capacity in statistics among other statistical producers in NIS and NSS</p> <p>Training programmes developed and implemented (including short-term training courses, study visit, internship, etc)</p>	<p>Training reports, Training materials</p> <p>Interim Quarterly Report from this Twinning</p>		

