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IDA/R2017-0059/1

March 13, 2017

**Closing Date: Wednesday, March 29, 2017
at 6:00 p.m.**

FROM: Vice President and Corporate Secretary

Madagascar – Madagascar Statistical Capacity Building

Project Appraisal Document

Attached is the Project Appraisal Document regarding a proposed credit to Madagascar for a Madagascar Statistical Capacity Building (IDA/R2017-0059), which is being processed on an absence-of-objection basis.

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Report No: PAD1979

INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED CREDIT

IN THE AMOUNT OF SDR 22.4 MILLION
(US\$30 MILLION EQUIVALENT)

TO THE

REPUBLIC OF MADAGASCAR

FOR A

MADAGASCAR-STATISTICAL CAPACITY BUILDING PROJECT
MARCH 8, 2017

Poverty and Equity Global Practice
Africa Region

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CURRENCY EQUIVALENTS

(Exchange Rate Effective January 27, 2017)

Currency Unit = Malagasy Ariary (MGA)

MGA 3,227.50 = US\$1

US\$1 = SDR 0.74386497

FISCAL YEAR REPUBLIC OF MADAGASCAR

January 1 - December 31

Regional Vice President:	Makhtar Diop
Country Director:	Mark R. Lundell
Senior Global Practice Director:	Carolina Sanchez-Paramo
Practice Manager:	Pablo Fajnzylber
Task Team Leader(s):	Maria Dolores Arribas-Banos, Abdoullahi Beidou

ABBREVIATIONS AND ACRONYMS

AWP	Annual Work Plan
CAPI	Computer Assisted Personal Interview
CPI	Consumer Price Index
DA	Designated Account
FM	Financial Management
GDP	Gross Domestic Product
GIS	Geographic Information System
ICT	Information and Communication Technology
IFR	Interim Financial Report
IMF	International Monetary Fund
INFA	National Institute of Administrative Training (<i>Institut National de Formation Administrative</i>)
INSTAT	National Statistical Institute (<i>Institut National de la Statistique</i>)
IT	Information Technology
M&E	Monitoring and Evaluation
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
PIU	Project Implementation Unit
PPA	Project Preparation Advance
PPSD	Project Procurement Strategy for Development
PSC	Project Steering Committee
SCI	Statistical Capacity Index
SDG	Sustainable Development Goal
SNA	System of National Accounts
ToR	Terms of Reference
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development

**BASIC INFORMATION**

Is this a regionally tagged project?

No

Country(ies)

Lending Instrument

Investment Project Financing

☐ Situations of Urgent Need of Assistance or Capacity Constraints☐ Financial Intermediaries☐ Series of Projects

Approval Date

29-Mar-2017

Closing Date

31-Mar-2022

Environmental Assessment Category

C - Not Required

Bank/IFC Collaboration

No

Proposed Development Objective(s)

To strengthen the capacity of the National Statistics Institute (INSTAT) to produce quality statistics and to enhance its statistical dissemination practices.

Components**Component Name****Cost (US\$, millions)**

Institutional Reform and Capacity Building

3.40

Data Collection, Analysis, and Dissemination

24.80

Project Management

1.80

Organizations

Borrower :

Republic of Madagascar

Implementing Agency :

INSTAT



<input checked="" type="checkbox"/> Counterpart Funding	<input type="checkbox"/> IBRD	<input checked="" type="checkbox"/> IDA Credit <input type="checkbox"/> Crisis Response Window <input type="checkbox"/> Regional Projects Window	<input type="checkbox"/> IDA Grant <input type="checkbox"/> Crisis Response Window <input type="checkbox"/> Regional Projects Window	<input type="checkbox"/> Trust Funds	<input checked="" type="checkbox"/> Parallel Financing
Total Project Cost: 35.10		Total Financing: 35.10 Of Which Bank Financing (IBRD/IDA): 30.00		Financing Gap: 0.00	

Financing (in US\$, millions)

Financing Source	Amount
US: Agency for International Development (USAID)	0.70
Borrower	2.60
IDA-59960	30.00
UN Fund for Population Activities	1.80
Total	35.10

Expected Disbursements (in US\$, millions)

Fiscal Year	2017	2018	2019	2020	2021	2022
Annual	3.72	19.80	2.40	1.20	2.04	0.88
Cumulative	3.72	23.52	25.92	27.12	29.16	30.00



INSTITUTIONAL DATA

Practice Area (Lead)

Poverty and Equity

Contributing Practice Areas

Climate Change and Disaster Screening

This operation has been screened for short and long-term climate change and disaster risks

Gender Tag

Does the project plan to undertake any of the following?

a. Analysis to identify Project-relevant gaps between males and females, especially in light of country gaps identified through SCD and CPF

Yes

b. Specific action(s) to address the gender gaps identified in (a) and/or to improve women or men's empowerment

Yes

c. Include Indicators in results framework to monitor outcomes from actions identified in (b)

Yes

SYSTEMATIC OPERATIONS RISK-RATING TOOL (SORT)

Risk Category	Rating
1. Political and Governance	● Substantial
2. Macroeconomic	● Substantial
3. Sector Strategies and Policies	● Substantial
4. Technical Design of Project or Program	● Substantial
5. Institutional Capacity for Implementation and Sustainability	● Substantial
6. Fiduciary	● Substantial
7. Environment and Social	● Low
8. Stakeholders	● Moderate



9. Other

10. Overall

● Substantial

COMPLIANCE**Policy**

Does the project depart from the CPF in content or in other significant respects?

☐ Yes ☒ No

Does the project require any waivers of Bank policies?

☐ Yes ☒ No**Safeguard Policies Triggered by the Project**

Yes

No

Environmental Assessment OP/BP 4.01

✓

Natural Habitats OP/BP 4.04

✓

Forests OP/BP 4.36

✓

Pest Management OP 4.09

✓

Physical Cultural Resources OP/BP 4.11

✓

Indigenous Peoples OP/BP 4.10

✓

Involuntary Resettlement OP/BP 4.12

✓

Safety of Dams OP/BP 4.37

✓

Projects on International Waterways OP/BP 7.50

✓

Projects in Disputed Areas OP/BP 7.60

✓

Legal Covenants**Conditions**

Type

Effectiveness

Description

(a) The recipient has established both the Project Steering Committee and the Project Implementation Unit (PIU), each with mandates, compositions, staff and resources satisfactory to the Association.



Type	Description		
Effectiveness	(b) The Recipient has adopted the Project Manual in form and substance acceptable to the Association.		
PROJECT TEAM			
Bank Staff			
Name	Role	Specialization	Unit
Maria Dolores Arribas-Banos	Team Leader(ADM Responsible)	Operations Adviser	GPVGE
Abdoullahi Beidou	Team Leader	Senior Statistician	GPV01
Lova Niaina Ravaoarimino	Procurement Specialist(ADM Responsible)	Sr. Procurement Specialist	GGO07
Sylvain Auguste Rambeloson	Procurement Specialist	Sr. Procurement Specialist	GGO07
Enagnon Ernest Eric Adda	Financial Management Specialist	Sr. Financial Management Specialist	GGO31
Aissatou Diallo	Team Member	Senior Finance Officer	WFALN
Jessica Diane Adler	Team Member		GPV01
Laura Patricia Blanco Cardona	Team Member		GPVGE
Maharavo Harimandimby Ramarotahiantsoa	Team Member	Financial Management Specialist	GGO26
Paul-Jean Feno	Safeguards Specialist	Environmental Safeguards	GEN07
Rondro Malanto Rajaobelison	Team Member	Program Assistant	AFMMG
Senait Kassa Yifru	Team Member	Operations Analyst	GPV01
Vohangitiana Josiane Rarivoson	Team Member	Team Assistant	AFMMG
Extended Team			
Name	Title	Organization	Location



MADAGASCAR
MADAGASCAR-STATISTICAL CAPACITY BUILDING

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I. STRATEGIC CONTEXT

A. Country Context

1. **Madagascar is the fourth-largest island in the world, and the majority of its population lives in rural areas.** Located in the western Indian Ocean, Madagascar has a surface area of about 587,295 km² and 4,828 km of coastline. The population estimated in 2015 is about 24.2 million, but actual data are outdated because the most recent baselines from a population census are over two decades old. Its population is predominately located in rural areas (close to 80 percent) and is overwhelmingly young; over 57 percent are under the age of 19 and less than 4 percent are 60 and above.
2. **Despite its economic potential, Madagascar's development has been hampered by political instability and vulnerability to disasters.** The country is endowed with many assets: a great potential for agriculture, fisheries, and mineral resources and abundant unparalleled biodiversity. However, its economy is largely based on subsistence agriculture and informal sectors—where a vast majority of the population works—and a small but relatively diversified formal sector. The country is prone to frequent weather-related disasters, and its economic potential has been held back by cycles of political instability since its independence. Over the last 50 years, all heads of state have gained or lost power in the context of an unconstitutional event. The most recent crisis began with the regime change in March 2009 and lasted five years, interrupting a period of economic growth that averaged 7.4 percent between 2003 and 2008, with devastating effects on the economy, poverty rates, and other social outcomes.
3. **As a result, Madagascar's gross domestic product (GDP) per capita has halved since 1960 and a vast majority of the Malagasy are poor.** The GDP per capita in current prices is less than US\$400, and the Gini coefficient is 42.6. Inequality is particularly sharp between urban and rural areas. After a period of strong growth between 2003 and 2008, the Malagasy economy contracted in per capita terms during the years that followed. As a result, poverty actually increased between 2000 and 2012, from 68.7 percent to 77.8 percent using the international poverty line of US\$1.9 per day (2011 purchasing power parity). Poverty in rural areas is almost twice as high as in urban areas.
4. **The expected economic recovery following the establishment of the democratically elected government in early 2014 fell short of initial expectations due to unfavorable domestic and external conditions.** The end of the most recent political crisis and the drafting of the National Development Strategy were an opportunity for the country to embark on a path of inclusive, sustainable, and accelerated growth. However, continuing political instability, worsening shortages of electricity, and bad weather conditions have hampered GDP growth, which in 2014 and 2015 reached about 3 percent. Living standards of the poor are projected to have progressed only marginally with an estimated 77.5 percent of the population remaining in extreme poverty through 2016 (using the above mentioned international poverty line). Presidential elections are scheduled for 2018, although the political situation remains quite fragile.
5. **Conditions for economic growth improved in 2016, but a prolonged drought due to El Nino has resulted in food insecurity and compounded the already severe malnutrition rates.** Growth is estimated to increase from 3.1 percent in 2015 to 4.1 percent in 2016 and to accelerate gradually over



the medium term through developments in construction, public works, and exports and a recovery in agriculture (driven by record high production of rice and increased prices for vanilla). However, over the medium term, the effects on poverty headcount will be minimal in the context of rapid population growth. Moreover, a recent drought concentrated in the Southern regions of Androy and Atsimo-Andrefana has resulted in food insecurity for the vulnerable populations living in this area. The sustained increase in revenue collection, management of government expenditures, and the improvements in governance will be critical to finance public investments and basic service delivery and to respond to weather-related shocks.

6. **The design and implementation of needed structural and governance reforms call for timely and quality data for evidence-based policy making.** The National Development Strategy 2015–2019 recognizes that the availability of reliable, accessible, and timely data relevant to the realities of the country and internationally comparable is important to inform the design, implementation, and monitoring and evaluation (M&E) of the development policies and programs that will support the foundation for sustained economic recovery and poverty reduction. The National Strategy for the Development of Statistics (NSDS) 2008–2012 called for the modernization of the governance and the strengthening of the capacities of the National Statistical System (NSS). During its implementation, efforts were oriented toward the installation of regional statistical services, which are now in operation in the 22 regions of Madagascar. Training was also provided for middle-level statisticians. However, key recommendations of the NSDS, such as the need to improve coordination of the statistical system and implement population and agriculture censuses, are still pending and new challenges related to the continued production of statistical products up to international standards have emerged since its adoption.

B. Sectoral and Institutional Context

7. **Madagascar has a decentralized statistical system with the National Statistical Institute (*Institut National de la Statistique*, INSTAT) being the main official provider of statistics and the line ministries being responsible for the production of sector statistics.** INSTAT was created in 1947 with the mandate to conduct the main national censuses and surveys as well as the production of key economic and demographic statistics. It is also in charge of coordinating the national policy on statistics and its application in the economic, demographic, and social domains. Decree No. 1989-016 issued in 1989 created the Committee for the Coordination of Statistical Information but was never implemented.

8. **The statistical regulatory framework is outdated and does not meet international standards.** The current statistical bill governing the system dates back to 1967 and does not define clearly the flow of information between different government agencies. The enforcement of obligations to provide information to INSTAT by line ministries, other government agencies, and the private sector is not sufficiently strong. Penalties for nonresponse are currently too low, and often, key information providers prefer to pay the fee rather than provide the required information. As a result, INSTAT faces difficulties in collecting the information needed to compile timely and accurate statistics. Furthermore, the current statistical act does not meet international principles on the production of official statistics, such as the fundamental principles of the United Nations related to the production and dissemination of official statistics. The 2009 African Charter on Statistics is yet to be adopted by the national authorities and to be translated into the national statistical bill.



9. **Moreover, inadequate financial, human, and infrastructure resources weaken the capacity of INSTAT to fulfil its mandate.** INSTAT, in its current form, was restructured under the statute of Public Enterprise with Industrial and Commercial Character on April 21, 1989 (Decree No. 98-290). This statute requires partial self-financing of its operations and salaries. Budget transfers from the Government are currently only enough to cover 40 percent of staff salaries. As a result, priority has been given to revenue generation activities, such as contracting with development partners to carry out surveys, thereby neglecting the production of core economic statistics. Salary levels are not sufficient to attract and retain qualified statisticians, and few of the approximately 470 staff have the required qualifications. To address the issue, INSTAT is currently supporting the training of statisticians and demographers at the African regional statistical schools and has partnered with the National School of Statistics and Applied Economics of Abidjan and the National Institute of Administrative Training (*Institut National de Formation Administrative*, INFA) to locally train assistant statisticians. However, as long as the salary scale remains low, retaining trained students will continue to be challenging. Additionally, operations are severely constrained by a shortage of information technology (IT) hardware and physical infrastructure. Internet access is unreliable, and there are not enough computers, desks, and chairs for even the technical staff.

10. **Madagascar's limited statistical capacity is reflected in its low Statistical Capacity Index (SCI) score.** According to the World Bank's 2016 Country Statistical Information Database, Madagascar has an overall score of 62.6, up 3.3 points from 2015, around the same level of IDA countries (62.9) and slightly above the low Sub-Saharan Africa average. Scores for methodology (50.0) and periodicity (86.7) are at similar levels as other IDA and Sub-Saharan Africa countries. However, regarding source data, at 50.0 in 2016, Madagascar has only recently started recovering from a downward trend that started in 2013 and placed the country below the low IDA (60.5) and Sub-Saharan Africa (56.3) scores. The index shows scores of 0 for the population census and national accounts variables, and 0.7 for income poverty.

11. **Despite improving periodicity scores, Madagascar is falling behind on several key statistical products, hindering the country's capacity to use reliable data for evidence-based policy making.** While international best practices recommend that a population census be carried out at least once every 10 years, only 2 population censuses have been carried out since its 1960 independence: the first one in 1975 and the second and last one in 1993. Periodicity of household surveys has been historically appropriate, but the latest one took place in 2012 and Madagascar is currently behind the international recommendation to carry out surveys every three years. Finally, the national accounts statistics are based on the 1968 system of national accounts (SNA) and the base year dates back to 1984, more than 30 years ago and far from the recommended standards to change the base year every 5 years.

12. **The outdated population census affects much of the statistical system and reduces the credibility of development planning, monitoring, and management.** The accuracy of statistics that incorporate population dimensions and are based on household sample surveys is questionable, including macroeconomic statistics (such as GDP per capita), service access, and poverty measurements. The information available regarding the size, structure, and geographical distribution of the population dates back to 1993 and does not reflect the current state of affairs. The Government issued a decree to proceed with the preparation of the third census in 2008 (Decree No. 2008-1059 and Order No. 21529-08), and a pilot census took place that year, with data collection expected in 2009. However, the deterioration of the sociopolitical environment led to the lack of external funding and the implementation was put on hold. Following the recent elections, a new decree was issued in 2015 to



proceed with the census in 2016. An institutional governance structure was created, including the nomination of INSTAT as the national institution to manage the design and implementation of the census. A National Census Council—a policy decision-making body, chaired by the Prime Minister—and a Census Technical Committee, to guide technical questions, were also established.

13. Poverty welfare monitoring surveys are conducted on a more regular basis but rely on population projections from outdated data. Since the early 1990s, INSTAT has organized regular poverty household surveys with the support of development partners to monitor the living conditions of the population including in 1993, 1997, 1999, 2001, 2002, 2004, 2005, 2010, and 2012. The Demographic and Health Survey and the Multiple Indicators Cluster Survey are also conducted frequently, and the last labor force survey took place in 2015. However, the absence of an updated population census forces the sampling frame for surveys to rely on population data based on projections from 1993, making the representativeness of the samples and the estimates from these surveys questionable.

14. The national accounts currently produced by INSTAT are of insufficient quality to adequately measure the economic situation of the country. INSTAT is yet to fully adopt the 1993 SNA and for the most part uses the 1968 SNA. While international best practices require that national accounts are rebased once every five years, the base year of the accounts dates back to 1984. In addition, data sources are incomplete. The estimates of agricultural activities (which accounts for about 80 percent of employment and contributes to 25 percent of GDP) are poor, and there is no reliable information about the size and evolution of this sector. Service activities are not properly covered, and there is scarce information about the magnitude of the informal sector. Furthermore, a recent diagnosis by the International Monetary Fund (IMF) (January 2016) highlights the need to update the regulatory framework; strengthen the human and technological resources at the Ministry of Finance, Central Bank, and INSTAT; and improve the flow of information between them to be able to implement the priorities and five-year plan recommended in the diagnosis. The irregular data collection and the broken flow of information between the different government institutions has resulted in untimely statistics of questionable quality. With the assistance of the IMF and the World Bank, a rebasing exercise, along with the incorporation of the 1993 SNA recommendations, started in 2014. GDP estimates of the new base year (2007) are available at INSTAT but are yet to be validated and made official. In addition, the accounts from 2008 to 2015 consistent with the 1993 SNA and the new base year are yet to be prepared.

15. Price statistics are relatively more reliable, and the consumer price index (CPI) is produced on a monthly basis. However, the CPI is constructed based on prices collected in the capital and some main cities and does not cover rural areas. In addition, it uses 2010 as the base year, in slight deviation from the international recommendation to rebase it once every five years when using a fixed base year. To comply with this international best practice, the IMF has been providing technical assistance to INSTAT since 2015 to rebase the CPI to 2012. The product listing and weights calculation have been updated, and the complete outlet definition and software development was finalized in December 2016. The collection of basis prices for the new index will begin in early 2017. In addition, INSTAT intends to rebase the index based on the upcoming 2018 household living standards survey.



C. Higher Level Objectives to which the Project Contributes

16. **The project is closely aligned with the objectives of the recent and upcoming country strategies in Madagascar.** It aims at improving public sector governance and enhancing transparency and accountability (a key priority in the 2012 Interim Strategy Note, Report No. 63863-MG discussed by the Board of Executive Directors on February 27, 2012, and one of the four proposed objectives for the FY17 – FY21 Country Partnership Framework). It is anchored in the Government's National Development Plan 2015–2019 and the analytical underpinnings of the 2015 Systematic Country Diagnostic and policy notes. The project objective is to strengthen the capacity of the National Statistics Institute (INSTAT) to produce quality statistics and to enhance its statistical dissemination practices. The access to quality data and statistics is also essential for the design, management, and monitoring of effective development strategies, policies, and programs.

17. **The project contributes to the World Bank activities and planned operations in Madagascar.** The operation supports the World Bank Group's commitment to fill the data gaps that are key to monitor progress on poverty and shared prosperity and the Sustainable Development Goals (SDGs). It contributes to the existing collaboration with the IMF, which has the lead role in the strengthening of national accounts and price statistics and, more broadly, supports a greater use of statistics. It is an essential input for several World Bank interventions in the country: The population census provides basic information on agriculture and fisheries, key for several projects under preparation and implementation. The welfare monitoring system with its household budget and employment survey contributes to poverty diagnosis and monitoring activities and to the improvement of the targeting of social programs. The improvement of national accounts and pricing statistics supports monitoring of macro-fiscal management in Madagascar.

18. **It also addresses stakeholders' demand for statistics—currently unsatisfied.** The need for more recent statistical information, particularly the size, distribution, and structure of the population, as well as accurate and timely data on national accounts are recurrent demands from both national and international users of statistics, including the Government, private sector, civil society, academics, and development partners. Additionally, implementation and monitoring of the Government's Development Plan requires timely and quality statistical information, which is currently unavailable.

19. **The project supports compliance with all three dimensions of the IDA gender commitment.** Data collection supported by Component 2 of the project will be disaggregated by gender. This is essential for the World Bank interventions to comply with the IDA gender commitment, including the analysis of gender gaps, the design of actions to address those gaps, and the M&E of progress. In addition to making gender-relevant data available to other World Bank interventions, the project will ensure that the analysis to be carried under the project is disaggregated by sex and that relevant activities supported by the institutional strengthening component include gender considerations (for example, including special considerations for qualified female candidates in the learning programs and in the hiring of female enumerators for the census and household surveys as appropriate). Gender considerations will also play an important part in the communication strategy for both the population census and household surveys implementation.



II. PROJECT DEVELOPMENT OBJECTIVES

A. PDO

20. The development objective of this project is to strengthen the capacity of the National Statistics Institute (INSTAT) to produce quality statistics and to enhance its statistical dissemination practices.

B. Project Beneficiaries

21. **INSTAT is the main direct beneficiary of the project, but the project indirectly benefits a diverse set of stakeholders.** INSTAT will benefit from financial support for statistical operations, investments in skills and equipment, and training and technical assistance with the aim of building capacity to produce and disseminate reliable and timely statistics. Indirect beneficiaries of the project include the users of the statistics produced by the project, such as: (a) key government line ministries; (b) researchers, associations, and academia; (c) civil society organizations and the media; and (d) development partners. With improved statistical information, ministries and partners will be able to manage better for development results. Although the project cannot be held accountable for this level of outcome, the general public may benefit from the project's products, either through the policies that are implemented based upon the information generated through the project or through the increased accountability of decision makers at the national and regional levels propitiated by information made available by the project.

C. PDO-Level Results Indicators

22. **The key aspects of the project development objective (PDO) are the strengthening of INSTAT's capacity to produce quality statistics and to enhance its dissemination practices.** Quality dimensions include a methodology that follows international standards, timeliness in data collection, and timely dissemination. Progress toward the PDO will be measured and monitored through the following indicators:

- (a) **Capacity.** Increase in the Statistical Capacity Index (SCI) score for the SCI variables that the project will influence¹
- (b) **Quality/methodology.** Number of statistical products supported by the project designed and implemented in line with international standards
- (c) **Quality/data collection timeliness.** Number of statistical products that are released according to the statistical release calendar (population census, household surveys, national accounts, and CPI)

¹ The project will influence the following variables of the SCI: population census, national accounts, poverty household surveys, and CPI.



- (d) **Enhanced dissemination practices (access and use).** Number of views of anonymized micro-datasets available online

23. **The key outputs of the project include the following:**

- (a) Modernized regulatory framework
- (b) Improved skills of INSTAT personnel through both learning programs and learning by doing
- (c) Population census data and analysis updated and publicly available
- (d) Welfare monitoring survey completed and data published
- (e) Update of national accounts statistics completed and published
- (f) CPI base year updated

III. PROJECT DESCRIPTION

A. Project Components

24. **The proposed project activities will focus on the core features to produce quality statistics and on making them available to decision makers and the public.** INSTAT is identified as the designated implementing agency in its role as the provider of official statistics in Madagascar. The project is expected to have a duration of five years from the World Bank Group Board approval, assuming no effectiveness delays. Project activities are anchored in the NSDS and selected according to the government demand and in line with the following three criteria: (a) core features of a modern statistical system; (b) aligned with the World Bank Group's comparative advantage in technical assistance; and (c) closing critical data gaps. The proposed project is structured into the following components: (a) Institutional Reform and Capacity Building; (b) Data Collection, Analysis, and Dissemination; (c) Project Management.

Component 1: Institutional Reform and Capacity Building (US\$3.4 million IDA Allocation)

25. **The aim of this component is to support the modernization of the institutional framework and the development of human capital to help INSTAT fulfil its mandate.** More specifically, this component will include support for the (a) institutional reform of the NSS to modernize the regulatory framework and improve INSTAT's organizational structure and management; (b) drafting of a new NSDS; (c) modernization of information and communication technology (ICT) and equipment to create a more effective and efficient institution; and (d) strengthening of human resources capacity for the production, analysis, and dissemination of quality statistics.

Subcomponent 1.1: Institutional Reform (US\$0.3 million)

26. **An institutional assessment will provide the foundation for the institutional reform and will include the review of the regulatory framework and human resources structure.** The assessment will



take into consideration previous restructuring proposals and include an action plan to consolidate INSTAT's role as the custodian of official statistics. The project will also provide technical assistance to draft a new statistical law and its regulations and to create a national statistical coordination body. The drafting of the new law is an opportunity to include a new statute that guarantees increased public financing to the Institute and less dependency on revenue generation activities. Subsequently, based on the updated INSTAT statute, the project will support the assessment of human resources needs to fulfill the new organigram and updated mandate. More specifically, it will include, among others, the proposed institutional structure of INSTAT and the appropriate staffing needs and skill set, budget, and salary levels.

Subcomponent 1.2: National Strategy for the Development of Statistics (NSDS) (US\$0.3 million)

27. **The new NSDS will guide the modernization of the NSS and will consolidate advances under the existing NSDS.** The process to draft a new NSDS already started, and focuses on a diagnosis of the progress on the existing NSDS released in 2007. The project will build on this diagnosis to draft the next strategy (NSDS II), with the purpose of setting the medium-term vision and the five-year action plan for the modernization of the system.

Subcomponent 1.3: ICT and Equipment (US\$1.7 million)

28. **The availability of timely and quality statistics requires appropriate technical setup to collect, process, and disseminate data.** The project will finance the needed upgrade of the ICT infrastructure, including a data center (Internet, computers, printers, and so on) to ensure efficient workflows for data collection, processing, analysis, dissemination, and archiving. The data center will be particularly relevant to ensure optimum management, capacity, and reliability of tablet-based data collection processes.

Subcomponent 1.4: Improving Human Resources Technical Capacity (US\$1.1 million)

29. **A skilled workforce is another key element for the development of high-quality statistics and for the sustainability of the project outcomes.** The overall objective of this subcomponent is to increase the proportion of INSTAT's professional staff with formal degrees and to improve the skills of existing staff by providing some on-the-job training in areas related to statistics, demography, economics, and IT. The training program for existing staff will be conducted primarily in-house and will focus on specific statistical skills that are linked directly to data collection or statistical production activities and dissemination, with the aim to permanently improve the quality of the statistical products. Specifically, the project will invest in (a) implementing a training and skill enhancement program for existing staff; (b) supporting the modernization and good functioning of the national statistics school; and (c) providing scholarships (tuitions and stipends) to candidates who successfully pass the competitive entrance examination to study abroad in internationally recognized regional statistical schools and INFA. Candidates who receive scholarships will be required to sign an honor-based agreement to remain in the institute for a certain period of time after graduation.

30. To implement the scholarships program, INSTAT and INFA will sign an agreement laying out the conditions for the payment of tuition fees and stipends for students and fees for local and international professors who will be part of the program.



Component 2: Data Collection, Analysis, and Dissemination (US\$24.8 million IDA Allocation)

31. **The key pillar of the proposed project aims at closing key statistical data gaps and building capacity through learning by doing.** This component supports the closing of critical data gaps and the enhancement of data accessibility and dissemination practices. It will also help build capacity in the processing of data production. The focus areas are policy-driven, and data collection activities have been identified based on the most pressing demands: population and housing census, poverty statistics, and basic economic statistics. In addition, this component will support the enhancement of micro-data dissemination.

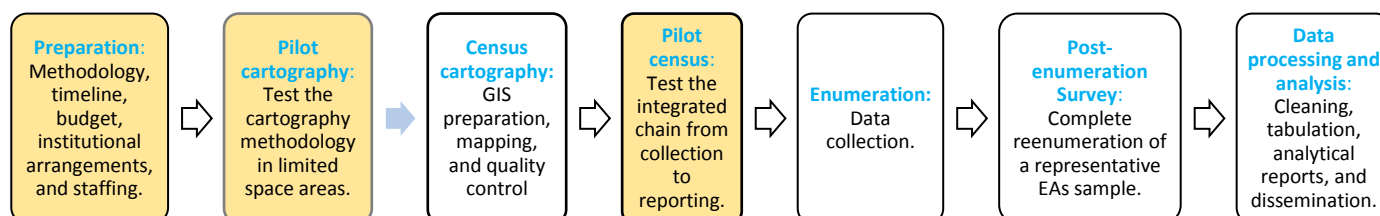
Subcomponent 2.1: Population and Housing Census (US\$20.2 million)

32. **The new population census will provide basic demographic and socioeconomic data, key for the planning and monitoring of the Government's development programs.** The Government launched the third population census in February 2015 with an estimated duration of 46 months. The objective is to update the socioeconomic and demographic characteristics of Madagascar's population. The census provides basic information for the monitoring of the SDG indicators, provides the master sampling frame for household surveys, and supports sector planning and monitoring. The data and subsequent analysis will be disaggregated by gender.

33. **IDA financing for the population census will be complemented with resources from several stakeholders.** The overall cost of the census is estimated at approximately US\$25.3 million of which US\$20.2 million will be covered by the IDA credit; US\$2.6 million by the Government; US\$0.7 million by the United States Agency for International Development (USAID), and approximately US\$1.8 million by the United Nations Population Fund (UNFPA), part of which has already been disbursed in preparatory activities. Additionally, a potential €6 million contribution is being discussed with the European Union, which could become available in 2018. The Population Census Financial Support Committee has been created to plan, manage, coordinate, and monitor the financial support and contributions from the project cofinanciers.

34. **The census consists of several phases that include the pilot cartography, cartography, pilot census, enumeration, post enumeration survey, and data processing and analysis.** Figure 1 shows the sequence and different phases of a population census.

Figure 1. Population and Housing Census Phases



35. **Activities completed to date include those related to the census preparation and the pilot cartography and pilot census.** With financial and technical assistance from UNFPA, INSTAT has



completed the establishment of the governance structure, the proposed methodology, and a detailed budget and timeline, which has already been approved by the Population Census National Council. Additionally, a pilot cartography was carried out in 2015 and a pilot census to test the methodology and questionnaire took place in October 2016. The enumeration phase is expected to last two weeks, and has been scheduled for mid-October 2017.

36. **Given the short time frame for the census implementation, the methodology will be based on paper questionnaires.** The pilot census was based on an enumeration process that included a combination of paper questionnaires in rural areas and small cities (88 percent of the population) and Computer Assisted Personal Interviewing (CAPI) in the main urban centers (12 percent of the population). Based on the assessment of the pilot and considering the insufficient preparation time available for the CAPI methodology, the decision was to proceed with paper questionnaires only, across the whole country. This will also mitigate risks related to any potential comparability issues associated with the hybrid approach and to the low capacity of INSTAT to support both methodologies.

37. **The estimated timeline to complete the census is very tight, and several of these phases require mobilization of human, financial, and material resources in a relatively short period of time, which is likely to test INSTAT's absorptive capacity.** The time available for the completion of the census is limited by the upcoming presidential elections of 2018 and by the difficulty to carry out the field work during the rainy season (November to March).

38. **Successful and timely completion of the cartography is critical for the enumeration phase and particularly to assess the scope and cost estimate for the actual population enumeration.** The outputs of the census cartography are a Geographic Information System (GIS) database of social infrastructure and estimates of population distribution that will serve to partition the country into enumeration areas.

39. **The enumeration phase should take place a few months after the cartography work is completed and ideally before the start of the rainy season.** This phase requires mobilization of human, financial, and material resources in a relatively short period of time. The Government is considering the recruitment of an external firm to handle the recruitment of the approximately 30,000 people needed to carry out the enumeration and to handle the logistics of the census implementation, while keeping the technical decisions and processes in-house. Payment of agents will be managed by INSTAT.

40. **The data coding and entry are expected to be done at Antananarivo.** Following a quality control process, the paper questionnaires are expected to be sent back to Antananarivo to proceed with the coding and the subsequent data entry. The estimated timeline is eight months for the data coding and entry and approximately three months for the subsequent data cleaning.

41. **A performance-based incentives program will be established to compensate INSTAT staff involved in the census preparation and implementation activities.** A considerable number of INSTAT staff will be required to dedicate additional working hours throughout the census preparation and implementation phases to deliver census results on time and before the presidential elections of 2018. Through this program, funded with the expected Government contribution of US\$2.6 million, this segment of the staff will be eligible for performance-based incentives, depending on their duties and the fulfillment of certain milestones. The participation of this core group of INSTAT staff is essential for the successful implementation of the census and, ultimately, the achievement of the PDO.



Subcomponent 2.2: Household Poverty and Living Standards Survey (US\$2.2 million)

42. **The project will finance data collection for two sets of income, expenditure, and living standards household surveys to be conducted in 2018 and 2021, respectively.** The methodology and design of the surveys will incorporate international best practices and lessons learned through the Living Standard Measurement Survey program. These improvements include (a) the development of specific modules for a more accurate measurement of food consumption, including own-produced food and meals taken away from home; (b) a complementary survey in markets to address the issue of nonstandard local units; and (c) the individualization of health and education expenditures. The questionnaire will also collect gender-disaggregated data.

43. **For both surveys, the project will cover three main activities: (a) preparation and design of the survey; (b) implementation and data collection; and (c) data processing, analysis, and dissemination of results.** Preparatory activities to be financed include survey design, training of enumerators, and the development of the fieldwork calendar. Support for fieldwork implementation will encompass the design and implementation of real-time quality control procedures. Regarding data processing, the project will support INSTAT in the preparation of a standard approach for data cleaning and quality assurance and the production of a fully documented and replicable procedure for data verification, error checking, and correction. It will also provide technical assistance for INSTAT to perform the analysis of the survey data, preparation of the survey report, and dissemination of the survey results and micro-data. Following the 2018 survey, the project will also support the production of a small-area poverty map using the 2017 population census data and the survey's results. Should the population census be delayed until after the presidential elections, the realization of the first household survey in 2018 will use the inputs from the new cartography.

Subcomponent 2.3: National Accounts and Consumer Price Indicators (US\$1.9 million)

44. **The World Bank is closely coordinating the update of the national accounts with the IMF to strengthen the country's capacity to adapt national accounts to the latest international methodological standards and to close key data gaps.** To address these challenges, the project will support (a) the production of new accounts for 2008 to 2015 consistent with the 1993 SNA and the 2007 base year; in addition, the project will support a change to a more recent base year using data sources coming from the new population census, the updated business registry, and the household surveys financed by the project; (b) the improvement and maintenance of a business registry and possibly the production of quarterly national accounts and economic dashboards; (c) a business survey; (d) an informal sector survey; and (e) the compilation of export and import price indices. These activities will be complemented by improving the quality of and facilitating better access to administrative data. The rebasing will also provide an opportunity to align the national accounts to the new international guidelines on national accounts: the 2008 SNA.

45. **The project will also provide technical assistance to update the CPI.** Specifically, the project will provide support to complete the current rebasing process and will finance the next rebasing exercise of the index based on the 2018 living standard survey. The implementation of the updated CPI will take into consideration the upcoming 2017 International Comparison Program.



Subcomponent 2.4: Data Analysis and Dissemination (US\$0.5 million)

46. **The project will support the development of data access and information policies and dissemination practices, especially the dissemination of micro-data.** Financing includes (a) the formulation and adoption of data dissemination and micro-data access policies and calendar; (b) the redesign of the INSTAT website to include a micro-data portal accessible online and based on open-data principles; (c) technical assistance and training on micro-data anonymization; and (d) the improvement of Internet access at INSTAT.

Component 3: Project Management (US\$1.8 million IDA Allocation)

47. **To strengthen the limited capacity at INSTAT, the project will finance a Project Implementation Unit (PIU) to manage all nontechnical aspects of the project's activities.** The PIU will (a) prepare annual work plans (AWPs) and budgets; (b) carry out all disbursements and any financial management (FM) and procurement-related activities in accordance with World Bank-approved procedures; (c) prepare and consolidate periodic progress reports; and (d) monitor and evaluate project activities. The PIU will also ensure that progress is reported quarterly to the Project Steering Committee (PSC), the World Bank, and other authorities.

B. Project Cost and Financing

48. **The project will be financed through an IDA credit of US\$30 million equivalent under an Investment Project Financing instrument.** World Bank support is planned for five years (2017–22). A Project Preparation Advance (PPA) of US\$3.725 million has contributed to advancing the preparation, through the recruitment of the implementing unit and the implementation of the cartography. Table 1 shows the estimated budget for the different components.



Table 1. Project Cost and Financing

Project Components	Project Cost	IBRD or IDA Financing	Counterpart Funding	Development Partners
1. Institutional Reform and Capacity Building	3,400,000	3,400,000		
1.1 Institutional Reform	300,000	300,000		
1.2 NSDS	300,000	300,000		
1.3 ICT and Equipment	1,700,000	1,700,000		
1.4 Improving HR Technical Capacity	1,100,000	1,100,000		
2. Capacity Building through Data Collection, Analysis and Dissemination	29,900,000	24,800,000	2,600,000	2,500,000
2.1 Population and housing census	25,300,000	20,200,000	2,600,000	2,500,000
2.2 Household survey	2,200,000	2,200,000		
2.3 National accounts and CPI	1,900,000	1,900,000		
2.4 Data Analysis and Dissemination	500,000	500,000		
3. Project Management	1,800,000	1,800,000		
Total Costs	35,100,000	30,000,000	2,600,000	2,500,000

C. Lessons Learned and Reflected in the Project Design

49. **The preparation of this project revealed that the strong willingness and commitment of INSTAT leadership to improve the production and quality of statistics are hindered by the lack of resources and capacity at the institute.** The current INSTAT leadership is relatively new and has limited experience leading large data collection efforts such as those supported by the project. In addition, the team has no experience with the processes and policies to be followed in projects financed by international institutions. To address these challenges, the project will provide support through an external firm with a focus on managing the logistics of at least the largest statistical operations—mainly the population census—while keeping the technical aspects in house, key for the sustainability of project results over time.

50. **The project also takes into account the results of Organisation for Economic Cooperation and Development and IMF evaluations of statistical capacity-building efforts by international**



organizations.² In particular, those evaluations have shown that capacity-building activities have achieved real sustainable impact when implemented through long-term on-the-job support to trained statisticians, either by technical assistance or by twinning arrangements. In other words, to really build capacity, long-term technical assistance needs to be offered that is focused not on the provision of inputs (training, workshops, and so on) but on the joint generation of substantive outputs. The project takes advantage of these lessons by making available opportunities for on-the-job training and assistance and focusing on learning by doing through the implementation of modern data collection methods.

IV. IMPLEMENTATION

A. Institutional and Implementation Arrangements

51. **Project management.** The project implementing agency will be INSTAT, given its role as provider of official statistics in Madagascar and the project's objective to develop on-the-job capacity building for project management. However, considering INSTAT's limited experience and capacity in managing World Bank projects, a PIU will be set up within INSTAT to carry out the project's day-to-day activities and to handle the management, reporting, and auditing responsibilities. In particular, the unit will support INSTAT in the preparation of procurement, budget, and financing plans and for following up and updating the Operations Manual as needed. It will also be responsible for the compliance with World Bank procurement, disbursement, and FM policies and procedures. This PIU will include a project coordinator, a deputy project coordinator, an M&E specialist, an FM specialist, an accountant, an internal auditor, a procurement officer, a procurement assistant, an IT specialist, and a communications specialist. INSTAT will appoint a dedicated team comprising its staff to assist the PIU. To accelerate INSTAT's learning of World Bank processes and policies and due to the urgency to proceed with the activities, the PIU responsibilities of coordination, procurement, fiduciary management, and M&E are assumed by staff who previously worked in a PIU of another World Bank funded project.

52. **Project oversight.** A PSC chaired by the Ministry of Planning and Economy will be set up to oversee the overall implementation of the project. The committee will comprise INSTAT representatives (without deliberative power), the Ministry of Finance, the Central Bank, and the Chairman of the INSTAT Board. The Minister of Planning and Economy will have the discretion to appoint additional members to the committee. The PSC will oversee the project progress and approve the AWP as well as the annual report.

B. Results Monitoring and Evaluation

53. **A Results Framework will support M&E progress.** The PIU is responsible for the collection of information and the production of the project indicators at the frequency outlined in the project Results Framework, as well as for the monitoring of project activities. The Results Framework has been designed

² Organisation for Economic Co-operation and Development. 2009. "Study of Support to Statistical Capacity Building;" Morrisson. Thomas K., 2005. *Statistical Capacity Building. Case Studies and Lessons Learned*. Washington, DC: IMF.



to capture key activities, outputs, and outcomes of the project. The Results Framework and detailed explanation of indicators are specified in section VII. An AWP and an annual report will be used to monitor and report on project progress. The plan will include a detailed list of activities for each subcomponent, including their implementation schedule as well as planned, estimated, and actual costs and intermediate and final outputs. The plan must be approved before the start of a project year by the Director General of INSTAT with no objection of the World Bank task team leader. The annual report will document progress of the project at the activity level. It will include progress toward meeting the agreed targets for each indicator of the Results Framework accompanied by an explanation. The annual report approved by the Director General of INSTAT must be submitted to the World Bank within 60 days of the end of a project year. Additional updates on the status of activities and indicators will be provided as needed.

54. **The committees created for the coordination of the different data collection efforts will complement the overall project monitoring.** The PSC will be in charge of the overall project oversight. Formal meetings will be convened regularly, with the first one no later than six months after project effectiveness. Additionally, given the crucial importance of the population census, regular meetings of its institutional bodies (especially the National Census Board and the Census Technical Committee) are expected to assess progress during census implementation. Coordination mechanism under the other data collection subcomponents (such as the multisectoral poverty committee for the household surveys subcomponent or the coordination body for the national accounts) will also be in charge of monitoring progress on the relevant subcomponents.

C. Sustainability

55. **Despite its limited capacity, INSTAT has strong ownership of the project and its planned activities.** Multiple stakeholders from inside and outside the Government have been consulted in the design phase with support from several development partners, particularly UNFPA for the population census and the IMF for the national accounts. INSTAT has chaired many of these discussions that resulted in the agreed project design.

56. **The long-term sustainability of these efforts depends on both the technical and financial sustainability of the statistics sector.** Sustainability of the results revolves around INSTAT's ability to continue training, attracting, and motivating staff to consolidate progress with quality and timely data collection activities. The project will contribute to the technical sustainability by strengthening the human capacity of INSTAT through traditional learning programs and through learning by doing. Regarding the financial sustainability, the project complements funding to the statistics sector in a context of fiscal austerity, but the increase and predictability of the budget allocation to INSTAT is key to sustain project results over time. The updated regulatory framework supported by the project and the subsequent institutional reform needed to implement it will be essential to the sustainability of the results. The support to creating user demand for statistics within and outside the Government is expected to add pressure for sustained budgetary support from the Government.

D. Role of Partners

57. **Coordination with the relevant development partners has been key since project inception, and their involvement has been linked to the relevant subcomponents according to their institutional**



mandate. The support to the population census will be complemented with financial and technical assistance from UNFPA, USAID, and the World Bank as described above. Additionally, the IMF has been providing technical assistance on the national accounts and has coordinated closely with the World Bank, by sharing the results from their recent diagnosis and the complementarities of their supported action plan.

V. KEY RISKS

A. Overall Risk Rating and Explanation of Key Risks

58. **The overall project implementation risk is rated Substantial given Madagascar's volatile political situation, the short time frame for the population census, and the risks of political interference.** This is compounded by the technical challenges faced by the project due to the low fiduciary and human resources capacity.

59. **Political and governance.** The country recently emerged from a five-year political crisis that tested its institutions for good governance and accountability. Good governance is at the core of the government policy (that is, *Politique Générale de l'Etat*) and of the National Development Plan, but no concrete strategy or action plan for better governance has been developed yet, and corruption remains widespread. The Government's ability to press forward with essential reforms might be challenged by the struggle for parliamentary dominance and resistance from vested interests. The upcoming presidential elections increase the risk of political interference in the population census and put pressure on the timeline to complete it. To mitigate this risk, the World Bank is closely collaborating with development partners to ensure that the population census preparation calendar does not fall behind. The risk rating is Substantial.

60. **Macroeconomic.** The country has maintained macroeconomic stability following the recent political crisis. While tax revenue has recently increased and subsidies are on a declining trend, reforms to increase public revenue and control fiscal expenditures will be politically challenging. Current risks to the global economy, especially in Europe, make Madagascar's economy more vulnerable because of its dependence on exports and tourism. The country is also highly vulnerable to natural disasters. The Government's ability to hold overall spending is challenged by political pressures, strikes, and shocks. Future revenue growth and spending plans will rely heavily on continued donor aid, which might pose a risk to the sustainability of project results. The government counterpart for the project is dependent on the availability of fiscal resources, and the transfer of funds from the Ministry of Finance to INSTAT is still pending. The risk rating is Substantial.

61. **Sector strategies and policies.** The project is closely aligned with sector policies as well as with the strategy of the Government. The consolidation of a modern statistical system will require strong coordination and harmonization among various actors, which could be hampered by an obsolete regulatory framework with unclear roles and responsibilities and by the limited capacity of INSTAT to fulfil its coordination role. Furthermore, establishing the foundations of a modern statistical system will require a strong financial commitment from the Government and partners that will need to be reflected in the national budget. This could be challenged by the current macro context and the need to allocate



resources to other sectors. This risk is mitigated by including activities in the project aimed at reviewing the existing regulatory framework and modernizing the NSDS. Therefore, the risk rating is Substantial.

62. **Technical design and institutional capacity for implementation and sustainability.** INSTAT's limited implementation capacity is compounded by insufficient experience in the management of World Bank projects. Moreover, the success of the project will require significant efforts to ensure effective collaboration among the various government agencies. Training on World Bank policies, including those for the new procurement framework, will be provided throughout the life of the project. Sustainability concerns are also related to the uncertain availability of fiscal resources. This risk is mitigated by project activities to strengthen human resources capacity and user demand for statistics that are likely to put pressure for government funding for statistics. The rating is Substantial.

63. **Fiduciary.** The FM and procurement assessment revealed limited capacity and little experience in managing World Bank funds. These risks are being mitigated by an early recruitment of qualified and experienced project FM and procurement specialists using the PPA. Furthermore, the PIU will be hosted inside an existing PIU from another World Bank project that is about to close. This risk will also be mitigated by the preparation of a Financial Procedures Manual and simplified guidelines for provinces, purchase and installation of automated accounting software, hiring of internal auditors to verify project expenditures at provincial and local levels, and proposal of remedial actions for any irregularities to be observed at provincial and local levels. Appropriate fiduciary arrangements will be in place to ensure smooth implementation of the project. Continued close monitoring and mitigation of any potential risks will be made possible by regular progress and fiduciary reports, the World Bank's supervision, and continued capacity building. The risk rating is Substantial.

64. **Stakeholders.** Coordination with the several stakeholders, particularly for the population census that is already under way, has taken place since the inception of the project and is supported by UNFPA. However, given the magnitude of this undertaking, the project will fund the recruitment of a communications specialist that together with the M&E specialist will convene and consult with the relevant stakeholders at different stages of the project. The risk rating is Moderate.

VI. APPRAISAL SUMMARY

A. Economic and Financial (if applicable) Analysis

65. **The economic analysis for this project considers the counterfactual without a World Bank-funded statistical project.** While the government demand for improved statistical capacity and filling data gaps is clear, it is the combination of financing and capacity building that makes this proposed project a cost-effective solution to address this demand. Absent this project, the capacity of the NSS will remain limited and will continue to be governed by an inappropriate and outdated regulatory framework. Given the fiscal constraints, major data gaps, such as the population census, poverty measurements, and national accounts, will take considerably more time to fill. With support from the project, not only will these data gaps be filled on time, but also the respective statistical operations (for example, the population census and the household budget surveys) will be undertaken more cost-effectively because of the building of technical capacity within INSTAT, which will allow for the adoption of more efficient and cost-effective methods and techniques (for example, CAPI-based data collection in



surveys). The timely availability of the data will lead to evidence-based assessment of the socioeconomic situation in the country, will provide data for a more effective M&E of past development policies, and will open space to design more appropriate policies and programs. For example, the accurate knowledge of the geographical distribution of the population will be a fundamental input for the design of more accurate emergency response plans in response to natural disasters and also for the planning of investments to improve the delivery of basic services.

66. **Provision of data and official statistics is a public good and a service to be provided by the Government.** The private sector could potentially have taken the lead in financing this project if it could directly benefit from its implementation and recover the funds invested—for example, by selling or licensing access to the data collected. However, given the public good nature of statistics, the funds invested cannot be recovered. Further, beneficiaries of this project include not only the private sector, but also the civil society, development partners, the Government, and the citizens at large. The project will benefit economic agents that are not directly related to its implementation.

67. **The World Bank's funding capacity and convening power will make a difference to the implementation of the project.** INSTAT does not have staff with the technical expertise to implement the project without support. The country will benefit from World Bank support as the World Bank uses its global presence to bring together global solutions to local and regional contexts. The World Bank funding and convening power also helps in bringing in other development partners.

68. **The World Bank's international experience and knowledge base will improve the outputs of the project.** The World Bank is a leading source for knowledge and analysis of development issues. It provides countries with a range of knowledge service products to support the country's specific development needs and to help build capacity. These knowledge service products include production, analysis, and dissemination of statistics as well as statistical standards, methodologies, and trainings. Madagascar will benefit from the considerable experience within the World Bank for such project activities across many countries. It will ensure access to up-to-date knowledge on best practices and help use approaches that minimize costs for given outputs, taking into account specific country conditions.

B. Technical

69. **The technical design of the project is derived from needs, consultations, and international best practices.** The technical design of the project is based on a careful study of the objectives, gaps, and needs outlined in the current NSDS, the existing diagnosis supported by several development partners, and intensive consultations with staff and management of INSTAT and other relevant government agencies, such as the Central Bank for the national accounts. The design of the project is in line with international best practice as recommended by the Partnership in Statistics for Development in 21st Century—an initiative that aims to promote the better use and production of statistics throughout the developing world. The overall project design is similar to many other statistical capacity-building projects financed by the World Bank since 2004.

70. **All components and activities of the project will contribute to the achievement of the project objectives.** INSTAT has appointed a project team and key technical staff who will be responsible for individual components and the main activities. The core World Bank team (task team leader, FM



specialist, and procurement specialist) has been strengthened with staff and consultants who can lead the dialogue on each component. Full implementation of project activities will result in a stronger, better-coordinated, and more responsive statistical system with a broader and deeper suite of statistical products and services.

C. Financial Management

71. **INSTAT will be in charge of the overall coordination of the project including FM and reporting.** INSTAT's FM system has been assessed to determine whether (a) the institute has the adequate FM arrangements to ensure that the project funds will be used for their intended purposes in an efficient and economical way; (b) the financial reports will be prepared accurately, reliably, and on time; and (c) the project's assets will be safeguarded.

72. **A PIU will be created under INSTAT to comply with the World Bank's minimum requirements for Investment Project Financing.** Considering the World Bank's minimum requirements under OP/BP 10.00, the assessment concludes the need to create a PIU under INSTAT based on the following: (a) staff do not have experience on FM of a development project and have low qualifications; (b) the entity does not have a Procedures Manual; (c) loss of assets acquired and financed by the World Bank occurred within a former project; (d) the entity's accounts are not audited on time by the Court of Audit; and (e) the accounting system does not include budgeting and requires manual intervention when issuing financial reports, and accounting is not up to date.

73. **The overall FM risk is Substantial.** The mitigation measures are (a) the recruitment of one financial manager and one accountant to reinforce INSTAT FM capacity on a contractual basis according to terms of reference (ToR) to be agreed with the World Bank, (b) the design and adoption of an FM Procedures Manual for the entity and project FM, (c) the installation of an adequate accounting system, (d) the recruitment of an internal auditor on a contractual basis according to ToR to be agreed with the World Bank, and (e) the audit of annual financial statements of INSTAT by an external auditor.

74. More detail on FM and disbursement arrangements is provided in annex 2.

D. Procurement

75. **INSTAT's limited experience with World Bank procurement processes and policies will be mitigated by close project procurement support.** The procurement assessment revealed that INSTAT has very little or even no experience with the World Bank's and other international financing institutions' procurement requirements. The project procurement risk is Substantial. INSTAT will address these gaps by recruiting the existing procurement officer who has already assisted in the implementation of the PPA. Given the very tight time frame for the census implementation, an additional procurement officer and a procurement assistant will be immediately recruited from the market to help speed up all activities related to the census. To strengthen its procurement capacity, INSTAT will designate professional staff to assist the procurement unit to put them on a learning curve. The project procurement staff was trained in the World Bank's new fiduciary requirements during project preparation. Before effectiveness, the World Bank procurement specialist will provide basic procurement training to all staff involved in the project's procurement activities. The World Bank's procurement team will provide coaching and continuous hands-on support to INSTAT.



76. The proposed project will be the first project in Madagascar to be implemented using the World Bank's New Procurement Framework. Thus, procurement for goods and non-consulting and consulting services to be financed by the proposed project will follow the procedures specified in the 'World Bank Procurement Regulations for IPF Borrowers' dated July 1, 2016, (Procurement Regulations) and the World Bank's Anti-Corruption Guidelines: 'Guidelines on Preventing and Combatting Fraud and Corruption' revised as of July 1, 2016, as well as provisions stipulated in the Financing Agreement.

77. All goods and non-consulting services will be procured in accordance with the requirements set forth or referred to in Section VI. Approved Selection Methods: Goods, Works and Non-Consulting Services of the Procurement Regulations, and the consulting services will be procured in accordance with the requirements set forth or referred to in Section VII. Approved Selection Methods: Consulting Services of the Procurement Regulations, as well as according to the Project Procurement Strategy for Development (PPSD) and the Procurement Plan approved by the World Bank.

78. With World Bank guidance and support, the PSD has been developed during appraisal; a brief summary of the PSD is provided in annex 2.

79. The project Procurement Plan covering the first eighteen (18) months of the project implementation was submitted and approved by the World Bank before loan negotiation. The Procurement Plan will specify for each contract (a) a brief description of the activities/contracts, (b) the selection methods to be applied, (c) the estimated cost, (d) time schedules, (e) the World Bank's review requirements, and (f) any other relevant procurement information. Any updates of the Procurement Plan shall be submitted for the World Bank's approval. The project will be using the World Bank's online procurement planning and tracking tools, Systematic Tracking of Exchanges in Procurement (STEP), to prepare, clear, and update its Procurement Plan and to carry out all procurement transactions.

E. Social (including Safeguards)

80. **No social safeguards policies are triggered by this project.** The project does not involve land acquisition leading to economic or physical displacement and, while the data gathering may include information about indigenous groups, the project is not financing activities that affect indigenous peoples. In addition to INSTAT, the NSS includes financiers and a host of official data producers from across the Government. The success of the statistical service depends on the use of data in decision making in Madagascar. The project will aim to work with key facilitators to increase the demand and use of data. These include academics. Close collaboration with public universities has been planned not only to attach graduate students to INSTAT, but also to support university researchers in accessing and analyzing socioeconomic data. The fieldwork will involve relevant government agencies and local authorities. The project will include substantive consultations with communities to ensure they are informed about the purposes of the data gathering.

81. **This project integrates focus groups as a mechanism to engage citizens in data collection and dissemination efforts.** The focus groups will take place in the context of the different data collection efforts supported by the project and at different stages of their design and implementation. They include the content of the questionnaires as well as testing its clarity and relevance with different citizen profiles or with their representatives. This would help adjust the questionnaires and data collection and dissemination processes as needed, and therefore improve the quality of the data collected and its use.



These activities will be complemented with targeted communication efforts to ensure citizens are informed about the purposes of the data gathering and its use. In addition, end-users of data such as the executive and legislative branches of government, development partners, the academia and civil society organization will be invited to participate in the focus groups, as well as other actors deemed relevant by INSTAT. The focus groups will be carried out in line with the timeline of the different data collection sub-components. The indicator, baseline and end target to monitor these efforts are defined in Section VII. Results Framework.

F. Environment (including Safeguards)

82. **Environmental safeguards.** No environmental safeguards policies are triggered by this project. Safeguard responsibilities have been transferred to the practice manager as no safeguards are triggered.

G. Other Safeguard Policies (if applicable)

83. Not applicable.

H. World Bank Grievance Redress

84. **Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS).** The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org



VII. RESULTS FRAMEWORK AND MONITORING

Results Framework

COUNTRY : Madagascar

Madagascar-Statistical Capacity Building

Project Development Objectives

To strengthen the capacity of the National Statistics Institute (INSTAT) to produce quality statistics and to enhance its statistical dissemination practices.

Project Development Objective Indicators

Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Name: Increase in the Statistical Capacity Index (SCI) score for the SCI variables that the project will influence		Number	62.60	71.00	Annual	datatopics.worldbank.org/statistical capacity	World Bank
Description: The World Bank's SCI is a composite score assessing the capacity of a country's statistical system. It is based on a diagnostic framework assessing the following areas: methodology; data sources; and periodicity and timeliness. Countries are scored against 25 criteria in these areas, using publicly available information and/or country input. The overall SCI score is then being calculated as simple average of all three area scores on a scale of 0 to 100. The project will influence the following variables of the SCI: population census, national accounts, poverty household surveys, and CPI.							
Name: Number of statistical products supported by the project designed and implemented in line with		Number	1.00	4.00	ANNUAL	WB Mission Reports	INSTAT



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
international standards							
Description: The number of statistical products designed and implemented in line with international standards per project year is as follows: YR1, IPC; YR2, CPI and Population Census; YR3, CPI, Household Survey and Population Census; YR4, CPI, Household Survey and Population Census; and in YR5, CPI, National Accounts, Population Census and Household Surveys.							
Name: Number of statistical products that are released according to the statistical release calendar		Number	1.00	4.00	Annual	WB Mission Reports	INSTAT
Description: The objective is to improve the timeliness of statistical production and release (population census every 10 years, HH surveys every 3 years, Nat'l Accounts every year, CPI monthly). The first year, the PIU will develop and validate with stakeholders the statistical release calendar.							
Name: Number of views of anonymized micro-datasets available online		Number (Thousand)	72000.00	100000.00	Annual	INSTAT Website	INSTAT
Description: Counting all views and downloads for micro-datasets as reported by the micro-data library							

Intermediate Results Indicators

Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Name: Number of staff who		Number	0.00	75.00	Annual	INSTAT	INSTAT



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
have achieved improvements in skill/knowledge compared to a pre-training baseline							
Description: A test will be administered to all training participants before and after the training. The indicator measures the number of participants who achieve a higher score in the test administered after the training compared to the test before the training.							
Name: Number of census, welfare, employment, and business surveys implemented		Number	0.00	6.00	Semi-annual	WB Mission Reports	INSTAT
Description:							
Name: Improved national accounts and CPI		Percentage	0.00	100.00	Annual	INSTAT	INSTAT
Description: Measured by coverage of the informal sector (20%), updated source data on businesses (20%), updated CPI basket (20%), updated base year of national accounts (20%), and use of the 2008 system of national accounts (20%)							
Name: Number of statistical reports funded by the project available online, disaggregated by availability of gendered statistics		Number	0.00	20.00	Semi-annual	INSTAT website	INSTAT



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Description:							
Name: Number of survey and census micro-datasets available online		Number	0.00	6.00	Semi-annual	INSTAT website	INSTAT
Description:							
Name: Focus groups held to gather feedback on the quality, relevance and timeliness of statistics		Yes/No	N	Y			
Description:							



Target Values

Project Development Objective Indicators

Indicator Name	Baseline	YR1	YR2	YR3	YR4	YR5	End Target
Increase in the Statistical Capacity Index (SCI) score for the SCI variables that the project will influence	62.60	62.60	68.00	68.00	68.00	71.00	71.00
Number of statistical products supported by the project designed and implemented in line with international standards	1.00	1.00	2.00	3.00	3.00	4.00	4.00
Number of statistical products that are released according to the statistical release calendar	1.00	2.00	3.00	4.00	4.00	4.00	4.00
Number of views of anonymized micro-datasets available online	72000.00	75000.00	80000.00	90000.00	95000.00	100000.00	100000.00

Intermediate Results Indicators

Indicator Name	Baseline	YR1	YR2	YR3	YR4	YR5	End Target
Number of staff who have achieved improvements in skill/knowledge compared to a pre-training baseline	0.00	15.00	30.00	45.00	60.00	75.00	75.00
Number of census, welfare, employment, and business surveys implemented	0.00	1.00	2.00	3.00	5.00	6.00	6.00



Indicator Name	Baseline	YR1	YR2	YR3	YR4	YR5	End Target
Improved national accounts and CPI	0.00	20.00	40.00	60.00	80.00	100.00	100.00
Number of statistical reports funded by the project available online, disaggregated by availability of gendered statistics	0.00	0.00	12.00	14.00	18.00	20.00	20.00
Number of survey and census micro-datasets available online	0.00	2.00	3.00	4.00	5.00	6.00	6.00
Focus groups held to gather feedback on the quality, relevance and timeliness of statistics	N	N	Y	Y	Y	Y	Y



ANNEX 1: DETAILED PROJECT DESCRIPTION

COUNTRY : Madagascar Madagascar-Statistical Capacity Building

1. **The proposed project activities will focus on the core features to produce quality statistics and on making them available to decision makers and the public.** INSTAT is identified as the designated implementing agency in its role of the provider of official statistics in Madagascar. The project is expected to have a duration of five years from the World Bank Group Board approval, assuming no effectiveness delays. Project activities are anchored in the NSDS and selected according to the government demand and in line with the following three criteria: (a) core features of a modern statistical system; (b) aligned with the World Bank Group's comparative advantage in technical assistance; and (c) closing critical data gaps. The proposed project is structured into the following components: (a) Institutional Reform and Capacity Building; (b) Data Collection, Analysis, and Dissemination; (c) Project Management.

Component 1: Institutional Reform and Capacity Building (US\$3.4 million IDA Allocation)

2. **The aim of this component is to support the modernization of the institutional framework and the development of human capital to help INSTAT fulfil its mandate.** More specifically, this component will include support for the (a) institutional reform of the NSS, to modernize the regulatory framework and improve INSTAT's organizational structure and management; (b) drafting of a new NSDS; (c) modernization of ICT and equipment to create a more effective and efficient institution; and (d) strengthening of human resources capacity for the production, analysis, and dissemination of quality statistics.

Subcomponent 1.1: Institutional Reform (US\$0.3 million)

3. **An institutional assessment will provide the foundation for the institutional reform and will include the review of the regulatory framework and human resources structure.** The assessment will take into consideration the 2006 diagnosis of Madagascar's National Statistics System and the 2008 proposal for restructuring. The assessment will include an action plan to consolidate INSTAT's role as the custodian of official statistics, including through clear and formal accountability and through the simplification of the flow of data from other entities and government agencies. The assessment will look at the statistical governance framework and specifically at the existing regulatory framework and Statistics Act, its complementary regulations, and the interagency formal agreements that support their implementation. The Statistics Law dates back to 1967 and the respective regulations are deficient and insufficient to enforce its implementation for the modernization of the statistics system. Following a consultation process with the relevant stakeholders, the project will provide technical assistance to draft a new statistical law and its regulations and to create a national statistical coordination body, based on international best practices. The drafting of the new law will provide an opportunity to propose a new INSTAT statute that guarantees more public financing to the Institute. The new law is also expected to be in line with the United Nations Fundamental Principles of Official Statistics and African Charter on Statistics. Subsequently and based on the updated INSTAT statute, the project will support the assessment of human resources needs to fulfill the new organigram and updated mandate. More



specifically, the assessment will include, among others, the institutional structure of INSTAT and the appropriate staffing, including not only the right size but also the right skill set. It will also include a business plan for INSTAT and an action plan to right size INSTAT and to provide competitive salaries. In sum, the assessment aims to provide national authorities with proposals for any human resources reform at INSTAT they might want to implement. Study tours to countries that had recently successfully implemented statistical reforms may also be supported.

Subcomponent 1.2: National Strategy for the Development of Statistics (NSDS) (US\$0.3 million)

4. **The new NSDS will guide the modernization of the NSS and will consolidate advances under the existing NSDS.** The first NSDS was developed in 2007 and spanned the years 2008–2017. However, implementation is lagging behind due to the lack of financing and capacity. The process to draft a new NSDS already started, and focuses on a diagnosis of the progress on the existing NSDS. The project will build on this diagnosis to draft the next strategy (NSDS II), with the purpose of setting the medium-term vision and the five-year action plan for the modernization of the system, including the milestones that the NSS must reach to make that plan a reality, and an M&E system to track progress.

Subcomponent 1.3: ICT and Equipment (US\$1.7 million)

5. **The availability of timely and quality statistics requires an appropriate technical setup to collect, process, and disseminate data.** The assessment of the existing infrastructure and communication technologies at INSTAT showed the existence of many shortcomings, especially on data processing and communication. The project will finance the needed upgrade of the ICT infrastructure, including a data center (Internet, computers, printers, and so on) to ensure efficient workflows for data collection, processing, analysis, dissemination, and archiving. The data center will be particularly relevant to ensure optimum management, capacity, and reliability of tablet-based data collection processes.

Subcomponent 1.4: Improving Human Resources Technical Capacity (US\$1.1 million)

6. **A skilled workforce is another key element for the development of high-quality statistics and for the sustainability of the project outcomes.** INSTAT and most other official statistics producers in the National Statistics System are currently experiencing significant limitations in human resources capacity. The overall objective of this subcomponent is to increase the proportion of INSTAT's professional staff with formal degrees and to improve the skills of existing staff by providing some on-the-job trainings in areas related to statistics, demography, economics, and IT. In this respect, through this subcomponent, the project will invest in (a) implementing a training and skill enhancement program for existing staff; (b) supporting the modernization and good functioning of the national statistics school; and (c) providing scholarships (tuitions and stipends) to candidates who successfully pass the competitive entrance examination to study abroad in internationally recognized regional statistical schools and INFA. The national statistics school currently provides a stand-alone course at INFA. The curriculum is defined in partnership with the National Statistics School of Abidjan. Courses are often imparted by international professors from Abidjan. The project will complement ongoing support to pay for national and international teachers (currently provided by different partners, in particular by UNFPA), acquisition of material and equipment (including Internet access), and local scholarships for students. The training program for existing staff will be conducted primarily in-house and will focus on specific statistical skills



that are linked directly to data collection or statistical production activities, with the aim to permanently improve the quality of the statistical products. Candidates who receive scholarships will be asked to sign an honor-based agreement to work for INSTAT or any other government statistics producer institution part of the NSS for at least five years after graduation. The honor-based agreement will specify that the student who leaves INSTAT employment before the five years are completed will be required to reimburse INSTAT for the total amount received. Similarly, the student who entirely opts out of employment at INSTAT will commit to reimburse INSTAT for the total amount received.

7. To implement the scholarships program, INSTAT and INFA will sign an agreement laying out the conditions for the payment of tuition fees and stipends for students and fees for local and international professors who will be part of the program.

Component 2: Data Collection, Analysis, and Dissemination (US\$24.8 million IDA Allocation)

8. **The key pillar of the proposed project aims at closing key statistical data gaps and building capacity through learning by doing.** This component supports the closing of critical data gaps and the enhancement of data accessibility and dissemination practices. It will also help build capacity in the processing of data production. The areas of focus are policy-driven, and data collection activities have been identified based on the most pressing demands: population and housing census, poverty statistics, and basic economic statistics (national accounts and CPI). In addition, this component will support the enhancement of micro-data dissemination.

Subcomponent 2.1: Population and Housing Census (US\$20.2 million)

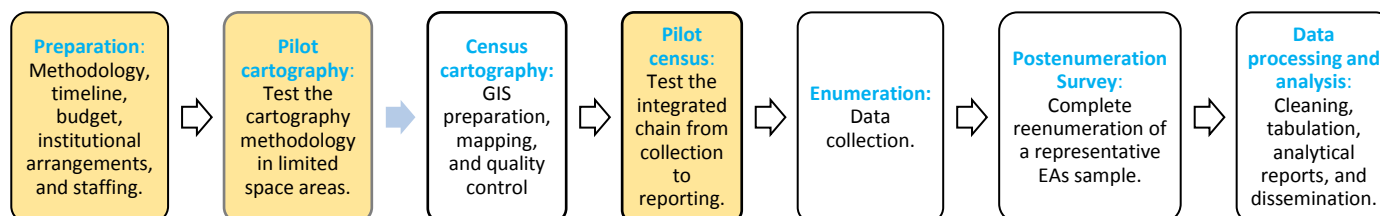
9. **The new population census will provide basic demographic and socioeconomic data, key for the planning and monitoring of the Government's development programs.** The Government launched the third population census in February 2015 through Decree No. 2015-096 with an estimated duration of 46 months. The objective is to update the socioeconomic and demographic characteristics of Madagascar's population, which is essential for the implementation and evaluation of public policies and programs, including those focused on poverty reduction. The census provides basic information for the monitoring of the SDG indicators, provides the master sampling frame for household surveys, and supports sector planning and monitoring. Given the importance of the agriculture and fisheries sectors in Madagascar's economy, basic questions on these sectors will be added to the questionnaire, to be complemented eventually by a full agriculture survey. The data and subsequent analysis will be disaggregated by gender.

10. **IDA financing for the population census will be complemented with resources from several stakeholders.** The overall cost of the census is estimated at approximately US\$25.3 million of which US\$20.2 million will be covered by the IDA credit; US\$2.6 million by the Government; US\$0.7 million by USAID, including support to be provided by the international unit of the U.S. Census Bureau; and approximately US\$1.8 million by UNFPA, part of which has already been disbursed in preparatory activities. Additionally, a potential €6 million contribution is being discussed with the European Union, which could become available in 2018. The Population Census Financial Support Committee, chaired by the Director General of INSTAT, has been created to plan, manage, coordinate, and monitor the financial support and contributions from the project cofinanciers.



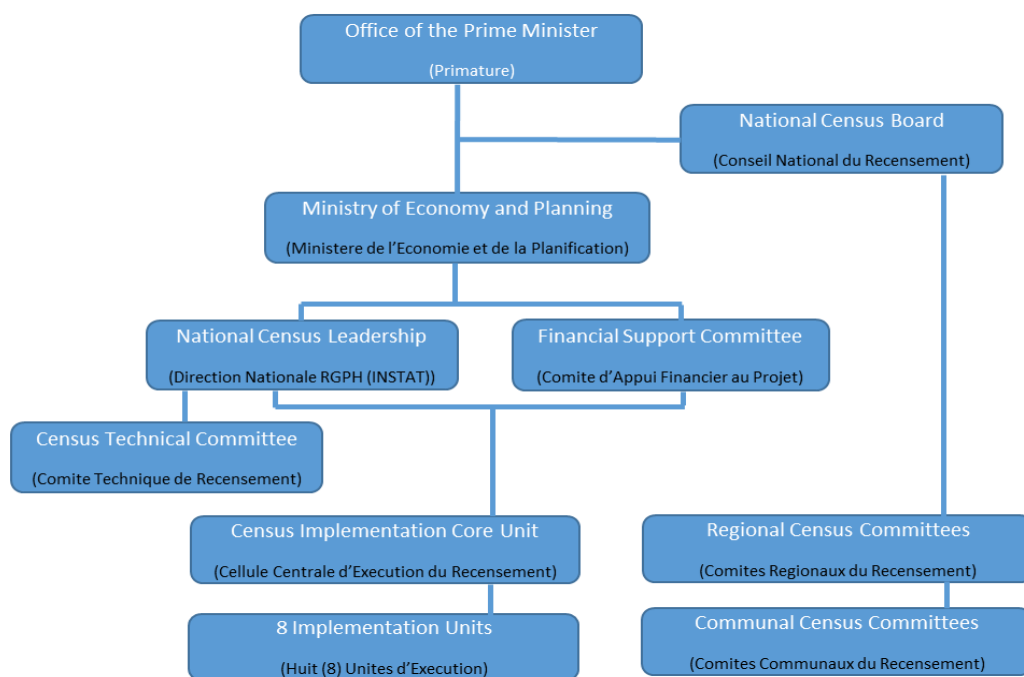
11. The census consists of several phases that include the pilot cartography, cartography, pilot census, enumeration, post-enumeration survey, and data processing and analysis. Figure 1.1 shows the sequence and different phases of a population census.

Figure 1.1. Population and Housing Census Phases



12. Activities completed to date include those related to the census preparation and the pilot cartography and pilot census. With financial and technical assistance from UNFPA, INSTAT has completed the establishment of the governance structure, the proposed methodology, and a detailed budget and timeline, which has already been approved by the Population Census National Council—the coordination body chaired by the Prime Minister and established in Decree No. 2015-096 of February 2015, and the related Order No. 14 186/2015. Additionally, a pilot cartography was carried out in 2015 and a pilot census to test the methodology and questionnaire took place in October 2016. The cartography is expected to use a combination of satellite imagery and GIS devices to produce geo-localized enumeration areas and also to collect GIS coordinates for almost all the public service facilities. The enumeration phase is expected to last two weeks. Figure 1.2 shows the Institutional Framework of the Third General Population Census.

Figure 1.2. Institutional Framework of the Third General Population Census



13. **Given the short time frame for the census implementation, the methodology will be based on paper questionnaires.** The pilot census was based on an enumeration process that included a combination of paper questionnaires in rural areas and small cities (88 percent of the population) and CAPI in the main urban centers (12 percent of the population). Based on the assessment of the pilot and considering the insufficient preparation time available for the CAPI methodology, the decision was to proceed with paper questionnaires only, across the whole country. This will also mitigate risks related to any potential comparability issues associated with the hybrid approach and to the low capacity of INSTAT to support both methodologies.

14. **The estimated timeline to complete the census is very tight, and several of these phases require mobilization of human, financial, and material resources in a relatively short period of time, which is likely to test INSTAT's absorptive capacity.** The time available for the completion of the census is limited by the upcoming presidential elections of 2018 and by the difficulty to carry out the field work during the rainy season that goes from November to March. This reduces the overall time for the census implementation and highlights the urgency to start with the cartography as soon as possible. A PPA of US\$3.725 million was approved to proceed with the next phases as soon as possible, including the recruitment of the implementing unit and the implementation of the cartography.

15. **Successful and timely completion of the cartography is critical for the enumeration phase and particularly to assess the scope and cost estimate for the actual population enumeration.** The outputs of the census cartography are a GIS database of social infrastructure and estimates of population distribution that will serve to partition the country into enumeration areas—distinct, non-overlapping units that cover the whole territory. It will provide the basis to define the work areas for individual enumerators and will also be a key input for future survey sampling.



16. **The enumeration phase should take place a few months after the cartography work is completed and ideally before the start of the rainy season.** It is expected to last only two weeks but requires mobilization of human, financial, and material resources in a relatively short period of time. The project will finance data collection activities, especially the training of the enumerators and the fieldwork itself (salaries, car rental, fuel, and so on). The enumeration phase of the census will mobilize more than 30,000 people, including 24,000 enumerators and 5,000 supervisors and controllers. It will require more than 5 million paper questionnaires to be dispatched across the different regions of the country. Timely delivery of inputs and payment of various service providers will require mature logistics processes and full-time staff dedication. In this regard, the Government is considering the recruitment of an external firm to handle the recruitment of 30,000 people and to handle logistics during the enumeration, while keeping the technical decisions and processes in-house.

17. **The data coding and entry are expected to be done at Antananarivo.** Following a quality control process, the paper questionnaires are expected to be sent back to Antananarivo to proceed with the coding of the questions for which only text answers were collected and the subsequent data entry. The estimated timeline is eight months for the data coding and entry and approximately three months for the subsequent data cleaning.

18. **A performance-based incentives program will be established to compensate INSTAT staff involved in the census preparation and implementation activities.** A considerable number of INSTAT staff will be required to dedicate additional working hours throughout the census preparation and implementation phases to deliver census results on time and before the presidential elections of 2018. Through this program, funded by the Government's expected contribution of US\$2.6 million, this segment of the staff will be eligible for performance-based incentives, depending on their duties and the fulfillment of certain milestones. The participation of this core group of INSTAT staff is essential for the successful implementation of the census and, ultimately, the achievement of the PDO.

Subcomponent 2.2: Household Poverty and Living Standards Survey (US\$2.2 million)

19. **Regular household surveys have been carried out in Madagascar since the early 1990s, but have recently fallen behind the commitment to have them at least every three years.** As mentioned above, the latest household survey took place in 2012 using sample frames based on projections from the population census of 1993. Its analysis has revealed important shortcomings in the survey design, as important data needed for measuring poverty were not collected. In particular, while the survey collected data on household expenditures, it did not include detailed information on household consumption, which is critical for assessing household living standards. The project will finance data collection for two household income, expenditure, and living standards surveys to be conducted in 2018 and 2021, respectively. The methodology and design of the surveys will be based on international best practices and will thus address the issues affecting the previous survey. The timing of the 2018 survey will allow for using the up-to-date sample frame to be derived from the new population census. The methodology for the module covering household consumption in both surveys will follow the World Bank endorsed approach adopted by the West African Economic and Monetary Union countries, but adjustments will be made to ensure comparability with the previous survey and to capture specific information of relevance specific to Madagascar's context.



20. **The new approach will incorporate lessons learned through the Living Standard Measurement Survey program, which has generated important improvements in the methodology for collecting data on household consumption.** These improvements include (a) the development of specific modules for a more accurate measurement of food consumption, including own-produced food and meals taken away from home; (b) a complementary survey in markets to address the issue of nonstandard local units; and (c) the individualization of health and education expenditures. Consumption data are expected to be captured based on a seven days' recall approach. The questionnaire will also collect gender-disaggregated data on issues such as education, health, access to basic services, and asset ownership. Moreover, the questionnaire will include specific modules on agriculture and fisheries, as well as nonfarm income generating activities.

21. **For both surveys, the project will cover three main activities: (a) preparation and design of the survey; (b) implementation and data collection; and (c) data processing, analysis, and dissemination of results.** Preparatory activities to be financed include survey design, training of enumerators, and the development of the fieldwork calendar. Support for fieldwork implementation will encompass the design and implementation of real-time quality control procedures. Regarding data processing, the project will support INSTAT in the preparation of a standard approach for data cleaning and quality assurance and the production of a fully documented and replicable procedure for data verification, error checking, and correction. It will also provide technical assistance for INSTAT to perform the analysis of the survey data, including poverty estimation, preparation of the survey report, and dissemination of the survey results and micro-data. During the implementation of the 2018 survey, special focus will be devoted to addressing comparability issues that may arise from the changes in the survey design, as well as to producing gender-disaggregated statistics when relevant. In accordance with the General Data Dissemination Standard guidelines, publicly and freely available reports with poverty numbers will be published within 9–12 months of the data collection completion of each survey. Following the 2018 survey, the project will also support the production of a small-area poverty map using the 2017 population census data and the survey's results.

22. **Should the population census be delayed until after the presidential elections, the realization of the first household survey in 2018 will be maintained to avoid further delays in the household surveys.** The sample of the survey will be designed using the data from the new cartography for this purpose, or projections from the existing population census as a last resort. The survey weights can be recalculated immediately after the new census data is available.

Subcomponent 2.3: National Accounts and Consumer Price Indicators (US\$1.9 million)

23. **The project will strengthen the country's capacity to adapt national accounts to the latest international methodological standards and to close key data gaps.** The tandem approach of building technical capacity and supporting data collection will contribute toward a sustainable quality improvement of the national accounts. A recent diagnosis by the IMF (January 2016) highlights the need to update the regulatory framework; strengthen the human and technological resources at the Ministry of Finance, Central Bank, and INSTAT; and improve the flow of information between them to be able to implement the priorities and five-year plan recommended in the diagnosis. The irregular data collection and the broken flow of information between the different government institutions have resulted in untimely statistics of questionable quality. Currently, national accounts are estimated based on incomplete data and following the 1968 SNA with 1984 as the base year.



24. **The World Bank is closely coordinating the update of the national accounts with the IMF, which is supporting INSTAT and the Central Bank through technical assistance.** The World Bank will focus its support in improving source data collection, local training for INSTAT staff, and provision of adequate equipment. INSTAT has started the production of GDP estimates using 2007 as the base year and following the methodology of the 1993 SNA. The activities are well advanced and have benefited from the technical assistance of the Africa Regional Technical Assistance Center South. National accounts statistics for the years 2008 to 2015 consistent with the 1993 SNA and the 2007 base year are still pending. To address these challenges, the project will support: (a) the production of new accounts for 2008 to 2015 consistent with the 1993 SNA and the 2007 base year; in addition, the national account statistics will be produced following the 2008 SNA and rebased to a more recent year using data sources coming from the new population census, the updated business registry, and the household surveys financed by the project; (b) the improvement and maintenance of a business registry and possibly the production of quarterly national accounts and economic dashboards; (c) a business survey; (d) an informal sector survey; and (e) the compilation of export and import price indices. These activities will be complemented by improving the quality of and facilitating better access to administrative data. Because the most important businesses are located in urban areas, the economic census will be limited to these areas, but will cover both formal and informal non-agricultural activities. The rebasing will also provide an opportunity to align the national accounts to the new international guidelines on national accounts: the 2008 SNA.

25. **The project will also provide technical assistance to update the CPI.** Specifically, the project will provide support to complete the current rebasing process and will finance the next rebasing exercise of the index based on the 2018 living standard survey. During the implementation of this support to update the CPI, synergy with the upcoming 2017 International Comparison Program will be sought.

Subcomponent 2.4: Data Analysis and Dissemination (US\$0.5 million)

26. **Open access to anonymized data is key to enable evidence-based policy making and social accountability.** It also helps create demand for statistics. This is expected to contribute to justify increased domestic budget allocations, which is essential for the sustainability of the project. The project will support the development of data access and information policies and dissemination practices, especially the dissemination of micro-data by financing (a) the formulation and adoption of data dissemination and micro-data access policies and calendar; (b) the redesign of the INSTAT website to include a micro-data portal accessible online and based on open-data principles; (c) technical assistance and training on micro-data anonymization; and (d) the improvement of Internet access at INSTAT. Funding will also be made available to organize user satisfaction surveys aimed at strengthening dialogue with the users of statistics and assessing the impact of project activities.

Component 3: Project Management (US\$1.8 million IDA Allocation)

27. **To strengthen the limited capacity at INSTAT, the project will finance a PIU to manage all nontechnical aspects of the project's activities.** The PIU will ensure day-to-day coordination, implementation, and management of project activities, in accordance with the Operations Manual (including, fiduciary aspects, M&E, audits, and reporting). In particular, the PIU will (a) prepare AWP and budgets; (b) carry out all disbursements and any FM and procurement-related activities in accordance with World Bank-approved procedures; (c) prepare and consolidate periodic progress



reports; and (d) monitor and evaluate project activities. The PIU will also ensure that progress is reported quarterly to the PSC, the World Bank, and other authorities. The PIU will include a project coordinator, a deputy project coordinator, an M&E specialist, an FM specialist, an accountant, an internal auditor, a procurement officer, a procurement assistant, an IT specialist, and a communications specialist. INSTAT will appoint a dedicated team among its staff to support the PIU. The team will be supported by international consultants as needed, with the focus on building the capacity of the unit during the initial phase of the project.



ANNEX 2: IMPLEMENTATION ARRANGEMENTS

COUNTRY : Madagascar Madagascar-Statistical Capacity Building

Project Institutional and Implementation Arrangements

1. **INSTAT, as the provider of official statistics in Madagascar, will be the designated implementing agency.** INSTAT has been the lead agency in the development of the existing NSDS and is in charge of its overall management, reporting, and coordination with partners and stakeholders during the implementation. The project is designed based on the NSDS and recent diagnosis on each component and subcomponent.
2. **INSTAT's capacity to implement the project and report on flow of funds will be supported by external specialists.** It is INSTAT's responsibility to implement the project and manage the flow of funds from the World Bank to project activities and the reverse flow of financial and progress reports. This is likely to pose special challenges due to their lack of experience with World Bank processes and policies. Thus, a focused effort will be made to reinforce INSTAT's current project management, financial, and reporting capacity. This will be done by creating a suitable institutional framework for the project implementation, including a PSC, a PIU, and several coordination committees for the different components and subcomponents. The World Bank will provide intensive implementation support to guide INSTAT.
3. **The PSC will oversee the implementation of the project.** The PSC will be headed by the Ministry of Economy and Planning and will include INSTAT representatives (without deliberative power), the Ministry of Finance, the Central Bank, and the Chairman of INSTAT's Board. The project coordinator will be a member of the PSC (without deliberative power). On a needs basis, the PSC will be extended to include additional members. The PSC will meet at least twice a year to decide on project progress and approve the AWP and annual report.
4. **The project will be implemented by an integrated PIU initially hosted at an existing PIU for a World Bank project that is about to close.** The PIU will be headed by a full-time project coordinator. The project coordinator will be responsible for the coordination of all project activities, preparing the AWP and annual report, leading the PIU team, ensuring timely submission of required reports, organizing project audits, and preparing supervision missions and meetings of the PSC. The project coordinator will be supported by a deputy project coordinator, an ICT specialist, a communications specialist, and an administrative assistant, funded by the project. Furthermore, FM and procurement of the PIU will be supported by consultants as described in more detail in this annex.
5. **The committees created for the coordination of the different data collection efforts will complement the overall project monitoring.** The PSC will be in charge of the overall project oversight. Formal meetings will be convened regularly, with the first one no later than six months after project effectiveness. Additionally, given the crucial importance of the population census, regular meetings of its institutional bodies (especially the National Census Board and the Census Technical Committee) are



expected to assess progress during census implementation. Coordination mechanism under the other data collection subcomponents (such as the multisectoral poverty committee for the household surveys subcomponent or the coordination body for the national accounts) will also be in charge of monitoring progress on the relevant subcomponents.

Financial Management

6. **INSTAT will be in charge of the overall coordination of the project including FM and reporting.** INSTAT FM system has been assessed to determine whether (a) the Institute has the adequate FM arrangements to ensure that the project funds will be used for their intended purposes in an efficient and economical way; (b) the financial reports will be prepared accurately, reliably, and on time; and (c) the project's assets will be safeguarded.

7. **A PIU will be created under INSTAT to comply with the World Bank's minimum requirements for Investment Project Financing.** Considering the World Bank's minimum requirements under OP/BP 10.00, the assessment concludes the need to create a PIU under INSTAT based on the following: (a) staff do not have experience on FM of a development project and have low qualifications; (b) the entity does not have a Procedures Manual; (c) loss of assets acquired and financed by the World Bank occurred within a former project; (d) the entity's accounts are not audited on time by the Court of Audit; and (e) the accounting system does not include budgeting and requires manual intervention when issuing financial reports, and accounting is not up to date.

8. **The overall FM risk is Substantial.** The mitigation measures are (a) the recruitment of one financial manager and one accountant to reinforce INSTAT FM capacity on a contractual basis according to ToR to be agreed with the World Bank, (b) the design and adoption of an FM Procedures Manual for the entity and project FM, (c) the installation of an adequate accounting system, (d) the recruitment of an internal auditor on a contractual basis according to ToR to be agreed with the World Bank, and (e) the audit of annual financial statements of INSTAT by an external auditor.

9. **Staffing. INSTAT will staff the PIU appropriately and provide the required capacity building.** The PIU will be staffed with one financial manager and one accountant recruited on a contractual basis, in accordance with the ToR agreed with the World Bank. These consultants will be responsible for the day-to-day FM of the project and the FM capacity building of INSTAT. The institute will identify one FM assistant and one accountant assistant to support the PIU consultants during the implementation of the project. These assistants will receive appropriate training on the FM of the project. The World Bank FM specialist will provide training to the project's fiduciary staff on the World Bank project financial procedures at the onset of the project, as well as during the monthly FM review meetings. An internal auditor will be recruited, in accordance with the ToR agreed with the World Bank, to support the improvement of the effectiveness and efficiency of the internal control system.

10. **Budgeting. INSTAT will prepare the project AWP and budget and will follow up on a regular basis.** The budget information will be prepared in line with the regular government annual budget preparation cycle. The budget execution will be monitored on a monthly and a quarterly basis. The budget execution report will be part of the Interim Financial Report, and any variances will be explained and remedial measures will be indicated. The budget forecast shall be reliable, based on the best assumptions, and aligned with the work program, technical constraints, and the Procurement Plan.



Finally, the annual budget will be included in the government annual budget and thus classified according to the government chart of accounts. Periodic regularization of budget execution will be performed. The procedures governing the budget preparation, execution, and monitoring cycle will be developed in the project's Financial and Administrative Procedures Manual.

11. **Accounting. INSTAT will maintain proper books of accounts for the project with an appropriate accounting system.** The project accounting system will be maintained on a modified accruals cash basis with disclosure of commitments. All information on the budget execution will be entered ex post in the Government's SIGFP. To that end, the PIU will send the budget execution report to the Ministry of Finance. The entity will acquire an accounting system, tailored to manage, at the same time, both the accounting and reporting needs of the project. The detailed procedures governing the budget execution, report preparation, and monitoring will be developed in the project's Financial and Administrative Procedures Manual. The PIU will purchase an adequate accounting system that enables budget follow-up and reporting.

12. **Internal controls and internal auditing. An internal auditor will support the improvement of the effectiveness and efficiency of both INSTAT's and the project's internal control system during implementation.** The internal auditor will be recruited on a contractual basis in accordance with the ToR agreed with the World Bank and will be supported by an assistant from INSTAT. Internal controls will comprise, but not be limited to, the following: clear segregation of duties, monthly reconciliation of accounting, safeguard of assets, frequent reporting and internal audit missions, and follow-up of mission advances. The internal controls system and procedures will be detailed in the project's Financial and Administrative Procedures Manual. The Internal Audit Unit will carry out a risk-based audit covering project activities. Given the risk of fraudulent withdrawals in the sector, the use of an electronic payment system with strong security features was integrated as part of the payment procedures. The contractual agreement with the World Bank will indicate the process to authorize the establishment of the Designated Account (DA) or project accounts.

13. **Reporting. The project will submit acceptable reports on time.** The project will prepare the quarterly unaudited interim financial reports (IFRs) whose format has been agreed by the World Bank. The IFRs will be submitted to the World Bank within 45 days after the end of each reporting period and will comprise (a) the statement of resources and use of funds; (b) the statement of use of funds per component or activity; (c) the DA reconciliation statement; and (d) the budget execution report. The Annual Financial Statements for the project will incorporate all activities and include (a) a statement of sources and uses of funds showing funds from IDA and their application; (b) a summary of expenditures analyzed by both component and category; (c) the supporting notes in respect of significant accounting policies and accounting standards adopted by management; (d) the DA activity for the year showing deposits and replenishments received, payments substantiated by withdrawal applications, interest that may be earned on the account, and the balance at the end of the fiscal year; (e) the summary listing of withdrawal applications by reference number, date, and amount; and (f) the management assertion that IDA funds have been expensed in accordance with the intended purposes as specified in the relevant Financing Agreement.

14. **External financial audit. The annual financial statements of the project will be audited according to World Bank requirements.** The external audit of the project's financial statements will be carried out by the contracted auditors based on the audit ToR agreed with the World Bank. The



recruitment of an external auditor will be renewed every three years. The audit will comply with the International Standards on Auditing and the audit report will comprise the auditor opinion on the financial statements and the findings on the internal control and recommendations to strengthen the internal control system. In line with the new access to information policy, the project will comply with the World Bank disclosure policy of audit reports (for example, make publicly available promptly after receipt of all final financial audit reports including qualified audit reports).

15. **Financial statements for both INSTAT and the project will be audited on time.** INSTAT will ensure that the backlog of audits of the entity's financial statements (FY2014–FY2016) will be resolved in the first 12 months of the implementation. For this unaudited period, the audit will be undertaken by an independent external auditor to be hired and the reports will be submitted within the first 12 months of implementation. For the following fiscal years, the Court of Audit will regularly review financial statements of the entity and send reports to the World Bank no later than 6 months after the end of each fiscal year. The Court of Audit will use the support needed (from other country control agencies or from external support) to meet this requirement.

Disbursements

16. **The project duration is five years (2017–2022).** Disbursements under this project will be carried out in accordance with the provisions of the Disbursement Guidelines (Disbursement Guidelines for Investment Financing Project, dated February 2017), the disbursement letter, and the financing agreement. The financing proceeds will be disbursed using one or more of the four disbursement methods available to the project—reimbursement, advance, direct payment, and special commitment. The disbursement letter details the disbursement method to be applied and sets the DA ceiling at US\$3.5 million. The advance to the DA will be documented using statement of expenditure. A DA in U.S. dollars will be opened at the Central Bank of Madagascar to receive funds upon request from the World Bank. A secondary account at a commercial bank will be opened to manage purchasers' payments. The authorized signatories of the withdrawal applications will be nominated in the annex to the disbursement letter.

Procurement

17. **Applicable rules and procedures.** This project will be the first project in Madagascar to be implemented using the World Bank's New Procurement Framework. Thus, procurement for goods, non-consulting, and consulting services to be financed by the proposed project will follow the procedures specified in the 'World Bank Procurement Regulations for IPF Borrowers' dated July 1, 2016 (Procurement Regulations) and the World Bank's Anti-Corruption Guidelines: 'Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants', revised as of July 1, 2016, as well as the provisions stipulated in the Financing Agreement.

18. All goods and non-consulting services will be procured in accordance with the requirements set forth or referred to in Section VI. Approved Selection Methods: Goods, Works and Non-Consulting Services of the Procurement Regulations, and the consulting services will be procured in accordance with the requirements set forth or referred to in Section VII. Approved Selection Methods: Consulting



Services of the Procurement Regulations, as well as according to the PPSD and the Procurement Plan approved by the World Bank.

19. **Institutional arrangement for procurement.** INSTAT will be responsible for the project fiduciary aspects. To address the poor procurement capacity identified in the procurement assessment, INSTAT will recruit, using the PPA, the existing procurement officer who has already assisted in the preparation of the PPA. Given the very tight time frame for the census implementation, an additional procurement officer and a procurement assistant will be immediately recruited from market, for 12 months, to help speed up all activities related to the census. To strengthen its procurement capacity, INSTAT will designate professional staff to assist the procurement unit to start their learning curve.

20. **Procurement risk assessment.** The procurement capacity assessment of INSTAT to implement the project procurement activities revealed that INSTAT has very little or even no experience in managing donors' funds, including those of the World Bank. The assessment concluded that overall procurement risk rating is Substantial.

21. The main procurement-related risks identified are (a) poor capacity of INSTAT to carry out procurement actions; (b) lack of knowledge and practice in applying the new Procurement Regulations; and (c) the significant volume of procurement activities related to the census implementation required to be carried out in a very tight time frame.

22. The following mitigations measures are proposed: (a) highly proficient procurement officers will be recruited to ensure that procurement activities are carried out in accordance with World Bank requirements under the new Procurement Regulations; (b) the World Bank procurement specialist will assist, coach, and provide continuous handholding support to the project staff; (c) the World Bank procurement specialist will provide specific training on Procurement Regulations to dedicated procurement staff and basic procurement training to all project staff involved in procurement activities; and (d) the PPSD will be developed with a fit-for-purpose approach and methods to address the project's specificity.

23. **Brief summary of the PPSD.** Given the specificity of the project, the market analysis concluded that the national market is able to respond to all the project's needs and particularly firms to recruit 35,000 enumerators for handling of logistics; mobile banking service providers; IT and communication equipment; printing services; consulting firms; and individuals for consulting services. The market will be approached using national open and limited competition and direct selection. Large quantities of motorcycles and bicycles will be procured through a United Nations agency, namely United Nations Office for Project Services, which presents the most appropriate arrangement to meet the project's tight schedule. No procurement of works is envisaged for the project. The full PPSD providing the detailed approach to market and methods justification is annexed to the project package.

24. **Procurement Plan.** The draft Procurement Plan for the first 18 months was finalized and approved before the loan negotiation. The Procurement Plan will be updated by INSTAT at least on an annual basis to reflect actual project implementation needs. The project will be using the World Bank's online procurement planning and tracking tools, Systematic Tracking of Exchanges in Procurement (STEP), to prepare, clear, and update its Procurement Plan and to carry out all procurement transactions.



25. **Frequency of procurement supervision.** In addition to the prior review carried out by the World Bank, a supervision mission will be conducted every six months and a post-procurement review will be conducted on an annual basis.

Environmental and Social (including safeguards)

26. No environmental and safeguards policies are triggered for this project.

Monitoring and Evaluation

27. **The INSTAT coordination team will be responsible for monitoring progress against agreed outcome indicators and reporting on their performance.** As the project implementation progresses, monitoring of outcome indicators will be central. INSTAT will be required to compile a report on progress against agreed outcome indicators at least once a year.

Role of Partners (if applicable)

28. **Coordination with the relevant development partners has been key since project inception, and their involvement has been linked to the relevant subcomponents according to their institutional mandate.** The support to the population census will be complemented with financial and technical assistance from UNFPA, USAID, and the World Bank as described above. Additionally, the IMF has been providing technical assistance on the national accounts and has coordinated closely with the World Bank by sharing the results from their recent diagnosis and the complementarities of their supported action plan.



ANNEX 3: IMPLEMENTATION SUPPORT PLAN

COUNTRY : Madagascar Madagascar-Statistical Capacity Building

Strategy and Approach for Implementation Support

1. The strategy for implementation support has been developed based on (a) the existing capacity of the implementing agency, (b) the nature of activities involved in the project, and (c) the commensurate risk profile in accordance with the risk assessment. The Implementation Support Plan, as described below, will be a live document and will be reviewed regularly and revised when required during the implementation.

Implementation Support Plan and Resource Requirements

2. **Implementation support will be provided by at least two implementation support missions per year complemented by remote support on demand.** The implementation support will cover technical, procurement, FM, and project management support. The implementation support will be advisory in nature to ensure that project ownership remains with INSTAT and that internal capacity is strengthened.

3. **Technical support will empower INSTAT in the design and implementation of data production activities.** INSTAT has limited experience in implementing large data production activities. As the project activities include technical support from international consultants, the World Bank's implementation support will focus on building capacity at INSTAT to design data production activities. This will contribute to technical sustainability of the project beyond its duration. It will also help empower INSTAT in its relationship with international consultants.

4. **FM.** FM implementation support intensity and frequency will be in line with a risk-based approach and will involve a collaborative approach with the entire task team. The first implementation support mission will be performed three months after project effectiveness. Afterward, the missions will be scheduled by using the risk-based approach model and will include the following diligences: (a) monitoring of the FM arrangements during the supervision process at intervals determined by the risk rating assigned to the overall FM assessment at entry and subsequently during implementation; (b) integrated fiduciary review on key contracts; (c) review of the IFRs; (d) review of the audit reports and management letters from the external auditors and follow-up on material accountability issues by engaging with the task team leader, client, and/or auditors; (e) the quality of the audit (internal and external) to be monitored closely to ensure that it covers all relevant aspects and provides enough confidence on the appropriate use of funds by recipients; and (f) other assistance to build or maintain appropriate FM capacity and an efficient internal control system. The World Bank FM team will perform periodic field missions at the PIU to review the FM performance and risk and provide adequate advice and recommendations. FM meetings will be organized on a regular basis to follow up FM progress.

5. **Procurement.** The capacity assessment of the implementing agency has recommended a supervision mission every six months and at least one annual post-procurement review. Missions in the



first 18 months shall have a World Bank procurement specialist or a specialized consultant accompanying the mission.

Table 3.1. Implementation Support Plan

Time	Focus	Skills Needed	Resource Estimate	Partner Role
First 12 months	Project management and team leadership	Knowledge of World Bank OP/BP and experience in supervising lending operations	12 weeks 4 missions	Partners will participate in technical discussions
	Operational support	Drafting ToR, concept notes, plans and budgets, reporting, and general project management skills	12 weeks	
	Procurement	World Bank OP/BP on procurement	4 weeks	
	FM	World Bank OP/BP on FM	4 weeks	
	Survey support	Sampling, questionnaire design, survey budgeting, supervision, and analysis	12 weeks 2 missions	
12–48 months	Project management and team leadership	Knowledge of World Bank OP/BP and experience in supervising lending operations	8 weeks 2 missions	Partners will participate in technical discussions
	Operational support	Drafting ToR, concept notes, plans and budgets, reporting, and general project management skills	8 weeks	
	Procurement	World Bank OP/BP on procurement	4 weeks	
	FM	World Bank OP/BP on FM	4 weeks	
	Survey support	Sampling, questionnaire design, survey budgeting, supervision, and analysis	5 weeks 1 mission	

Table 3.2. Required Skills Mix (Duration of Project)

Skills Needed	Number of Staff Weeks	Number of Trips	Comments
Task team leader	44	12	Washington, D.C.
Operational support	44	—	Country office
FM specialist	20	4	Regional
Procurement specialist	20	4	Regional
Survey specialist	20	3	International

Table 3.3. Partners

Institution/Country	Role
UNFPA/USAID	Will provide advice and technical assistance on the population census design and implementation
IMF	Will provide advice on national accounts and price statistics