

付 属 資 料

1. ミニッツ
2. 協議記録

1. ミニッツ

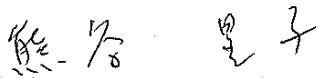
MINUTES OF MEETING
BETWEEN
THE JAPANESE EVALUATION TEAM
AND
THE AUTHORITIES CONCERNED
OF THE GOVERNMENT OF THE UNION OF MYANMAR
ON
THE PROJECT ON STRENGTHENING THE CAPACITY OF
CENTRAL STATISTICAL ORGANIZATION

The Japanese Evaluation Team (hereinafter referred to as “the Japanese Team”), organized by Japan International Cooperation Agency (hereinafter referred to as “JICA”) headed by Ms. Kumagai Mitsuko, visited The Union of Myanmar (hereinafter referred to as “Myanmar”) from February 25 to March 9, 2007 for the purpose of conducting evaluation concerning the Japanese Technical Cooperation in the Project on Strengthening the Capacity of Central Statistical Organization (hereinafter referred to as “the Project”).

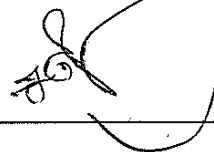
During its stay in Myanmar, the Japanese Team had a series of discussions with the Central Statistical Organization (hereinafter referred to as “CSO”) and exchanged views on the Project activities to fulfill the Record of Discussions signed on June 14, 2005.

The Joint Evaluation Team which consists of the Japanese Team and members of CSO was established to evaluate the achievement of the Project. The evaluation report was developed as attached here and submitted to the Joint Coordination Committee on March 9.

Yangon March 9, 2007



Mr. Mitsuko Kumagai
Team Leader
Japanese Evaluation Team
Japan International Cooperation Agency
Japan



Mr. U Shu Kyein
Director-General
Central Statistical Organization
Ministry of National Planning and
Economic Development
The Union of Myanmar

ATTACHED DOCUMENTS

JOINT EVALUATION REPORT
ON
THE PROJECT ON STRENGTHENING THE CAPACITY OF
CENTRAL STATISTICAL ORGANIZATION
IN
THE UNION OF MYANMAR

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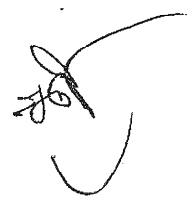
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1. Introduction

The Central Statistical Authority Act, 1952, states that the Central Statistical Organization of the Union of Myanmar (CSO) is the country's only governmental organization that compiles statistics, establishes statistical standards, and conducts socio-economic censuses and surveys. According to the cooperation scheme, JICA dispatched a project formulation mission to CSO in April 2001, and the mission recommended a technical cooperation project for the organization's capacity building to produce statistical data. The recommended project intended to upgrade the existing statistical system, and update statistical technologies to strengthen statistical infrastructure required for the enactment of economic policies.

The Government of Myanmar requested to JICA for the implementation of this project to build and enhance the capacity of CSO to produce and analyze statistical data for providing reliable data relevant to the national socio-economic development plans to policy makers, administrators, researchers as well as other relevant users. Based on the Record of Discussions signed on 14th June 2005, the Project was launched on 20th October 2005 as a two-year Project. The Joint Evaluation Team (hereinafter referred to as "the Team") examined the Project Design Matrix (PDM) revised on 2nd March 2006 to conduct the terminal evaluation of the Project precisely and efficiently.

2. Evaluation of the Project

2-1 Purpose of Evaluation

- (1) To review and confirm the achievement and implementation process of the Project based on the documents such as the Record of Discussion (R/D) and the Project Design Matrix (PDM).
- (2) To evaluate the activities and achievement in terms of five evaluation criteria, namely relevance, effectiveness, efficiency, impact and sustainability.
- (3) To conclude whether the Project has achieved the purpose and realized the outputs, and to clarify issues and their countermeasures towards the end of the Project.
- (4) To share a common understanding among stakeholders regarding recommendations for further improvements of the Project and the lessons that can be applied to other similar ongoing and future JICA projects.

2-2. Members of the Joint Evaluation Team

(Japanese side)

- Ms. KUMAGAI Mitsuko / Leader



- Team Director, Social System & Peace Building Team, Group I (Social System & Peace Building), Social Development Department, JICA
- Mr. TAKAHASHI Masao / Statistics
Deputy Director for International Cooperation, General Affairs Division, Statistics Bureau, Ministry of Internal Affairs and Communications
 - Mr. TSUKAMOTO Hideo / Planning Evaluation
Senior Program Officer, Social System & Peace Building Team, Group I (Social System & Peace Building), Social Development Department, JICA
 - Ms. YAMASHITA Michiko / Evaluation Analysis
Consultant, International Development Center of Japan

(Myanmar side)

- U Shu Kyein / Director-General, CSO
- U Thein Tun / Deputy Director-General, CSO
- Daw Win Win Tin / Project Manager, Director, Statistics Division II, CSO
- U Ngwe Thein / Director, Statistics Division I, CSO
- Daw Khin Thant Zin / Director, Computer Division, CSO

2-3. Methodology of Evaluation

The Team used the revised PDM (2nd March 2006) for evaluation. The inputs (Japanese side and Myanmar side) were confirmed and evaluated. The degree of achievement of outputs, Project purpose, and overall goal was examined by using the indicators shown in the PDM (Annex 1).

2-3-1. Confirmation of facts

(1) Achievement of the Project

- Level of achievement of inputs, outputs, Project purpose, and overall goal
- Comparison of achievement with target plans

(2) Implementing Process of the Project

- Progress of implementation of the Project
- Contributing and constraining factors in the implementation

2-3-2. Results of Evaluation

The Project evaluation is based on the following five criteria:

(1) Relevance:

Relevance explains whether the outputs, the Project purpose and the overall goal meet the



needs of the counterpart (the CSO), society and country of Myanmar.

(2) Effectiveness:

Effectiveness demonstrates the extent to which the Project purpose has been achieved, or is expected to be achieved, as a result of the outputs produced by the Project.

(3) Efficiency:

Efficiency is a productivity of the Project implementation: how efficiently the various inputs are converted into outputs.

(4) Impact:

Impact counts the intended/unintended, direct/indirect, and positive/negative changes to the society in Myanmar, and in the neighboring countries as a result of the Project implementation.

(5) Sustainability:

Sustainability shows whether the Project benefits would continue after this Project comes to an end.

3. Achievement of the Project Plan

3-1. Achievement of Inputs

(Japanese side)

- Most of the JICA experts have been assigned to work on the Project activities as scheduled, except for an expert on industrial statistics, whose appointment was cancelled. However, another expert who had been involved in the planning of the 2003 NMS in 2003 was assigned to conduct the 2003 NMS data analysis/evaluation in February 2007 (Activity 2).
- The training of five CSO staff in Japan in the first year was implemented. The training of the CSO staff in Japan in the second year was cancelled, due to circumstances on the Myanmar side.
- JICA granted 3 PCs in the first year, and 15 PCs in the second year with Operating System (OS) software and application software installed.

(Myanmar side)

- CSO provided office space available for Japanese experts and its furniture/equipment, including desks, cabinets, PCs and a printer, as well as clerical services, such as translation. CSO also provided 3 to 4 PCs procured on its own account for the training courses.

- While the CSO office and personnel had been gradually moved to Nay Pyi Taw, the two Directors of the Statistics Divisions stayed in Yangon for management of the Project implementation. When the JICA experts came over from Japan to carry out the Project activities, CSO sent the counterpart staff from Nay Pyi Taw to Yangon on its own account, and let them work on the Project activities.

- CSO provided the LAN system and the Internet services. A dedicated leased line between the Project site and CSO, and a connection to the Internet provided at the inception of the move of CSO to Nai Pyi Taw, were disconnected in August 2006.

3-2. Achievement of Outputs

The Project Design Matrix (PDM) was modified in March 2006 mainly to change the outputs indicators so that it would reflect the existing conditions more appropriately. The degree to what each output has been achieved is described below. (See Annex 2 for details.)

Output 1: Statistical methodologies for Wholesale Price Index (WPI), Household Income and Expenditure Survey (HIES) including the informal sector and other surveys conducted by CSO will be improved.

The Food-WPI based on the wholesale price survey in Yangon City for 57 food items, and the NMS-WPI based on the wholesale price survey in Yangon for 232 manufactured items covered by 2003 NMS were formulated. A pilot survey of price collection for NMS-WPI in Yangon was conducted in May 2006, and the monthly price survey started in August 2006. The 66 series of WPI were provisionally calculated for September 2006, using the August 2006 prices as a base of the index.

However, the wholesale price survey was not conducted from October to December 2006 due to lack of time and capacity of the CSO staff. Backed by the experiences gained from the pilot survey and price collection in August and September 2006, monthly price collection was resumed in January 2007. The monthly price collection needs to be continued from 2007 onward, and WPI will be calculated monthly starting from 2008, using the 2007 average prices as a base, and the re-estimating weights based on the results of 2006 NMS.

A pilot survey of HIES including the informal sector was designed and conducted in November 2006, prior to the 3rd HIES conducted in December 2006. CSO generally adopted the recommended methodologies for implementing the survey, analyzing the results, and producing the tabulations in preparing for the 3rd HIES including the informal sector. The counterparts have strengthened the capacity of designing, implementing, and analyzing the survey, thus improved the statistical methodologies for HIES. CSO will prepare for the implementation of a large-scale independent survey on the informal sector in coming years.

Output 2: Data obtained from NMS will be analyzed and evaluated appropriately.

As the appointment of an expert on industrial statistics was cancelled, another expert who had advised the CSO on the planning of 2003 NMS in 2003, replaced him and carried out the 2003 NMS data analysis/evaluation in February 2007. The expert is scheduled to conduct OJT on the analysis of 2003 NMS, which will contribute to the analysis of the 2006 NMS data, and the planning of the future surveys.

Output 3: Statistical database management system will be improved

The counterparts learnt the database management system ardently, and became skilful enough to design and build a database for providing statistical data by themselves. The counterparts trained their subordinates for database building, and they cooperated to register the 740 data series. After the computer network system has been transferred and set up in Nay Pyi Taw, and connected to the Intranet system of the Ministry of National Planning and Economic Development (hereinafter referred to as "the Ministry"), it could contribute to producing the statistics accurately and timely for statistical surveys conducted by CSO.

Output 4: Management/Operation/Maintenance systems for the client server and the LAN system will be improved.

The registration system of users' accounts had been established under the guidance of an expert dispatched in 2003. The procedures and guidelines of the server and the LAN system are to be formulated and utilized to improve the management/operation/maintenance capacity of the counterparts, after the computer network system has been transferred and set up in Nay Pyi Taw. The training course on information security has provoked the CSO staff recognition of data risks and protective measures against them. After the system has been transferred to Nay Pyi Taw, it could improve the functions of the LAN system in CSO.

Output 5: Statistical data provided through CSO homepage and other measures will be improved.

The counterparts and CSO staff have acquired the skill of building CSO Website through a training course, and showed a high degree of technical capability at a Home Page Design Contest held in the course. The existing CSO homepage being run by an outside provider, it has been difficult for CSO staff to update some of the contents timely. The counterparts' skill has reached the level that they could run the CSO homepage on their own, in the event that the Internet environment in the country be improved.

CSO is preparing a database for the library stock, and publications were classified and labeled, according to the classification system recommended by the expert. A new library in Nay Pyi Taw



is larger than the current library in Yangon, according to the expert's request of increasing in stock, and expanding the floor space. The recommendations on improving the library services, including the library more open to outside users, remain to be implemented. Considerations should be given after the arrangement of all the library collection has been completed.

3-3. Achievement of Project Purpose

Project purpose: CSO will be able to produce statistics accurately and timely for statistical surveys implemented by CSO, and provide highly reliable data to policy makers, administrators, researchers, and other relevant users.

The counterparts have acquired the capability of producing more accurate and timely statistics, and established the technologies to manage the statistical database system, as well as to build/update the CSO homepage. On condition that the computer system for operating the statistical database system and homepage be successfully transferred to CSO in Nay Pye Taw, and connected to the Intranet system of the Ministry, the Project purpose could be achieved by the end of the Project period.

3-4. Achievement of Overall Goal

Overall goal: Statistics produced by CSO will be utilized in the drawing up process of socio-economic development plans.

The project has been directed toward the utilization of statistical data in socio-economic development plans (utilization of results of the CSO's statistical surveys by other related Ministries). However, it is still premature to evaluate the achievement of the overall goal of the Project at the present stage. The realization of the overall goal is consigned to the policy makers of Myanmar, and its progress needs to be monitored in a long range perspective.

3-5. Implementation Process of the Project

- The JICA experts have conducted and are conducting the training courses and On the Job Trainings (OJT) on WPI, HIES including the informal sector, statistical database software, LAN system management, homepage contents, and data security as scheduled (Activities 1, 3, 4 and 5). The CSO counterparts and other participants of the training sessions learnt the improved methodologies/ technologies ardently, and have acquired the necessary and independent skills for implementing and reporting the statistics to be conducted by CSO.
- Cancellation of appointment of an expert on industrial statistics obliged the replacement of experts to carry out the NMS data analysis/evaluation (Activity 2). The English version of the

draft of 2003 NMS National Report was made available in July 2006 to the Project team. The cross tabulations necessary for NMS data analysis were produced by the CSO staff, and provided to the expert team in October 2006. Though these factors had delayed the start of implementation of activities in the subject for several months, the newly assigned expert examined and analyzed the 2003 NMS data, and compiled the recommendations on improvement of NMS.

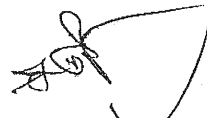
- The experts compiled the recommendations on the classification system to be used in the CSO library, and introduction of the database for the library. The stock of publications was classified and labeled according to the recommended classification system (Activity 5). CSO has accepted the expert's recommendations on an increase in stock, and an expansion of the floor space for the new library in Nay Pyi Taw, and understood that introducing bookshelves to replace bookcases would be more convenient for library users. The recommendation on opening the library to outside users has yet to be implemented, when the circumstance would permit.
- The unforeseen move of CSO to Nay Pyi Taw has affected the whole process of Project implementation to some extent. Currently experts are obliged to transfer the computer system and the database system developed in the Project site to CSO in Nay Pyi Taw, and to establish the LAN system of CSO (Activity 3 and Activity 4).
- In spite of difficult conditions, CSO has made and is making utmost efforts to cooperate in the implementation of the Project by locating two Directors of the substantive Divisions, sending counterparts and other staffs from Nay Pyi Taw to Yangon to work with the JICA experts according to the time schedule of the Project team, and letting a number of relevant staffs participate in the training course for an extended period.
- The fact that almost all the CSO activities are being carried out in Nay Pyi Taw has obliged to limit the time that the Director-General can devote to the Project. To overcome this situation, the Project team and the Directors of CSO stationed in Yangon had frequent meetings to discuss the progress in the activities, and the future direction.

4. Results of the Evaluation based on the Five Criteria

The more detailed evaluation is described in the Evaluation Grid. (See Annex 3.)

4-1. Relevance

The Project intended to examine the statistical conditions of CSO, and improve the statistical methodologies/technologies to enhance the capability/infrastructure of CSO for producing accurate and timely data, essential for making the proper socio-economic policies. The Project purpose is in line with the development study proposed in March 2003 between JICA and the Government of Myanmar on the supportive measures for economic reform in Myanmar. The



project is relevant, since it has promoted the improvement of the statistical methodologies/technologies, thus enhanced the capability/infrastructure of CSO as planned.

4-2. Effectiveness

Having the outputs of the Project been achieved, the counterparts have enhanced the capability of improving the statistical methodologies for WPI, HIES including informal sector, and NMS conducted by CSO. The counterparts have also acquired the technologies to manage the statistical database system and to build/update the contents of CSO homepage. Currently the experts are obliged to transfer the computer system and the database system to CSO in Nay Pyi Taw. The Project purpose could be achieved by the end of the period, if the statistical database system be successfully installed in the LAN system to be built in CSO. Therefore, the Project effectiveness needs to be monitored toward the end of the period.

4-3. Efficiency

The move of the CSO office to Nay Pyi Taw has affected the whole process of the Project implementation. This unforeseen situation has limited close communication between the Director General and the Project team, and delayed some decision makings that affected timely implementation of the Project, such as the trainings in Japan, and authorization to use detailed data for analysis. To overcome these difficulties, CSO has allocated an extra budget for travel expenses to send the CSO counterparts and staff to the Project site, and let them work of the Project activities.

4-4. Impact

The counterparts have done their best to carry out the assigned Project activities, despite the constraining factors caused by the move of CSO office to Nay Pyi Taw, and strengthened the capability of improving the methodologies/technologies of producing the statistics conducted by CSO. The spill over effects of the Project activities has been limited, since the functions of the system in the Project site was disconnected due to the move, and separated from outside users.

The statistical seminar held by the Project team had impacts on participants outside of CSO for understanding the importance of the government statistics. The presentations of the Project activities by the counterparts stimulated themselves that they took roles in improving the production and publication of the statistics. In case that the improved system be fully utilized upon completion of the Project, it could expand the utilization of statistics for relevant users.

4-5. Sustainability

The Team evaluated sustainability of the Project results from the following three aspects.



4-5-1. Technical aspect:

The transfer of statistical methodologies/technologies from the experts to CSO counterparts has been successful. The counterparts have conducted the Project activities ardently and spontaneously. They have acquired enough skills/capabilities to improve the statistical methodologies independently, and to manage/operate/maintain the statistical database system installed in the client server and LAN system (computer network system). A careful personnel management would be necessary to utilize and sustain this level of skills acquired through the Project activities inside of CSO.

4-5-2. Institutional (policy) aspect:

In order that the developed statistical database system be fully utilized, the success in transferring the existing system of the Project site to CSO in Nay Pyi Taw, and connecting to the Intranet system of the Ministry is essential. The Project outputs need to be shared more extensively, and authorized by CSO and the Ministry as official guidance, so that the enhanced statistical capability/infrastructure be properly utilized and sustained by CSO.

4-5-3. Financial aspect:

CSO properly expensed the necessary running costs for the Project implementation. As the Government of Myanmar recognizes the importance of accurate and timely production of statistics for its policy making, the function and budget are expected to be sustained for CSO to prepare, conduct, analyze, and improve the existing surveys, as well as to develop new surveys. The experts recommended that the surveys would be conducted more regularly by CSO. The budget for replacing and upgrading the computer software and equipment has yet to be confirmed.

5. Conclusions, Recommendations and Lessons

5-1. Conclusions

The Team concluded the results of the Project as follows.

The Project could be concluded as successful if the monthly price collection for WPI and the informal sector survey are periodically implemented, and the transfer of the statistical database system installed in the existing computer network system in the Project site to CSO in Nay Pyi Taw and establishment of the LAN system in CSO are realized. This condition being met, the new LAN system will enable the data sharing within CSO for efficient production of reliable and timely statistical data by CSO. Despite the unforeseen move of CSO to Nay Pyi Taw, the Project team has conducted the activities to their best, and strengthened the capability of improving the

methodologies/technologies of producing the statistics.

5-2. Recommendations

The Team made the following recommendations based on the results of evaluation.

- The monthly wholesale price collection needs to be continued for calculation of WPI from 2007 onward, using the 2007 average prices as a base, and re-estimating the weights based on the results of 2006 NMS. [CSO]
- To implement the first large-scale independent survey on the informal sector, CSO would start preparation for designing the survey, training staff for implementation, and facilitating software for data processing. [CSO]
- In order to transfer and install the computer network system and the statistical database system currently existing in the Project site to CSO in Nay Pyi Taw, and to establish the LAN system of the CSO by the end of the Project, it would be essential for the JICA expert in charge to work in the computer section of CSO in Nay Pyi Taw. CSO would get a necessary approval to invite the expert to Nay Pyi Taw to expedite the smooth transfer of the system. [CSO and Japan]
- OJT would be necessary for the staff of CSO on management/operation/maintenance for the client server and the LAN system and the statistical database system, after the system has been successfully transferred to CSO. Procedures and guideline that comply with the system working under the new conditions would be formulated. [CSO and Japan]
- After the system has been stabilized as the LAN system within CSO, CSO would take farther steps to expand its system by connecting to the Intranet system of the Ministry to promote data sharing within the Ministry. [Mainly CSO]
- CSO would recognize that the budget be appropriated for replacing and upgrading the PCs and servers that JICA provided since 2003, so that the system be maintained in a good condition. [CSO]
- CSO would transfer the classified stock of the current library in the Project site to CSO in Nay Pyi Taw. After the library has been settled, CSO would introduce the database in the new library, and improve the convenience for the library users. [CSO]
- The Project team would organize at the final stage of the implementation, a statistical seminar to present the Project outputs, and appeal its achievement to an extensive range of participants, including personnel from academic side, so that the results of the Project would not be confined within the CSO and the Ministry. [CSO and Japan]
- CSO would consider a careful personnel management to utilize and sustain the level of skills acquired through the Project activities inside of CSO, and continue appropriate trainings to share the knowledge and skills for that purpose. [CSO]

- In order that the Project outputs firmly promote the achievement of the Project purpose, the Project team would emphasize importance of authorizing the Project outputs as official guidance, and utilizing them for enhancement of the function and capability of CSO. To this end, the Project team would make efforts to involve the decision makers, and keep them informed of the progress in the Project implementation until the end of the Project. [CSO and Japan]

- JICA and CSO would conduct the post-evaluation of the Project implementation to confirm the results of the strengthening of the statistical capacity in CSO in a few years, after the Project has been completed. [CSO and Japan]

5-3. Lessons learnt from the Project

The Team identified the following lessons learnt from the Project.

- The scope of the Project activities being diverse, the scheme and time span of the Project should have been carefully designed in the course of the project formation, and the preconditions been carefully examined to expand the range of beneficiaries of the Project.
- The framework of the Project activities should be timely revised and re-arranged if necessary, when unexpected event was occurred and had a certain influence to the Project.

Annex 1: PDM revised

Annex 2: Accomplishment Grid

Annex 3: Evaluation Grid

Appendix 1: List of counterparts assigned

Appendix 2: List of experts assigned

Appendix 3: List of seminar and training

Appendix 4: PDM original

Appendix 5: Local activities expenditure borne by Japan

Appendix 6: List of machinery and equipment for the Project

(5)