

Terminal Project Report

**Capacity Development for Poverty Monitoring
and Analysis**

**Project CMB/00/002/D/01/99 and
CMB/01/U02/JA/01/99**

**Ministry of Planning and UNDP
Phnom Penh, November 2007**

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ANNUAL PROJECT REPORT

Basic program/project information:

Program or project number and title: Capacity Development
for Poverty Monitoring and Analysis,
CMB/00/002/D/01/99 and CMB/01/U02/JA/01/99

Designated institution: Ministry of Planning

Project starting date: Originally planned: March 2000
Actual: November 2001

Project completion date: 31/12/2003
Originally planned: 28/02/2003
Proposed Extension date: 31/12/2005
30/11/2007

End:

Total PMA Project Budget:	<u>US\$3,293,032</u>
Total budget TRAC (G-04):	US\$2,337,162
Total budget Sida-TF:	US\$955,870
Original TRAC (Revision A):	US\$500,000
Latest signed revision: (G08)	US\$70,288

The project is completing by end of **November 2007**

PART I: NUMERICAL RATING

Rate the relevance and performance of the program or project using the following scale:

1- Highly satisfactory

2- Satisfactory

3-Unsatisfactory; with some positive elements

4-Unsatisfactory

X-Not applicable

Place your answers in the column that corresponds to your role in the program or project.

SUBSTANTIVE FOCUS	Target group(s)	National project manager	Government Ministry of Planning	UNDP
A. RELEVANCE				
1. How relevant is the program or project to the development priorities of the country?		1	1	2
2. How relevance is the program or project to the promotion of sustainable human development? Indicate your rating on the focus area which the program or project was designed to address.				
(a) Poverty eradication and sustainable livelihoods		1	1	2
(b) Protection and regeneration of the environment		x	x	x
(c) Gender in development.		2	2	2
(d) Promoting an enabling environment for SHD Including governance.		2	2	2
3. To what extent are appropriate beneficiary groups being targeted by the program or project, based on the following considerations?				
(a) Gender		2	2	2
(b) Socio-economic factors		2	2	1
(c) Geographic location	N/A	2	2	2
4. Given the objectives of the program or project, are the appropriate institutions being assisted?		1	1	2

B. PERFORMANCE				
1. Using the following indicators rate the contribution of the outputs to the achievement of the immediate objectives (Indicator 1): Capacity development for professional staff of the PMA Technical Unit: (a) data collection and collation; and (b) socio-economic analysis and policy review. (Indicator 2): Develop a demand driven system of Poverty Monitoring and Analysis (PMA)		2	2	2
2. Rate the production of target outputs.		2	2	2
3. Are the management arrangements of the program or project appropriate?		1	1	3
4. Are program or project resources (financial, physical and manpower) adequate in terms of:				
(a) Quantity?		1	1	1
(b) Quality?		2	2	1
5. Are program or project resources being used efficiently to produce planned results?		1	1	2
6. Is the program or project cost-effective compared to similar intervention?		1	1	2
7. Based on its work plan, how would you rate the timeliness of the program or the project in terms of:				
(a) Production of outputs and initial results?		2	2	2
(b) Inputs delivery?		2	2	3
OVERALL RATING OF THE PROGRAM OR PROJECT		2	2	2

Explain the basis of your rating, which need not be limited to, or which may be different from, the relevance and performance criteria rated above. For the last year of the program or project, the overall rating should include an assessment of the potential success of the program or project as well as its relevance and performance.

The project, 'Capacity Development for Poverty Monitoring and Analysis' (CMB/00/002) is funded by Sida and UNDP but from 2003, SIDA moved to support directly to NIS and the project PMA is supporting only by UNDP. This project builds on the success of earlier attempts at capacity development for poverty monitoring and analysis in Cambodia and ensures the continuation of fruitful efforts to consolidate the gains made by past projects.

An earlier project, CMB/96/019, produced information on key indicators of poverty and human welfare at the national level and for urban and rural populations. The 1997 Cambodia Socio-Economic Survey (CSES 1997) provided extensive data for the estimation of poverty and other social indicators, such as nutrition, education, health and access to social services in Cambodia. The subsequent Cambodia Socio-Economic Survey in 1999 (CSES 1999) also provided information on various dimensions of poverty including income and employment that were widely used in designing anti-poverty policies and programs in the country.

Starting from 2002, the National Institute of Statistics (NIS) has conducted the CSES 2003/2004 with technical assistance from the project, the results of which will support the process of monitoring the Cambodia Millennium Development Goals (CMDGs) and producing subsequent CMDG Reports and the preparation of the National Strategic Development Plan (NSDP) 2006-2010. For the CSES 2003/2004, several changes have been introduced to improve the methodology of data collection, including using both the 'recall method' and the 'diary method' of data collection.

During the period, substantial progress has been made in enhancing the capacity of the NIS in preparing, conducting, and analyzing household surveys through training and upgrading of human skills and re-aligning the institutional framework of NIS. In particular, hands-on and applied trainings have contributed to substantial improvement in the capability of relevant staff of both NIS and the Ministry of Planning (MOP) in fieldworks, data entry, and data analysis.

For the CSES 2003/2004, a total of 250 staff with experience, skills and confidence have been trained as supervisors, enumerators, and carried out the survey field work. Technical capabilities of the national staff for field operations of surveys and data entry, computer data processing and analysis have also been upgraded.

In 2004, the capacity development program for the Poverty Monitoring and Analysis Technical Unit (PMATU) national professionals and the MOP staff was substantially strengthened with the adoption of separate modules covering both acquisition of basic skills and development of analytical capability to address the policy issues. Regular training courses were conducted with training materials specifically prepared for the purpose for ensuring sustained impact and orderly assimilation.

Under the project, poverty monitoring and statistical data management activities during 2004 included efforts to consolidate past achievements through defining an integrated set of poverty and development monitoring indicators covering the data/information needs of all stakeholders. A process of consultation with the stakeholders was undertaken on the draft

report on definitions and data sources of the indicators in order to further improve the contents, quality and scope of the indicators. The PMATU professionals also initiated the work on data collection on each of these indicators subject to availability of the necessary data. For the purpose, contact focal points were established in the line ministries/agencies.

The policy impact assessment studies during the period covered several areas of concern to the policy makers. In addition to contributing toward the preparation of CSES questionnaires and other activities, specific measures were taken to equip the national professionals and relevant NIS staff to do the required analysis and prepare the poverty profile of Cambodia when CSES 2003/2004 data would be available in 2005. For the purpose, the professionals, along with relevant NIS staff, worked in a team in conducting preliminary activities and analysis with the survey data, made available to the team.

In order to ensure a demand-driven system for poverty monitoring and analysis, the project personnel worked closely with the policy makers and the line ministries/agencies during the period. The Cambodia Millennium Development Goals Report 2003 (CMDGR 2003) was launched in March 2004. The Report was prepared by PMATU, under the guidance of CSD, through adopting a participatory approach and following a process of extensive consultation and validation exercises with a wide range of stakeholders at both national and sub-national levels.

From 2004, for providing policy support and designing appropriate programs toward integrating the CMDGs into the Rectangular Strategy adopted by the Royal Government of Cambodia in the Third Legislature of the National Assembly, draft reports were prepared under the project on current status and performance of the provinces in terms of each CMDG indicator for which province-level data were available.

The sixth National Poverty Forum (NPF) was held in March 2004 in which the CMDGR 2003 was formally launched under the auspices of the Prime Minister. The Forum discussed the future CMDG programming, reviewed the CMDG indicators, and provided a platform to receive suggestions on the framework for future actions from a broad cross-section of stakeholders.

In 2005, the activities of the project were geared mostly toward providing support to the Ministry of Planning (MOP) in preparing the CMDGs-based National Strategic Development Plan (NSDP) 2006-2010. It may be mentioned here that the NSDP has been prepared by the Royal Government by merging earlier SEDP and NPRS processes and aligning it with the CMDGs. In June 2005, an analysis was also undertaken on the nature and level of current policy support to each CMDG target to help identify the policy gaps in support of specific CMDG targets. For ensuring a CMDGs-based NSDP, the project activities were focused on three important aspects: (i) use of updated benchmarks for 2005 and CMDGs-consistent targets, where applicable, as NSDP targets for 2010; (ii) adoption of strategies/policies/programs/financial allocations and sectoral priorities for NSDP that lead to achieving these targets; and (iii) inclusion of appropriate indicators within the monitoring and evaluation framework of NSDP that can regularly monitor progress toward achieving the CMDGs.

For achieving the above, two major program areas were identified under the project. These were: (i) support statistical data collection for poverty and CMDGs monitoring and analysis within NSDP framework; and (ii) support the preparation of a CMDGs-based NSDP. More specifically, under the first program, the project assisted the MOP in (a) finalizing, along

with WB, ADB, GTZ and other donors, the proposal on developing MOP/NSDP website; (b) identifying a set of core CMDG indicators for NSDP/poverty monitoring; and (c) preparing the monitoring and evaluation framework under the NSDP for poverty/CMDGs monitoring under the NSDP. The second program concentrated on (a) updating CMDG indicators for 2005 and ensuring CMDGs-consistent targets for 2010 for NSDP; and (b) preparing eight subject matter reports and current poverty status of Cambodia with CSES 2003/2004 data.

In 2006, NSDP 2006-2010 was disseminated widely, especially at the sub-national level, and supports the preparation and alignment of the Public Investment Programme (PIP) 2006-2008 so that it conforms to NSDP priorities. Initiate, in collaboration with respective TWGs, a review of all ongoing sector plans, programmes and projects in order to ensure that these conform to NSDP priorities. Assist in setting in place mechanisms for annual monitoring of goals and targets and preparing progress reports that will feed into MOP's annual review process of NSDP. Setting up monitoring methodologies and institutional mechanisms (within and outside MOP) to carry out specific tasks in collection of data and consolidation of evaluation and annual progress reports.

A Poverty Profile 2004 in Khmer and in English were launched with NSDP 2006-2010 on 15 August 2006. The Technical Exchange Trip of NSDP secretariat to Economic Planning Unit of Malaysia's Prime Minister Office was organized from 20-23 November 2006.

Together with support from other donors, the project's activities in 2007 focus on the support to the preparation of NSDP Annual Progress Report 2006, Public Investment priority 2008-2010 and the Ministry of Planning Strategic Plan (MPSP) 2008-2010. The first two documents form the Government documents for mobilizing resource at the CDCF meeting held in June 2007, while the later provides a detailed work plan for the Ministry as the whole, which requires to be put into operational.

The evaluation of the project was also carried out in August-September 2007 by one international consultant and one national counterpart. The main objectives of the evaluation are to take stocks of the experiences from the project implementation, assessing the achievements and failures with a view to draw lessons for future engagements. According to the assessment, most of the activities in the work plan were undertaken, except the CMDG costing, and institutionalizing and testing the PMIS (Poverty Monitoring Information System).

PART II: TEXTUAL ASSESSMENT

- 1. What are the major achievements of the program or the project vis-à-vis the expected results during the year under review? To the extent possible, include an assessment of the potential impact, sustainability and contribution to capacity development.*

Poverty in Cambodia has many dimensions and multiple roots. It is important, therefore, to adopt an approach to poverty reduction covering all dimensions that contribute to and perpetuate various deprivations in human and social welfare. With such characteristics, poverty monitoring and analysis should also be a multi-dimensional activity covering all major aspects of poverty and involving related ministries/agencies and the civil society.

The 'Capacity Development for Poverty Monitoring and Analysis' (PMA) Project is being executed by the Ministry of Planning (MOP), Royal Government of Cambodia (RGC). The major aim is to strengthen the leadership capacity of the Government through enhanced access to information and knowledge for effective pro-poor policy making in the country. More specifically, the execution of the project is expected to (i) build sustainable national capabilities for: collecting and providing poverty-related data that are reliable and regularly available; (ii) analyze poverty as part of the planning and policy making process; and (iii) institutionalize a national poverty monitoring and analysis (PMA) system for Cambodia.

In general, the project succeeded to define and fine tune poverty statistics, formulate a PMIS design which provided the basis of subsequent thoughts on NSS, supported exercises leading to CMDGR, enabled completion of CSES 2003-04 which provided improved data, and produced sub-national level analysis undertaken for the first time with mapping technique applied. There is a general consensus that PMA placed the MDGs on the agenda of debate, in both government and non-government forums, for national development policy planning and management. While PMATU was considered valuable complement to RGC's pool of skills for poverty analysis, it was recognized that these were individuals with no attachment to the RGC, and the process may have undermined capacities within the government.

Project Objectives

In order to contribute to strengthening the Government's leadership capacity in the arena of poverty monitoring and analysis, two specific objectives of the PMA project are the following:

1. Develop capacity for the professional staff of core and line ministries (including National Institute of Statistics, NIS) in data collection, collation, socio-economic analysis and policy review; and
2. Develop a demand-driven system for poverty monitoring and analysis.

Toward achieving the objectives, the project aims to develop necessary human and institutional capacity of the MOP/NIS in terms of data collection and analysis (e.g. for preparing poverty profiles). The activities also aim to strengthen institutional linkages between poverty-related statistics (poverty data generated by NIS) and their use by the policy makers in core and line ministries.

Institutional Arrangements

For successful implementation and to facilitate the development of a results-oriented, demand-driven and transparent poverty monitoring and analysis system, the operational strategy involved the establishment and/or strengthening of institutional arrangements in support of the project activities:

- The Council for Social Development (CSD) has been created to: (i) review annual poverty assessments and poverty impact evaluation studies based on socio-economic surveys; (ii) prepare recommendations and update the Socio-Economic Development Plan (SEDP) and the National Poverty Reduction Strategy (NPRS) to achieve better targeting and more cost-effective anti-poverty programs towards the achievement of the CMDGs; (iii) monitor poverty components of SEDP, NPRS and Priority Investment

Plan (PIP); (iv) review budgetary allocations and their impact on socio-economic conditions; and (v) prepare regular CMDG Reports.

- The General Secretariat of CSD (GSCSD), the implementing arm of the CSD, has been established since 2001. The GSCSD was mandated to be in charge of coordinating poverty monitoring and analysis activities across various sectors. The mandate for GSCSD is also to undertake major policy impact assessment and policy-oriented studies. In doing so, it has built a broad partnership with government line ministries and the civil society. The GSCSD also met with its partners regularly to discuss issues related to NPRS, CMDGs and the Cambodia socio-economic surveys at a more technical level.
- In addition, the GSCSD was responsible for identification of data needs and exert positive influences on the process of data collection and conduct of relevant surveys by the NIS. In doing so, the GSCSD is to liaise with the policy makers, NGOs, civil society, universities, independent researchers and international agencies to ensure a demand-driven approach to poverty studies and analysis.
- The Poverty Monitoring and Analysis Technical Unit (PMATU) was established early 2002 in the Ministry of Planning. The PMATU acted as the research arm of the GSCSD. The PMATU was composed of ten national professionals (actual number was six in 2004 and the MPATU is dysfunctional in 2005), selected from government institutions, universities, research institutions and the civil society. Technical guidance to the PMATU national professionals was provided by the Poverty Monitoring and Analysis Advisor.
- Development of partnership with the concerned stakeholders and the civil society through organizing National Poverty Forums (NPFs) on a regular basis. The key objective of NPFs has been to strengthen the process of national policy dialogue and consensus building on poverty issues among the government, legislators, civil society and other stakeholders.
- To monitor progress on the implementation of Rome Declaration's commitments, the RGC approved the Action Plan on Harmonization and Alignment in November 2004. In 2004, it was furthermore decided to create 17 Joint Technical Working Groups (TWGs) at the sector/thematic level. One important follow-up of this Action Plan is the elaboration of the National Strategic Development Plan (NSDP) as the single and overarching development plans that will also serve as the framework for alignment of all ODA Support. In March 2005 the 18th Technical Working Group on Planning and Poverty Reduction (TWG/PPR) was created to support the development of NSDP 2006-2010 and Annual Progress Report on the implementation of NSDP. NSDP Secretariat was set up to carry out this task. To ensure coordination among 18 Joint Technical Working Groups, it was furthermore agreed to: (1) create a Government Donors Coordination Committee (GDCC) to provide guidance, to set priority and to propose measures to solve problems-raised by joint technical working groups.

Major Activities and Achievements

1. Capacity Development

During 2004, the project activities were carried out by a group of six National Professionals of PMATU. The Technical Research Director and the Deputy Technical Research Director, who were seconded from the Ministry of Planning, left the project in 2003 on expiry of their contracts. The Cambodia Development Resource Institute (CDRI) which was sub-contracted to provide overall training and technical guidance to PMATU and the international research partner (IDEA International-Canada), which was assigned to provide ongoing virtual backstopping, completed their assignments in 2003 and were not involved in the project during 2004. In February 2004, the new Poverty Monitoring and Analysis Advisor joined the project.

In view of the limited achievements of earlier attempts at capacity development, a one-year 'General Capacity Building Training Program' was adopted in February 2004. The program consisted of four distinct modules: (i) Topics in Economics; (ii) Special Topics in Poverty Analysis and Analysis with Macroeconomic Accounts; (iii) Topics in Quantitative Analysis; and (iv) Survey Methodology and Data Analysis.

The modules covered materials for both acquisition of basic skills and development of analytical capability to address relevant policy issues. The design and contents of the training modules were specified through in-depth interactions with the prospective participants to ascertain their training needs vis-à-vis the objectives and planned outcomes of the project. Training materials on each topic were prepared and distributed to the participants for ensuring sustained impact and orderly assimilation.

The training on the modules was completed in December 2004. Also, training programs on other topics (especially relating to statistical analysis with SPSS and related packages, and hands-on training with computers in preparing the poverty profile of Cambodia with CSES 2003/2004 data) were finalized. A total of 24 professional staff from PMATU, National Research Team (NRT) of the Cambodia Human Development Report (CHDR) and the Ministry of Planning attended the training program in 2004.

During 2004, the PMATU professionals and project-related MOP staff played an active role in exposing themselves to training and other activities for expanding their knowledge base on poverty and development issues, especially related to Cambodia. They also attended several training programs/workshops including:

- (i) Sub-Regional Workshop on Launching of First Regional MDG Report, Manila, 3-6 February 2004.
- (ii) Launching Meeting of the National Population Policy, Phnom Penh, 4 February 2004.
- (iii) Joint MDG Advisory Committee Meeting on Reporting about Sub-Regional Workshop on Launching of the First Regional MDG Report, Phnom Penh, 10 February 2004.
- (iv) Sixth National Poverty Forum, Phnom Penh, 24 March 2004.
- (v) Leadership Capacity Development Training on HIV/AIDS and Poverty, Phnom Penh, 4-9 April 2004
- (vi) Workshop on Planning for Data Analysis and Dissemination of CSES 2003/2004, Phnom Penh, 27 April 2004.
- (vii) Regional Workshop on Macroeconomics and Poverty Reduction, Phnom Penh, 28-29 April 2004.
- (viii) Consultative Workshop on Poverty and Environment Initiative, Phnom Penh, 5-6 May 2004.

- (ix) Coordinating Committee Meeting for Gender Mainstreaming and Development Policies through Strengthening Capacity in Research and Information, Phnom Penh, 6 May 2004.
- (x) Joint Advisory Committee Meeting on MDGs, Phnom Penh, 8 May 2004.
- (xi) Debriefing Meeting on Evaluation of PMA Project, Phnom Penh, 13 May 2004.
- (xii) Workshop on Social Land Concessions and Poverty, Phnom Penh, 24 May 2004.
- (xiii) Workshop on Food Security and Nutrition, Concept and Application in Cambodia, Phnom Penh, 25-27 May 2004.
- (xiv) Workshop on Harmonization Plan of Activities of Donor Procedures, Phnom Penh, 16-17 June 2004.
- (xv) MDG Advisory Committee Meeting, Phnom Penh, 28 July 2004.
- (xvi) Regional Workshop on Re-Inventing the Government in South and South-East Asia, Penang, 21-23 August 2004.
- (xvii) Workshop on Information and Learning Network for Asia, Manila, 26-27 August 2004.
- (xviii) Workshop on Action Plan for the Implementation of the National Population Policy, Phnom Penh, 8 September 2004.
- (xix) Workshop on the Millennium Project, Phnom Penh, 22 September 2004.
- (xx) Education Session on HIV/AIDS, Phnom Penh, 24 September 2004.

The attendance in these meetings/workshops was used to promote a better understanding of the poverty agenda and, in appropriate cases, the professionals/related MOP staff also led the discussions and made presentations on project related activities.

In addition, for ensuring a demand-driven system for poverty monitoring and analysis, the professionals engaged themselves in extensive consultations and developed linkages with different stakeholders, including line ministry officials, through regular interactions and internal meetings. In 2005, after PMTAU left, only NSDP secretariat and NIS of MOP continue their activities:

- (i) NPD involves and responsible for the development of NSDP 2006-2010. Make sure that CMDGs and Poverty assessment are integrated in the NSDP.
- (ii) NPD joint the launching of the 1st MDGs of Malaysia on 27-28 Jan. 05.
- (iii) GDP & NIS/MOP joint 2 weeks course on Household Socio-economic surveys and apply STATA program with lecturer from SIAP (14-25 Feb. 05).
- (iv) GDP & NIS/MOP participated TWG on Statistics Analysis on Poverty (one afternoon per week from 2:30 to 4:30) from Feb-June 2005.
- (v) NPD joint the 21st ASIAN Parliamentarians Meeting on Population and Development (29-30 April 05).
- (vi) NPD working with Dr. Sajjad mission for CMDGs update 2005 (31 May-14 June 2005) and consultation with Dr. Mustafa to finalize the report.
- (vii) Joint the release of CSES 2003-2004 on June 16, 2005.
- (viii) NPD participated training on Statistics for MDGs indicators in Beijing, China from 26 June to 1st July 2005.
- (ix) NPD joint Harmonization and Alignment at CDC from 4-5 July and at Sihanouk Ville from 1-2 Sept. 05.
- (x) NPD participated Cambodia Statistics Master Plan Workshop on 29 July 05.
- (xi) NPD joint ASEAN Cooperation Workshop on Poverty reduction and MDGs in Jakarta from 1-2 August 05.
- (xii) NPD joint workshop on Human Resource Development Master Plan Development Plan organized by CAR from 29-30 August 05.

- (xiii) NPD joint Workshop on Evaluation Capacity Building for MDGs Indicators at Chiang Mai from 30 Nov, to 2nd Dec. 05.

During the process NSDP 2006-2010 formulation, 3 National Workshops and 2 Technical Meeting of TWG/PPR were organized to provide opportunity to all stakeholders to provide comments to the content of NSDP.

In 2006: support launching, printing & dissemination of NSDP 2006-2010 to sub-national level.

In 2007, the activities of the project focused on the preparation of Annual Progress Report 2006 on the implementation of NSDP 2006-2010 & PIP 2008-2010. Provide training on PIP alignment with NSDP & program based budgeting & needs assessment (Nov.07). Support the development of MPSP 2006-2010. Prepare the report on “Achieving CMDGs: challenges and opportunities” for the 2007 Annual Ministerial Review of the High Level Segment of ECOSOC which has planned to be held in Geneva from 2- 5 July 2007. Support in and outside training to MOP officers. Due to the decision made during the steering committee meeting held in June 2007, many activities highlighted in the MPSP have been moved to 2008.

2. Poverty Monitoring and Statistical Data Management

In the case of poverty monitoring and statistical data management, the project activities during 2004 extended past achievements in terms of defining a set of poverty indicators and developing a system of regular monitoring. The PMATU professionals, using the indicators arrived through conducting comprehensive MIS needs assessments of the earlier period, identified and organized a set of ‘Cambodia Poverty and Development Monitoring Indicators (CPDMI)’ covering information needs of NPRS, SEDPII, CMDGs and other policy documents.

The purpose of CPDMI was to ensure that the system met the comprehensive needs of all stakeholders along with a clearly defined set of indicators. The list of CPDMI indicators along with definitions and data sources was shared with line ministries/agencies, international organizations, research organizations, NGOs and other stakeholders so that a consensus could be reached and duplication of efforts avoided. The indicators were revised to include the suggestions and comments received from various agencies.

In addition, the PMATU professionals familiarized themselves to key MIS related efforts in 2004, such as Food Inequality and Vulnerability Information and Mapping System (FIVIMS), CamInfo (the Cambodian version of UNICEF’s DevInfo), and other database in the line ministries e.g. Education Management Information System (EMIS) and Health Information System (HIS). The main thrust in these efforts was to establish consistency and harness the complementarities of the systems.

During the period, the PMATU professionals also initiated the work of data collection on each of the indicators subject to availability of the necessary data. The PMATU completed the collection of the data relating to the indicators and established contact focal points in the line ministries to procure the required data and information on a regular basis. The data collection periods covered the benchmark, the target and the current values in appropriate cases.

To move ahead rapidly towards its overall vision, RGC has focused attention on achieving at national level some high priority, strategic and macro-goals (15 macro goals) and core

targets/indicators (43 indicators) to be reached through NSDP during 2006-2010. The progress of NSDP implementation will be monitored and evaluated on annual basis-and a report will be produced on the findings and the proposed corrective actions. The first evaluation exercise was undertaken from January and the first Annual Progress Report 2006 was endorsed by RGC in the 25th May 2007.

For regular monitoring of the progress of NSDP on annual basis, the annual continuous household survey started in October 2006 and will give quarterly estimates for many indicators. These surveys have been used to calculate (amongst other information) the national poverty line and track reduction in consumption poverty over the last decade.

3. Policy Impact Assessment Studies

For analyzing the poverty data of the CSES 2004, the PMATU took specific measures during the period to equip itself to do the required analysis and prepare the poverty profile of Cambodia using the 2004 data. The PMATU was also actively involved in the preparation of the CSES questionnaires and other activities along with the National Institute of Statistics (NIS).

During 2004, the PMATU professionals engaged themselves, along with the relevant NIS staff, in the preliminary activities and analysis of the survey data that were made available to the team. This was necessary since the CSES 2003/2004 had several features which made it different from earlier such surveys in Cambodia.

The data collection period of the current CSES survey was spread over a whole year so as to fully capture the seasonality in the data. Similarly, in the CSES 2003/2004 survey, the diary method was used for recording income and expenditure data in addition to the traditional recall method. Moreover, a time use module was canvassed to solicit information on time use pattern of the household members in order to bring out the gender and related dimensions. Preliminary activities were also undertaken during the period to prepare the outline of the poverty profile of Cambodia based on analysis of the CSES data.

During 2004, the PMATU worked closely with the policy makers and the line ministries both for consolidating the poverty monitoring indicators and for undertaking policy-relevant studies, especially for mainstreaming and integrating the CMDGs into the planning process.

The Cambodia Millennium Development Goals Report 2003 (CMDGR 2003), prepared by the PMATU under the guidance of CSD, was launched in March 2004. The Report was finalized following a process of extensive consultation with different stakeholders and validation exercises for CMDG indicators in selected provinces. The CMDGR 2003 articulated the current situation in Cambodia, identified major challenges, and set out frameworks for meeting the challenges on its road to the CMDGs.

The Sixth National Poverty Forum (NPF), held in March 2004, was organized by PMATU in cooperation with the Ministry of Planning and UNDP. The Forum discussed future CMDG programming, reviewed proposed poverty monitoring indicators and suggested the framework for future actions. The Sixth NPF, attended by a wide cross-section of concerned stakeholders, also provided the platform for distribution of awards to the winners of the CMDG Poster Contest among the high school students across the country, which was undertaken as a part of the CMDGs awareness campaign.

An important agenda of the project during the period was to undertake activities for integrating the CMDGs into the planning process and support more targeted policy making. For mainstreaming and integrating CMDG-related issues into the national development plans and devising appropriate programs, it is important to assess the status of the CMDG indicators at the sub-national levels, especially at the provincial level in Cambodia. Such an analysis can reveal the status of the provinces in terms of different indicators and the relative priority that needs to be given at the provincial level to different dimensions of policies covered under the CMDGs.

During the period, PMATU extended the national level analysis of CMDGR 2003 to the provincial level. The province-level analysis aimed to (i) review the current status of the provinces in terms of CMDG indicators; and (ii) examine the past progress and explore the feasibility of achieving the CMDG targets by provinces. Draft reports on eight CMDGs were prepared using indicators for which province-level data were available.

The analysis was closely linked with programs toward integrating the CMDGs into the strategic thrust of Cambodia's overall policy framework such as the Rectangular Strategy adopted by the Royal Government of Cambodia in the Third Legislature of the National Assembly and the process of policy formulation such as the preparation of the National Strategic Development Plan, 2006-2010.

The province-level analysis would facilitate the translation of the Rectangular Strategy into a coherent agenda for implementation by providing clear prioritization among the CMDG indicators as well as for different indicators across the provinces, necessary for achieving the CMDGs.

The inputs of the analysis would assist in setting realistic and contextually appropriate targets for NSDP along with choosing a development path that is consistent with the CMDGs. In addition, the exercise would facilitate the setting of policy priorities at the provincial level since the analysis of the status and assessment of past performance and future prospects had been carried out in terms of individual indicators with available data. A complementary analysis was also undertaken on the nature and current level of policy support to specific areas of each CMDG. This helped identify the policy gaps in support of specific CMDG targets.

The analysis of CMDGR 2003 highlighted that Cambodia had several formidable challenges to overcome on its road to the CMDGs for which participation of all stakeholders, especially at the local level, was essential to transform national policies into success at the ground. The political will in support of the CMDGs is also a critical factor to carry forward the agenda.

For addressing the above concerns, an awareness campaign for CMDGR 2003 at the provincial level was finalized to raise awareness regarding the findings of the report and mobilize provincial and local stakeholders around the CMDGs. The campaign was to be undertaken by the National Core Team (NCT) of CSD with technical support from PMATU. The aim was to develop a broader constituency for the CMDGs seeking to realize the goals through knowledge-sharing, awareness-raising and information-based partnership building with provincial and local stakeholders.

The process was to actively involve the commune councilors, civil administration, extension workers, parliamentarians and the local civil society to develop partnerships, ensure greater participation of the local communities, and establish links between CMDGs and local needs and priorities. This would also contribute toward integrating the CMDG priorities in investment programs of the communes and increasing popular support for adopting policies and programs at the local level which are more consistent with CMDG priorities.

Project Outputs

Several reports/documents have been produced under the project which include:

- *Literature Review of National Statistical Surveys in Cambodia (2002)*. The report covers concepts and definitions, sample frame, sample design, sampling techniques and other characteristics of different economy-wide surveys conducted in Cambodia; particularly those conducted by the National Institute of Statistics (NIS) of the Ministry of Planning;
- *PMA Needs Assessment (2002)*. The report covers sectoral developments, and technical cooperation efforts of donors, including the UN and other international organisations that, directly or indirectly, have impacted on poverty;
- *PVI Outcome Indicators (2002)*. The report provides different indicators of poverty, vulnerability, and inequality;
- *NGO Mapping (2002)*. The report maps different NGOs associated with poverty reduction.
- *Towards Developing a Cambodia Poverty Monitoring and Analysis System (2003)*. A revised PMIS needs assessment document.
- *Initial Assessment on MDGs (2002)*. A desk study on seven MDGs.
- *MDG Technical Reports (2003)*. Seven technical reports covering MDG1 to MDG7;
- *Cambodia Millennium Development Goals Report 2003*. A comprehensive analysis on contextualizing the MDGs to the Cambodian realities and a road map to move forward.
- *Cambodia Poverty Management Information System (2003)*. The final proposal on the structure and other details of the CPMIS.
- *Cambodia Poverty and Development Monitoring Indicators (CPDMI 2004): Definitions and Data Sources*. (Draft) Provides definitions and data sources for the comprehensive set of poverty and development monitoring indicators as documented through needs assessment exercises among the policy makers, ministries/agencies and other stakeholders.
- *Reports on Analysis of CMDGs at the Provincial Level (Draft) 2004*: Eight reports covering the CMDGs with province-level analysis on current status and future prospects based on past performance in terms of CMDG indicators for which data at the province-level are available.

- *Training Materials.* Training outline and materials covering each topic of the training modules of the capacity building training program.
- *Cambodia Socio-Economic Survey 2004* with 15 months data is completed. The data from recall method has been made available for poverty trend analysis. The results of this data have been used by different stakeholders for policy analysis. The analysis of the diary data is on-going as of November 2005.
- *MDG Gap Analysis and Updates (2005)*- Updating 2005 CMDG values based on latest available data. "Achieving the Cambodia Millennium Development Goals: 2005 Update" has been published and disseminated in October 2005.
- *Core MDG Indicators for NSDP Monitoring: Poverty/CMDGs Monitoring Indicators (Draft)* has been integrated into the NSDP 2006-2010.
- *Demographic Estimates and Revised Demographic Population Projections, Statistical Yearbook 2004, Statistics Law,*
- A poverty profile of Cambodia 2004 was prepared using both information from Recall and Diary Method. This poverty profile provided important information in preparing the country's comprehensive Nation Strategic Development Plan (NSDP) 2006-2010.
- Together with support from other donors, the project support the preparation of the NSDP 2006-2010, formulating based on the comprehensive Rectangular Strategy of the RGC and Synthesises various policy documents (CMDG, NPRS, National, Population etc.) and through extensive consultations among all stakeholders.
- NSDP in Brief was prepared using NSDP as government documents for the dissemination to all municipalities and provinces.
- Annual Progress Report 2006 on the implementation of NSDP was developed with - broad consultative with line ministries/agencies and External Development Partners as well. The NSDP-APR 2006 and Public Investment Programme (PIP) 2008-2010 were endorsed by the RGC on the 25th May 2007 and were used as government documents for aid mobilization in the Cambodia Development Cooperation Forum (CDCF) be held on the 19-20 June 2007 in Phnom Penh. Both documents were prepared by the Government with support from EDPs including UNDP and other UN agencies.
- The report on "Progress in achieving CMDGs: Challenges and opportunities was prepared by consulting with UN system in Cambodia. This report will submit to the 2007 Annual Ministerial Review of the High Level Segment of ECOSOC which has planned to be held in Geneva from 2-4 July 2007.

These reports have been widely distributed among all stakeholders including the policy makers, ministries/agencies, professional and academic institutions, international organizations and the donor community, and the members of the civil society.

2. *What major issues and problems are affecting the achievement of program or project results?*

Positive Factors

The MOP is the executing agent and the project is under national execution (NEX). In overall terms, the enabling and cooperative environment between the government and the donors (particularly UNDP) has greatly facilitated the implementation of the project during the year.

- a) The MOP provided the necessary logistic support including office space, electricity and water supply and has facilitated all administrative work in order to ensure smooth implementation of the project.
- b) Technical and financial support from UNDP ensured the smooth implementation of the project activities. The project document, which was designed in close consultation, with line ministries, MOP, UNDP and other UN agencies, served as a useful guide during implementation.
- c) Funding and other support by Sida to overall project activities generated favorable prospects for sustainability of the project activities.
- d) The PMATU national professionals worked in close collaboration with other MOP officials in pursuing project activities and contributed to the planning and policy making process. Regular interactions with MOP and other line ministry/agency officials emerged as an effective mechanism of achieving the project goals as well as sustaining the demand-driven approach of the project.
- e) Quarterly and monthly review meetings involving MOP, UNDP, Sida, NIS and PMATU contributed to smooth implementation and better coordination of the project activities. Such meetings were used as an effective forum to monitor the implementation and introduce necessary adjustments in the work plan, evaluate the progress of project activities, assess and strengthen the linkages of the project activities with related activities under different projects/programs of MOP and other ministries/agencies and supported by different donors, and clarify administrative arrangements.
- f) NSDP secretariat has played a critical role and usually conducts the meeting during the process of preparation of NSDP 2006-2010 and NSDP-APR 2006 to discuss the matters arising as well as for the dissemination of NSDP 2006-2010 to sub national level.
- g) The 18th Technical Working Group on Planning and Poverty Reduction (TWG/PPR) which has the mandate to support NSDP 2006-2010 and NSDP-APR 2006 preparation has conducted the meetings on a regular basis.

Negative Factors

Within the organizational structure and institutional culture, the implementation of the PMA project which essentially focuses on establishing a nationally owned structure and developing the capacity of a team of national professionals to adequately carry out policy-

relevant poverty monitoring and analysis is an activity that faces significant constraints and risks.

- a) Although the initial project document was signed in December 2000, there was a significant delay in the actual implementation of the project. Due to inclusion of new partnership arrangements, the revised project document was approved in October 2001. However, the actual implementation of the project activities began in February 2002 with a work plan that focused more on operational and advocacy activities than on long-term capacity building.
 - b) The process of selecting PMATU national professionals for the four vacant positions took much more time than expected. The positions could not be filled in. As a result, project activities were pursued by six professionals in 2004 leading to substantial shortfall in activities and delayed capacity building. However, all national professionals left in January 2005 and the PMATU became dysfunctional.
 - c) During 2004, a significant constraint that affected the smooth functioning of the project was the absence of the full team of PMATU professionals. This affected the speed of implementation of the work plan.
 - d) After the end of collaboration from CDRI and IDEA International-Canada and the departure of the Senior Economist in 2003, the project suffered from a lack of guidance and direction, which affected its performance and achievements. The new PMA Advisor joined and started his activities in February 2004.
 - e) Obviously, the sustained availability of the national professionals within the government (due to the very poor incentive structure in the public sector) and the underlying institutional structure as envisaged in the PMATU remained as the major risk of the project. In practice, the PMATU remained as a project outfit manned by individual professionals with no long-term attachment to MOP and the Government and, hence, the PMATU structure could not be sustained in 2005.
 - f) While the process of localization of the MDGs and preparation of the CMDGR 2003 and its follow-up activities were important achievements of the project, the suggest for future work plan needs to cover more in-depth policy impact assessment studies covering specific policy agenda relevant to the NSDP, regular monitoring and evaluation of the NSDP including the CMDGs using both qualitative and quantitative analysis.
 - g) The capacity building to the MoP staff on NSDP related poverty assessment is not sustained due to the absent of MoP staff in the project and lack of Technical Assistance support.
3. *How should these issues or problems be resolved? Please explain in detail the actions recommended. Specify who should be responsible for such actions. Also indicate a tentative time frame and the resources required.*

Since its initiation in 2002, the project made important contributions to poverty-focused policy making, especially in placing the CMDGs within the core of the agenda of national debate and generating consensus on CMDGs as the national goals of development. The

project's analytical work significantly reinforced the process of localization and adoption of the CMDGs along with specific targets and indicators.

With expected increase in demand for poverty monitoring and analysis in policy making in the coming years within the NSDP framework, the efforts to enhance the professional expertise and analytical capability of the MOP will significantly contribute to Cambodia's poverty reduction agenda. The above requires the implementation of a comprehensive capacity development plan and training activities for the MOP professionals to improve their analytical skills and capabilities to address the complex issues of poverty monitoring and analysis.

An important element of the above agenda should be organizational measures to develop professional capacity within MOP with greater involvement in policy analysis, especially relating to tracking progress towards 2010 under the NSDP. Similarly, UNDP and other stakeholders should devote more time and resources to build the required national capacity for poverty monitoring and analysis considering the fact that the process is complex and time-consuming. Also the issue of giving adequate incentives to the MOP professionals needs to be satisfactorily resolved in order to retain the services of the trained professionals.

In addition, selected staff should be able to develop their analytical skills from further capacity building efforts, including strengthening their technical skills in policy analysis in order to ensure greater sustainability of the project activities.

4. What new developments (if any) are likely to affect the achievement of program or project result? What do you recommend to respond to this development?

The future work plan of the project should take into consideration several recent developments that would re-shape the policy making environment in Cambodia. Two of these developments are significant for the project.

First, the decision of the Government to integrate the CMDGs into the national planning and development process and formulate NSDP (2006-2010) as a harmonized policy document by combining all national policy/strategy documents including SEDP and the NPRS. The Rectangular Strategy for Growth, Employment, Equity and Efficiency which captures the policy platform for the Third Mandate of the RGC (2003-2008) will serve as the key tool to plan, implement and manage the underlying policy framework and the development vision. Tracking progress of the CMDGs-based NSDP should form the core of future activities of the project.

Second, the expressed priority for the RGC to access cutting-edge policy advisory services to guide the implementation of the Rectangular Strategy and the NSDP. For this, policy services need to be consolidated and expanded to widen the scope of policy options to Cambodia.

Moreover, in response to the urgent need for donor coordination and harmonization, the move should be toward Sector Wide Approach (SWAp) rather than the compartmentalized project approach.

While the present project has built a strong foundation for conducting socio-economic surveys and providing poverty and policy analysis support using national capacity, it is necessary to build upon this foundation and establish comprehensive analytical capacity to

plan and monitor poverty and development outcomes covering all priority dimensions. For this, an obvious priority is to develop and enhance the analytical skills of the staff of MOP and the line ministries/agencies.

5. *What are the views of the target groups with regard to the program or project? Please note any significant gender-biased issues in those views.*

The target groups of the project covered different stakeholders including the government officials, research organizations, academic institutions, international organizations, donor community, civil society organizations, NGOs, and the civil society. Gender issues played a prominent role in the project and there was no gender-biased issue in the perception of the project's target groups.

6. *To date what lessons (both positive and negative) can be drawn from the experience of the program or project?*

The project has made important contributions in mainstreaming the poverty agenda in Cambodia. In particular, the project has functioned as the key service facility in poverty monitoring and analysis in support of formulating national poverty reduction strategies and promoting the CMDGs. The project activities have generated significant value additions in terms of creating a pro-poor policy environment in the country and setting the poverty reduction goals covering multi-dimensional issues within the framework of the CMDGs and in formulating a CMDGs-based NSDP and in 2007 the preparation of Annual Program Report 2006 on the implementation of NSDP. At the same time, from the experience of the project several lessons can be drawn that are important for the future:

- a) It is important to strike an appropriate and right balance between the efforts at capacity development and meeting the short-term analytical needs of the policy makers for achieving the goal of sustained capacity improvement in NSDP-related Poverty Assessment.
- b) For creating an adequate basis for designing effective poverty monitoring and analysis agenda, an important requisite is the promotion of a broad and effective partnership across all stakeholders which can be developed through ensuring close understanding, regular dialogue, and effective coordination and interaction among the government institutions, the civil society and the donor community.
- c) Long-term commitment and combined efforts are important in fostering government leadership and creating national ownership. For satisfactory project outcomes, it is important to ensure effective project management arrangements and practices as well as a clear understanding of the roles and responsibilities of all stakeholders involved in the project.
- d) For enhancing effectiveness, the 'centralized' poverty monitoring and analysis system needs to develop linkages to the local and grassroots level. This will help assess the effectiveness and pro-poor orientation, for example, in the delivery of essential public services and the extent to which these services fulfill the priority needs and demands of the poor. This will also help in ensuring transparency and accountability in public services.

- e) For the short-term period, support NSDP secretariat in improving the quality of the preparation of APR in term of qualitative and quantities analysis of the government policy.
- f) For the long term period, the project should focuses on support the capacity building of the next generation of MoP staff in the prepare and updated Poverty as well as CMDGs and policy impact assessment study.

Based on the evaluation work done in Aug-Sep 2007, the following lessons learned could be drawn:

- (i) There is high risk in making a newly formed organization (such as CSD) the focal point for a project and capacity building.
- (ii) Salary is absurdly low and individual merits (or potential functional contributions) are not always positively associated with seniority.
- (iii) Imposing new structure from outside generally failed (PMATU in case of PMA). If in-house staff could be mobilized under PMATU in competitive manner, some of the gains in individual-specific capacity development could be retained in-house staff, but the latter were temporary outfits put up to satisfy project needs with no added value.
- (iv) Often new agendas emerge at global (HQ) levels calling for new output and deadlines for their submission. In the past, such trend (around PRS, MDGs and SEDP) had created tensions amongst EDPs and burden limited local capacity with excessive engagement of external consultants. While such engagements allowed sharpening of ideas around MDGs and poverty, subsequent donor coordination had helped in avoiding wastage.
- (v) Capacity development as well as capacity retention at the organizational level had largely failed, even through individual capacities benefited at the expense of the project.
- (vi) Planning is not the exclusive domain of GDP-MOP, nor is statistics the exclusive domain of NIS-MOP. Past engagements had biases that excluded other line ministries.

7. *If the program or project has been evaluated, what is the implementation status of the recommendations made by the evaluators?*

In 2003, an independent evaluation was conducted by Sida, co-funding agency of the project. The assessment acknowledged the important role of the MOP and PMATU in developing the PMA system in Cambodia. In particular, the evaluation noted the important contribution of the project in consolidating development strategies and data bases, integrating reporting systems from different ministries into one common validated management information system, localizing the MDGs and assisting the NIS to undertake the CSES 2003/2004. The evaluation suggested that:

- a) The partnership supporting capacity development for PMA should build on a clearer definition of roles and duties of all participants in the project, especially UNDP and MOP.
- b) More resources should be devoted to staff training, in particular to long-duration basic analytical courses. These resources should be made available to cooperating staff in line ministries and local government as well as to PMATU. The leadership

training component should be retained and used for courses as well as for study tours to other comparable countries where the aid relationship offers strong national leadership.

As a part of re-focusing its activities to achieve the project goals, a four-member independent team of consultants, commissioned by UNDP-Cambodia, submitted its evaluation report in June 2004. The report was based on a results-oriented evaluation approach using outcomes achieved by the project.

The report acknowledged the important contribution of the project to Cambodia's poverty agenda, especially in successfully mainstreaming the CMDGs into the policy framework. In view of the changed realities, past achievements and associated constraints, the evaluation also pointed out the need to re-define its strategic objectives, focus areas, institutional arrangements, and recruitment priorities.

In order to re-orient the project activities toward fulfilling its goal of enhancing the RGC's access to information and knowledge for effective pro-poor policy making, the evaluation came up with several recommendations:

- i) Recognize incompatibility of approach to (a) short-term capacity-filling; and (b) long-term capacity development. The suggested direction for the project is to cater to the short-term needs with focus on policy analysis leaving most of the data management work to NIS.
- ii) PMATU focus on policy analysis; NIS focus on data management.
- iii) From more to better poverty data.
- iv) Widen training activities: (a) scope of participation; and (b) add longer-term training.
- v) Clarify PMA project management arrangements and practices. The suggested measures include: (a) appoint one single MOP official for liaison between PMATU and UNDP; (b) ensure a regular schedule of meetings (e.g. weekly, monthly) between PMATU and MOP for more effective interactions and operational decision making; (c) appoint a full-time PMATU manager/director as a counterpart to PMA advisor; (d) activate the Project Steering Committee for liaison among principal stakeholders; (e) organize annual/semi-annual consultations with a broader group of stakeholders; and (f) manage/contract PMATU staff under MOP through appropriate institutional mechanisms.
- vi) End-user, bottom-up accountability as complement to centralized data collection. For this, PMATU should develop partnership with relevant programs (e.g. CARERE/SEILA) and/or with local NGOs to pilot test-test, to begin with, a mechanism of field-level monitoring of service delivery and provide analysis of relevant information.
- vii) PMATU recruitment priorities. For longer term ownership of PMATU by MOP, the PMATU posts will have to become part of MOP's manpower establishment and payroll.

For implementing actions in the light of the recommendations of the evaluation report, review meetings were held among the representatives of MOP, Sida, and UNDP. The meetings discussed various options and approved actions for implementation. Several of the proposed actions were implemented.

As for the immediate future, there is a need to immediately close the PMA, and not extending it beyond the agreed upon date of end 2007. However, there is a need to support during 2008 an initiative to undertake mid-term review of NSDP, which should involve GDoP, MEF, NIS, SNEC and CDC. The project steering committee meeting is scheduled on 26 October 2007 to operationally close the project. With regards to mid-term review or NSDP, UNDP is actively involved in discussion with other EDPs and the TWT-PPR member to agree on the modality of the support.

8. *Do you propose any substantive revision to the program or project document? If yes, what are they? State justification.*

The overall direction and the strategic thrusts of the project document are adequate. No substantive revision is required at this stage of project implementation. In view of the delays in initiation and other unforeseen implementation problems, the MOP and UNDP have agreed to extend the project to end-2005 to ensure the achievement of critical project objectives.

For further support to the MOP, it is critical taking into consideration new development. The support should go inline with the MPSP, avoiding overlapping with the support of other agencies. The mid-term review of NSDP lead by GDP, should involved MEF, NIS, SNEC and CDC. The initiative should be taken to put all parties on board within a functionally defined modality of operations.

9. *Provide any other information that may further support or clarify your assessment of the program or project. You may include annexes as you deem necessary*

Reference documents:

- Work Plan 2007
- Minutes of the Project Steering Committee Meeting on 07 June 2007
- Evaluation Report done by Sajjad in Aug-Sep 2007
- Project Invitees List

<p>For target groups: Name : Title : SignatureDate.....</p>
<p>For the program or project management: Name : Title : Signature :.....Date.....</p>

<p>For the government: Name: Title: Signature:.....Date.....</p>
<p>For UNDP: Name: Title: Resident Representative Signature:Date.....</p>

PART III: PROGRAM OR PROJECT SUMMARY TABLE

Project Title and Number	CMB/00/002, Capacity Development for Poverty Monitoring and Analysis	Management Arrangement:	National Execution, with the Ministry of Planning as the Executing Agent
Designated Institution	Ministry of Planning	Period Covered:	31/12/2004– 31/05/2007
OVERALL ASSESSMENT			
<p><i>Brief analysis of progress achieved in the contribution of the project to the expected results</i></p> <p>With the objective to enhance RGC access to information and knowledge for effective pro-poor policy making, the project successfully placed the major components of the national PMA system in place including CSD, GSCSD, PMATU and NPF. The capacity building efforts of the system were pursued as a continuous activity of the project. Significant interactions and partnerships were developed with relevant ministries/agencies, international organizations and the civil society to ensure a demand-driven and policy-relevant poverty monitoring and analysis system with capacity to meet comprehensive policy and planning needs in Cambodia. The project made significant contribution in placing the CMDGs at the core of the national development agenda and prepared the ground to integrate the CMDGs with the NSDP within the Rectangular Strategy framework, which will guide Cambodia's future vision and specify the chosen development option.</p>			
FINANCIAL SUMMARY			
Source of Funds	Annual budget (2007) US\$	Estimated annual expenditure (2007) US\$	Delivery rate (%)
TRAC (1 and 2)	US\$70,288	US\$54,805	78%
Trust Fund
Other			
Cost-sharing: Government Financial institution Third-party (NORAD)			
COA (3%)			
Total Budget	US\$70,288	US\$54,805	

SUMMARY OF RESULTS		
Program support objectives (PSOS) or immediate objectives	Indicators	Achievements
Obj. 1	Capacity development for professional staff of the PMA Technical Unit (PMATU): (a) data collection and collation; and (b) socio-economic analysis and policy review.	Implementation of capacity building training programs. <ul style="list-style-type: none"> • In 2004, PMATU national professionals and MOP officials received training from programs covering different modules (e.g. topics in economics, special topics in macroeconomic accounts and poverty analysis, topics in quantitative analysis, and survey methodology and data analysis) conducted by PMA Advisor.
Obj.2	Develop a demand driven system of Poverty Monitoring and Analysis (PMA)	Effective interactions at both policy and technical levels between the concerned line ministries/agencies and the PMA structure including CSD, GSCSD and MOP. <ul style="list-style-type: none"> • PMA structure including CSD and GSCSD established by the Council of Ministers (COM). The CSD and GSCSD serve as important institutional links between MOP and line ministries/agencies. • PMATU established in MOP as the technical arm of GSCSD, capacity building programs adopted, and focal points established in line ministries/agencies to ensure effective collaboration at both policy and technical levels. • Six NPFs held until 2004. The interactions in NPFs involved a wide cross-section of stakeholders including representatives from the government, legislature, private sector, CSOs, NGOs, research institutions, international organizations and the donor community, and the civil society. • 3 National Workshops and 2 Technical Meeting of TWG/PPR were organized to provide opportunity to all stakeholders to provide comments to the content of NSDP.

		<ul style="list-style-type: none"> • Two Technical Meeting of TWG/PPR and one inter-ministerial meeting were organized to provide opportunity to LMs/ Agencies and EDPs to provide comment on NSDP - APR 2006.
Annual outputs targets	Achievement of outputs	Proposed output targets for 2005
<p>Obj. 1: Outputs</p> <ol style="list-style-type: none"> 1- Capacity development training using training modules prepared through a clear assessment of training needs of PMATU national professionals and MOP officials. 2- Trained national professionals and MOP officials with enhanced data collection and poverty and policy analysis capacity including preparing poverty profiles. 3- Enhanced capacity for pro-poor policy making in Cambodia 	<p>A modular approach to capacity building implemented covering (i) analytical and policy issues; (ii) methods of quantitative/qualitative analysis; (iii) macroeconomic and poverty analysis; (iv) survey methodology and data analysis; and (v) past practices and methodologies for preparing Cambodia's poverty profile under the supervision of PMA Advisor.</p>	<ul style="list-style-type: none"> -Assistance in making operational the MOP/NSDP website. -Technical and other assistance to MOP in preparing a CMDGs-based NSDP 2006-2010.
<p>Obj.2: Outputs</p> <ol style="list-style-type: none"> 1. The NPF established bringing together representatives from all major stakeholders including the government and the civil society. 2. A consensus-based PMA system for Cambodia is in place and is operational. 3. The data collection process of CSES 2003/2004 is on-going and the results are expected around mid-June 2005. The survey covers 	<p>Six NPFs organized between 2002 and 2004.</p> <p>PMATU prepared draft of definitions and data sources of Cambodia Poverty and Development Monitoring Indicators (CPDMI) covering NPRS, SEDP II, CMDGs, sector plans, civil society and other stakeholders to meet the integrated needs of all users.</p> <p>Data collected on each CPDM indicators (subject to availability) covering the benchmark, targets (if applicable) and recent values.</p>	<ul style="list-style-type: none"> -A core set of indicators adopted for poverty/CMDGs monitoring under NSDP. -A five year (2006-2010) work plan adopted for poverty/CMDGs monitoring and analysis under NSDP -CMDGs-consistent targets available for adoption in NSDP -Poverty profile 2004 prepared for use in NSDP - NSDP 2006-2010 was endorsed by the King in June 2006. - APR 2006 on the

<p>issues relevant to the needs of the policy makers in government ministries/ agencies and is responsive to the demands of various other stakeholders.</p> <p>4. A number of pro-poor policies and strategies have been adopted by the RGC.</p> <p>5. Widespread dissemination and use of the results of the CMDG Report 2003 by the government, civil society, research institutions and donor agencies.</p>	<p>Analysis carried out at the provincial level on the current status and performance indicating the likelihood of achieving the individual targets of CMDGs.</p> <p>Analysis undertaken on the current policy support to each CMDG target in order to identify the nature and extent of policy support and existing policy gaps.</p> <p>Collaboration developed with the Millennium Project for costing of CMDGs.</p> <p>Strategy developed for undertaking awareness campaign on CMDG Report 2003 at the provincial level and to provide technical support for the purpose to the National Core Team of MOP.</p> <p>Work undertaken to prepare a Policy Brief using April 2004 draft of the Cambodia Human Development Report 2003 (CHDR 2003).</p>	<p>implementation of NSDP 2006-2010 was endorsed by the RGC in May 2007.</p>
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Annex I PMA Activities

Table 1.1: Sequence of Activities undertaken under PMA Project

Period	PMA Activities	Other events with implications/Remarks
2001:2	PMA Proposal	IDEA Mission
2001:4	ProDoc signed	
2002:1	Work Plan revised & commencement of PMA activities	'Impact assessment' studies dropped and inclusion of CMDG reports. IDEA Mission; UN mandate on MDGs and choice of UNDP as the focal point at country level
	Senior Economist and PMATU staffs recruited	
2002:2	NFP and 1 st TPR	
2003:1	Preparation of CMDG technical report and proposal for PMIS 2 nd TPR	Project extended up to 31 December 2003. Recognizes that the technical advisory people have gradually started to focus on technical aspects – there is a plea for reducing the management role. The minutes clearly indicate of lack of communication and coordination between the major players. However, the agenda on roles, responsibilities and lines of reporting among national and international agencies and PMATU professionals was kept pending. With SCER in charge of economic policies, no one seemed to know how the poverty and economic policies would be reconciled. One gets the impression, reading the minutes, that PMATU was emerging as a unit expressing views independent of other involved parties.
2003:2	PMATU contributed in preparation of CSES 2003/04 and NPRS	NSS ProDoc preparation.
2003:3	CMDGR preparation, Proposal PVI indicators and review of PMIS	Sida evaluation noted failure in capacity development within line ministries, including MOP. Weakness of the design that emphasized on PMATU-centric capacity development was noted. Thus more training to line ministries was recommended. Recognized that working through strong ministries is a pre-requisite to influence policies and was skeptical on the prospect of PMA project's influence on policies.
2003:4	3 rd TPR	GSCSD replaced CSD in the minutes. No mention of CDRI's departure was noted in the TPR.
2003:4 to 2004:1	Launching of CMDGR and proposed study of CMDG at provincial level	Establishment of SNEC. Removal of HE Kim Saysamalen from the MOP and his reappointment as the SOS in the COM
2003:3 to 2004:3	Conducted series of national consultations and NPF on process of CMDGR and review of PVI indicators	National Election, and political uncertainty under an interim government. Conflicts centering around engagements of multiple players, such as, CDRI, IDEA, SIDA and the UNDP country office. withdrawal of CDRI from the Project in 2003 and shift in Sida supports to NIS only since early 2004
2003:4 to 2004:1	Proposal on CMDG costing	Was prepared but not approved. CSD was no more functional.
2004:1	Appointment of LT Adviser	
2004:2 to 2004:3	Preparation of CMDGs at provincial level and on-the-job training	Greater coordination among donors and formation of NSDP Secretariat at the DGP-MOP (sub decree #)
End	Termination of contract	

2004	with resource persons at PMATU	
		Initiative to design Tracking 2010
2005:2		
2005:3	4 th TPR	

Table 1.2 Output and Activities under PMA, from Expenditure Records

Output	Activities	Remarks
1. PMATU and GSCSD trained	1. Capacity development plan for PMATU	2004:1
	2. Select PMATU TD	
	3. Engage ST Trainer	
	4. Conduct external training program	
	5. Capacity development plan for GSCSD	None could be identified
	6. Link GSCSD program with leadership program	No evidence could be found
	7. Monitoring and evaluation	2004:4, 2005:1, 2005:2
2. MDG costing exercise	8. Preparation of costing methodology	Preliminary visits were made by RCC and BDP staffs.
	9. Preparation of costing guidelines for line ministries	Not done due to non-endorsement
	10. Preparation of consolidated costing report and consultations	Not done due to non-endorsement
3. Installed PMIS	11. Finalization of PMIS indicators	
	12. Train PMIS users/PMATU/NIS	
	13. Install and test PMIS	CamInfo
4. Advocacy and communication strategy formulated and implemented	14. Formulate and publish Investment in Development Millennium Declaration	
	15. Implement advocacy and dissemination	
5. Establish NPRS Matrix and Monitoring indicators	16. Establish methodology and conduct consultations with line ministries	
	17. cost effective indicator framework and metadata	
	18. Reconcile policy & strategy recommendations in NPRS and the action plan/indicator framework	
6. One poverty impact assessment study completed in 2004	19. Identify priority study area and establish methodology	
	20. Prepare study outline	
	21. Conduct study and recoding	
	22. Disseminate findings	
	23. Printing	
	24. Miscellaneous	
7. CSES 2003-04	25. Supports to NIS core group	
	26. Train NIS and PMATU	
	27. Design macro editing system	2004:2, not done
	28. Decide on a set of output tables	
	29. Output database design for timely reporting	
	30. Strategy for disseminating CSES data	
	31. Field work and supervision	2004:3
8. Supports to the preparation of NSDP	32. Support NSDP formulation	
	33. Supports to core CMDGs targets and SMP	
9. Poverty Profile published	34. Technical reports on HSES 2004 and poverty profiles	
	35. Disseminate findings and consultations	
	36. Running cost	2004:2, 2005:3, 2005:4, 2006:1, 2006:2, 2007:3
	37. Support NIS and PMA core groups	
10. Policy Impact Assessment and Nation Capacity for Development	38. CMDGs/NSDP Monitoring and Policy Impact Assessments	2006:3, 2006:4, 2007:1
	39. Support to mandatory reports	
	40. National capacity building for CMDGs/NSDP monitoring and policy impact assessment	2007:2
	41. Evaluation project	

Notes:

- (1) Output # 10 was possibly added at a later stage.
- (2) Year: Quarter figures shown in the last column mention of the quarters where expenses are shown against the respective activities.

Table 1.3: List of Several Deliverables/Reports under PMA

Description of Report/Document	Current Status
<i>Literature Review of National Statistical Surveys in Cambodia (2002).</i>	Concept and Measurement of poverty - Current practices and suggestions for Cambodia (Annex 1)
<i>PMA Needs Assessment (2002).</i>	Summary of findings from PMA/PMIS Needs Assessment, Annex 3
<i>Poverty, Vulnerability and Inequality Outcome Indicators (2002).</i>	Poverty, Vulnerability and Inequality indicators, Annex 4
<i>NGO Mapping (2002).</i>	Role of NGOs in Poverty Reduction
<No mention in the UNDP record>	Analytical Framework of Macroeconomic Policy Tools with respect to their Impact on Poverty, Annex 5
<i>Towards Developing a Cambodia Poverty Monitoring and Analysis System (2003).</i>	See below - revised
<i>Initial Assessment on MDGs (2002).</i>	January 2003 in soft copy
<i>MDG Technical Reports (2003).</i>	Soft copy, #1 to #7
<i>Cambodia Millennium Development Goals Report 2003.</i>	Yes
<i>Cambodia Poverty Management Information System (2003).</i>	September 2003
<i>Cambodia Poverty and Development Monitoring Indicators (CPDMI 2004): Definitions and Data Sources. (Draft)</i>	Soft - yes
<i>Reports on Analysis of CMDGs at the Provincial Level (Draft) 2004</i>	Yes, soft
<i>Training Materials.</i>	Presumed to exist in soft copies.
<i>Cambodia Socio-Economic Survey 2004</i>	Yes
<The following are post-PMATU contributions>	
<i>MDG Gap Analysis and Updates (1st Draft- June 2005)</i>	Yes
<i>Core MDG Indicators for NSDP Monitoring: Poverty/CMDGs Monitoring Indicators (Draft) has been integrated into the NSDP 2006-2010</i>	Yes
<i>Demographic Estimates and Revised Demographic Population Projections</i>	PMA's involvement in printing only
<i>Statistical Yearbook 2004</i>	PMA's involvement in printing only
<i>Statistics Law</i>	PMA's involvement in printing only
<i>Achieving the Cambodia Millennium Development Goals 2005 Khmer and English</i>	Yes, done by external consultant.
<i>A Poverty Profile of Cambodia 2004 in Khmer and English</i>	PMA provided TA and printing
<i>NSDP 2006-2010 in Brief in Khmer version</i>	Yes, supports through TA.
<i>PIP 2008-2010 in Khmer and English</i>	PMA's support through printing only
<i>APR 2006 on the implementation of NSDP 2006-2010</i>	PMA's support through printing only