



1. Project Data

Project ID

P160071

Project Name

MG Statistical Capacity Building

Country

Madagascar

Practice Area(Lead)

Poverty and Equity

L/C/TF Number(s)

IDA-59960

Closing Date (Original)

31-Mar-2022

Total Project Cost (USD)

31,882,553.27

Bank Approval Date

29-Mar-2017

Closing Date (Actual)

31-Mar-2022

IBRD/IDA (USD)
Grants (USD)

Original Commitment

30,000,000.00

0.00

Revised Commitment

30,000,000.00

0.00

Actual

31,882,553.27

0.00

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2. Project Objectives and Components

a. Objectives

The Financing Agreement (FA) states the objective of the Project as: “to strengthen the capacity of the National Statistics Institute (INSTAT) to produce quality statistics and to enhance its statistical dissemination practices” (FA, p. 4). The PDO can be unpacked into two objectives, reflecting distinct results chains:

Objective 1: Strengthen INSTAT’s capacity to produce quality statistics



Objective 2: Enhance INSTAT's statistical dissemination practices

b. Were the project objectives/key associated outcome targets revised during implementation?

No

c. Will a split evaluation be undertaken?

No

d. Components

1. Institutional Reform and Capacity Building (US\$3.4 million IDA allocation, US\$0.65 million actual).

This component contained four sets of activities:

- a. Institutional reform of the national statistical system, to (i) modernize the regulatory framework and (ii) improve INSTAT's organizational structure and management.
- b. Support for developing a new National Strategy for the Development of Statistics (NSDS).
- c. Modernization of information and communications technology (ICT) and equipment.
- d. Strengthening of human resources to improve production, analysis, and dissemination of quality statistics.

2. Data Collection, Analysis, and Dissemination (US\$24.8 million IDA allocation, US\$29.9 million actual).

This component supported the production of statistics to close critical data gaps, enhancement of accessibility and dissemination practices, and capacity building in these areas. The component contained four sets of activities:

- a. Production of a new Population and Housing Census.
- b. Production of two Household Poverty and Living Standards Surveys (*Enquête permanente auprès des ménages*, EPM) for 2018 and 2021, respectively.
- c. Updating of national accounts (NA) and Consumer Price Index (CPI) to latest international methodological standards.
- d. Support for data analysis and dissemination, including developing policies and platforms and strengthening institutional capacity.

3. Component 3: Project Management (US\$1.8 million IDA allocation, US\$1.2 million actual).

e. Comments on Project Cost, Financing, Borrower Contribution, and Dates

The project was approved on March 29, 2017; became effective on August 31, 2017; held a mid-term review in November 2020; and closed as planned on March 31, 2022.

The project was approved at a cost of US\$30 million, equivalent to 22.4 million SDR, as IDA Allocation. Bank funds were expected to be complemented with US\$2.5 million from development partners and US\$2.6 million from the government, in support of the population and housing census (PAD, p. 2). At approval, development partners included the United States Agency for International Development (US\$0.7 million) and the United Nations Population Fund (US\$1.8 million). There were also ongoing discussions with



the European Union on the possibility of an additional US\$6 million in funding (PAD, p. 16). The government did not provide the requisite funds.

At closure, the project had disbursed US\$30.88 million, exceeding the budget by nearly US\$2 million. The project incurred higher than foreseen expenditures as the census (component 2a) incurred unexpected additional expenditures on the order of US\$5 million. The project was not restructured. Given the importance of the census, as the basis for other statistical products, funds were reallocated within the project to cover the higher costs of the census. The project reallocated expenditures from component 1 to the census and within component 2, from other activities to the census (Table 1). Funding for work on NA and CPI (component 2c), the NSDS (component 1b), one of the two EPMs (component 2b), and support to ICT (component 1c) was cancelled. The contribution of the Bank as well as development partners increased (Table 2). Information on the detailed contributions is not available in the ICR.

Table 1. Amount by component, at approval and project closing.

Components	Amount at approval (US\$M)	Actual spending at project closing (US\$M)
Component 1	3.40	0.65
Component 2	24.80	28.46
Component 3	1.80	1.20
TOTAL	30.00	30.31

Source: ICR, annex 3, drawn from the financial reporting system of the PIU.

Table 2. Estimated and actual expenditures on household census funding.

	Initial estimates	Final
Project contribution	\$20.2 million	\$25.4 million
Government	\$2.6 million	~\$0.3 million
Development partners	\$2.5 million	~\$6.3 million
Global cost	\$25.3 million	~\$32.0 million

Source: ICR, p.12

3. Relevance of Objectives

Rationale

At project inception, Madagascar's statistical capacity was low, as measured by the World Bank's Statistical Capacity Index (62.6, compared to an average of 62.9 for IDA countries). Low capacity resulted from a weak regulatory framework and a large but underqualified staff. Lack of financial resources had made it difficult to retain qualified staff and led INSTAT to focus on revenue-generating activities with development partners instead of core statistical functions. Madagascar's score was particularly weak regarding "source



data” (50.0, compared to an average of 60.5 for IDA countries), reflecting a lack of key statistical information for population, national accounts, and poverty. The lack of an up-to-date population census posed a particular challenge, as the census forms part of core statistical sources, without which the credibility of the entire statistical system is put in question.

The PDO was fully aligned with the Government’s National Development Plan 2015-2019 (NDP), which recognized both the importance of targeted and evidence-based policy making to move Madagascar onto a higher, more inclusive, and sustainable growth trajectory, and the role of reliable, accessible, timely, and relevant data underpinning these policy directions. More and better statistics, widely disseminated, would help strengthen governance and accountability and support the policy targeting needed to foster economic recovery and improve inclusive growth and local roots of development, two main pillars of the NDP.

The project remained relevant to the World Bank’s strategy, as expressed in the country partnership framework (CPF) FY17-FY21. The CPF emphasized the need for effective and targeted policy interventions to foster inclusive growth, address significant gender and income gaps, and promote higher social accountability and citizen participation to increase the legitimacy and credibility of policy interventions and support much-needed resource mobilization. The CPF highlighted the role of the statistical capacity building project as a means of informing the implementation of policies central to the NDP, especially social services, decentralization, and civil registration.

At the time of this Review, a new country partnership framework was not in place. An update to the Systemic Country Diagnostic (dated April 2022), intended to inform the upcoming CPF 2023, emphasized the continued governance challenges facing Madagascar and the need to strengthen citizen engagement to deliver better policy outcomes and limit state capture, all of which needs to be underpinned by reliable data. The operation was expected to provide basic information that would feed directly into subsequent World Bank-financed operations in Madagascar. This suggests that strengthening statistical capacity remains highly relevant to Madagascar’s needs and the World Bank’s engagement.

Rating

High

4. Achievement of Objectives (Efficacy)

OBJECTIVE 1

Objective

Strengthen INSTAT’s capacity to produce quality statistics

Rationale

More effective management and organization of INSTAT, together with strengthened skills in INSTAT and updated ICT equipment and software, are critical ingredients to enable the production of core statistics – adequate population data, national accounts, consumer price index, and data on poverty and employment --



essential to inform government, the general public, and other stakeholders and improve policy design, implementation, monitoring, and evaluation.

Theory of Change (ToC):

The PAD did not provide a ToC. The ICR constructs one *ex-post* based on the project's results framework, including activities, outputs, two PDO/outcomes consistent with the two unpacked objectives presented in this Review (production and dissemination of quality statistics), and a higher-level outcome on sustained capacity to produce and disseminate quality statistics to support evidence-based policy making. The ToC presents a plausible results chain from activities to outputs and outcomes. Technical assistance, capacity building, and upgraded technology logically and plausibly assist in producing key statistical outputs that could be disseminated to different users.

Inputs:

At appraisal, the key activities (inputs) were defined as (i) technical assistance/capacity building to improve skills among INSTAT staff and guarantee long-term provision of relevant skills and (ii) upgrading of ICT equipment and software. More specifically, planned technical assistance/capacity building encompassed the following activities:

- Review of the existing regulatory framework and human resources; support to development of a new regulatory framework and a new National Strategy for the Development of Statistics (NSDS)
- Skills enhancement of existing staff in capacities directly linked to production and dissemination of statistics
- Improved training in the national statistics school, including a scholarship program for new recruits
- Direct support to the production of the population census and household poverty and living survey and the revision of national accounts and CPI statistics.

At closure, due to the increased costs of the census and the outbreak of COVID-19, the set of activities undertaken had been modified as follows:

- Cancelled: Support to activities on national accounts and CPI were stopped due to the census overrun and the fact that only one set of EPM had been undertaken, as data collection was interrupted in 2020 due to COVID-19. NSDS and the modernization of ICT/equipment were also stopped; the NSDS was instead funded by the United Nations Development Programme (UNDP).
- Added: The project funded four rounds of high-frequency phone surveys on COVID-19's impact on households and two rounds of business pulse surveys on COVID-19's impact on businesses.

Outputs:

The outputs expected (as per the ToC), were: (i) an updated legal framework and a new NSDS, (ii) a workforce equipped with skills and technology to undertake large-scale statistical productions, (iii) a completed Housing and Population Census, two Household Poverty and Living Standard Surveys, and NAs aligned with international standards. There were three intermediate (output) indicators related to Objective 1.



- Skills enhancement was measured by the number of staff achieving improvements in skills knowledge compared to a pre-training baseline (baseline 0, target 75). By December 2021, 186 staff had improved their skills related to production, analysis, and dissemination of data, exceeding the target.
- Production of key data sources was measured by the number of census, welfare, employment, and business surveys implemented (baseline 0, target 6). By December 2021, 6 surveys had been implemented. The Population and Housing Census was successfully carried out. Data collection for a household poverty and living standards survey was completed in March 2022, after an earlier attempt in 2020 had to be abandoned due to COVID-19. In addition, four rounds of high-frequency phone surveys on the impact of COVID-19 on household welfare, and two rounds of business pulse surveys, were undertaken and used to directly inform government policy. The number of products exceeded targets. However, the rapid phone surveys cannot be said to represent the same quality of output as the full business survey, informal survey, and poverty household survey they supplanted.
- Improved BA and CPI (baseline 0%, target 100%, weighted as follows: 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%)). Funds for this component were reallocated to the census. The indicator is estimated to have been achieved to 60%, representing updated source data on business, updated base year of NA, and updated consumption basket for the CPI. By March 2020, the NA had been rebased to the year 2007 but remained based on System of National Accounts (SNA) 1993.

The original results framework did not contain a specific indicator related to regulatory reform. However, the ICR reports that (i) a new statistical law was adopted in 2018, but the ensuing decrees have not yet been adopted, and (ii) an institutional assessment of INSTAT management and organization was undertaken, including recommendations to strengthen human resources management.

Out of the three output indicators, the target for one (staff training) was fully achieved, but the production of key data sources and improved NA and CPI were only partially achieved.

Outcomes:

The expected outcome was an increase in the capacity of Madagascar to produce relevant quality statistics as measured by:

- An increase in the statistical capacity index (SCI) score for the variables that the project will target (baseline 62.6, target 71). By March 2022, the SCI had only improved marginally, to 63.3. This modest progress was due to the decrease in the “poverty survey” and “income poverty” sub-indices, as the earlier household survey became outdated and a new one was not yet completed. The new World Bank statistical performance index (SPI), which replaces the SCI, indicates more substantial improvement in statistical capacity, with the overall SPI index improving from 41.7 in 2017, to 52.0 in 2019. The sub-score for data sources also improved, albeit more modestly and from a very low level, from 11.7 to 21.0.
- The number of statistical products supported by the project designed and implemented in line with international standards (baseline 1, target 4: CPI, Census, Household Survey, National Accounts). By June 2021, 5 statistical products had been produced, including the population census, NA, CPI, and the rapid phone surveys for households and businesses. The household survey was completed just



after project closure (May 2022). Although the NA was updated, it did not meet international standards, as it made use of the 1993 SNA whereas the most recent standard is the 2008 SNA.

Conclusion:

The project increased INSTAT capacity by supporting the provision of a key statistical product (the census) that underpins other surveys. The project adapted resources to produce relevant statistical information during COVID-19 (rapid phone surveys). However, several products (household income, business, and informal sector surveys) had to be abandoned, and other core statistics, such as the NA, have not improved sufficiently to meet international standards. The rating of efficacy under objective 1 is **modest**.

Rating

Modest

OBJECTIVE 2

Objective

Enhance INSTAT's statistical dissemination practices

Rationale

The discussion under objective 1 applies to objective 2.

Theory of Change

The discussion objective 1 applies to objective 2.

Inputs

The activities under Objective 1 – regulatory framework, skills development, data production -- also supported Objective 2. Improved data and microdata dissemination policy and the production of source data were necessary conditions for dissemination.

Outputs

In addition to skills enhancement (objective 1), the outputs defined in the ToC relevant for outcome 2 included: (i) reports and anonymized micro-datasets for the Population and Housing Census and Poverty and Living Standards Survey available online; (ii) disseminated national accounts and price indices; and (iii) available user feedback intended to enhance user friendliness. INSTAT adopted a new data and microdata dissemination policy, and a platform was created to support microdata sharing. The intermediate outputs related to Objective 2 were:

- Number of statistical reports funded by the project available online, disaggregated by availability of gendered statistics (baseline 0, target 20). By December 2021, 23 reports were available.
- Number of survey and census micro-datasets available online (baseline 0, target 6). By March 2020, 7 such datasets were available online: the census, and the 6 rapid phone surveys.



- User feedback measured by whether focus groups had been held to gather feedback (baseline No, target Yes). At the end of the project, user feedback had been collected through quantitative and qualitative surveys.

Out of the 3 output indicators, targets for all were achieved, with rapid phone surveys replacing the household surveys originally planned.

Outcomes.

The expected outcome was an increase in the capacity of Madagascar to disseminate relevant statistics to users, as measured by:

- The number of statistical products that are released according to the statistical release calendar (baseline 1, target 4: population census every 10 years, household surveys every 3 years, NA every year, CPI monthly). The NA and CPI have been released regularly, and the census has been released. The results from the household rapid response and business surveys have also been released, bringing the number of products to 5.
- Number of views of micro-datasets available online (baseline 72,000, target 100,000). Due to a mistake in the baseline/target values set up originally, this indicator was monitored with "views on INSAT website." This is arguably a completely different but nonetheless relevant indicator of information dissemination. By December 2021, there were 182,370 views, much above the target.

The ICR provides additional indicators as evidence of improved quality and relevance of dissemination:

- The new statistical capacity index, SPI, shows a significant increase in the sub-index related to services (data releases, online access, advisory and analytical services, and data access services), from 18.3 in 2017 to 56.3 in 2019 (latest year available).
- The ICR reports that the rapid phone surveys (not foreseen in the PAD) were used directly by the government to inform its policy responses to COVID-19.

Conclusion: INSTAT managed to increase the availability of relevant data, significantly exceeding targets. The achievement of Objective 2 is therefore rated **high**.

Rating
High

OVERALL EFFICACY

Rationale

The project achieved only modest increases in the statistical capacity index score due to weak results on the outcome related to production of quality statistics. Lower efficacy was partly due to COVID-19 and thus beyond the control of the project. At the same time, the project achieved a critical output – the census – thus



contributing to a central statistical product, whereas other components were taken over by other partners. The project also supported high achievements in data dissemination practices and higher usage of data.

Given the combination of modest and high achievements on key outcomes, and the unavoidable impact of COVID-19 on data collection, project efficacy is rated **substantial**.

Overall Efficacy Rating

Substantial

5. Efficiency

The project's objective does not lend itself to comprehensive cost-effectiveness analysis. The ICR instead provides costs of different components in other countries as a basis for comparison. Despite the budget overrun, the cost of the population census, for a total of US\$32 million, is estimated at about US\$1.2 per capita. This is lower than the estimated costs for censuses in other Sub-Saharan African countries (Comoros US\$1.7, Sierra Leone US\$1.5, Ghana US\$3.0). This suggests efficient resource management from a total cost perspective. However, it also raises questions as to why the census was budgeted at a significantly lower cost initially (budgeted US\$ 25.3 million for a population of 24 million, i.e., US\$1.05 per capita), which would have introduced risks of overrun. Total costs of the household survey, at approximately US\$1.9 million, appear to be in line with international levels/averages (US\$1.7 million).

The project performed comparatively well on timeliness. The time lapse between project approval and the first disbursement was under six months. Despite the emergence of COVID-19 during implementation, the project closed as planned on March 31, 2022.

During implementation, some delays and abandoned activities were due to external events (presidential election campaign, COVID-19). Data cleaning and analysis work on the census, and the data collection field work of the first EPM, were especially affected. However, underestimation of costs and timelines needed for execution, delayed government contributions, and poor fiduciary compliance also delayed implementation compared to plan. Census preparation (Cartography) and validation of results (by National Council) took longer than foreseen and incurred higher costs. This also delayed the first EPM, for which the census was to have provided the sampling frame. The preparation of the second round of the EPM was delayed due to lack of funds, partly due to delayed government contributions. COVID-19 had a deep negative impact on Madagascar, which widened fiscal deficits significantly and, together with mounting financial pressures from public entities, raised pressures to prioritize other spending.

At the same time, project management made a logical decision in prioritizing the census. The update of the census was urgent, as it also constituted the foundation for the other surveys. The project also adapted to supporting unforeseen but relevant activities, namely the rapid phone surveys. Finally, other development partners partly took over financing or technical assistance for some abandoned project components (e.g., the NSDS by UNDP, and NA/CPI by the International Monetary Fund (IMF)).

Procurement and financial management of the project was marked by poor performance, especially in 2017 and 2018. First, there were significant cumulative delays in appraising offers for consultants, goods, and non-



consulting services. Second, financial management, in particular relating to the census activities, was unsatisfactory, and fiduciary risk mitigation measures were not applied.

In sum, the project responded to delays to ensure the completion of the census and also ensured the completion of other activities through other funding sources. However, procurement and financial management practices were poor, contributing to derailing the project and severely limiting the production of quality data (resulting in modest achievement of the first objective). Hence, project efficiency is rated **modest**.

Efficiency Rating

Modest

a. If available, enter the Economic Rate of Return (ERR) and/or Financial Rate of Return (FRR) at appraisal and the re-estimated value at evaluation:

	Rate Available?	Point value (%)	*Coverage/Scope (%)
Appraisal		0	0 <input type="checkbox"/> Not Applicable
ICR Estimate		0	0 <input type="checkbox"/> Not Applicable

* Refers to percent of total project cost for which ERR/FRR was calculated.

6. Outcome

At inception, the project's objectives of improving statistical capacity and dissemination as a foundation for better governance were **highly relevant** to Madagascar's development challenges and for the World Bank's partnership. These objectives remained relevant at project closure and beyond. Overall project **efficacy was substantial**, despite external challenges, with a completed census 25 years overdue, an EPM, new COVID-19-related survey tools, and significant headway on statistical reporting and dissemination; however, one outcome – the production of source data - was rated modest. The **project's efficiency is rated modest**, due to weak procurement and financial management, and the significant reorganization of the team.

Given high relevance, substantial efficacy, and modest efficiency, the overall outcome rating is Moderately Satisfactory.

a. **Outcome Rating**
Moderately Satisfactory

7. Risk to Development Outcome



The main risks are related to the sustainability of human and financial resources, part of which are due to slow progress on institutional reform and the macro-fiscal context, which remains challenging.

First, higher capacity is the main pillar of the project's achievements. The current institutional framework precludes market-based remuneration, reducing INSTAT's capacity to recruit and retain competent staff, including staff with skills enhanced through the project.

Second, weak commitment on the part of the government to secure adequate financing remains a key risk. Without a government-INSTAT contract specifying resource allocation, the government may divert resources to other pressing needs. The shortfall in the government contribution during project implementation underscores this risk.

A new World Bank statistical capacity building project is under preparation, which may secure some continuation over the medium-term.

8. Assessment of Bank Performance

a. Quality-at-Entry

The Bank designed a highly relevant project focusing on key missing statistical products that were essential for results-based policy making and accountability. The project centered on much-needed institutional reform and capacity building to ensure sustainable increases in statistical capacity. Project design did not adequately consider the weak governance context when setting up an ambitious set of activities and outputs to be achieved. The Bank underestimated: (i) the cost of a census (planned cost of around US\$1.05 per capita, whereas international comparison suggested higher costs) (ii) the potential impact of the presidential election on census activities and (iii) the sensitivity of the schedule to delays in the census for other activities that depended on the sampling frame and (iv) the implementation capacity of the counterparts.

Quality-at-Entry Rating

Moderately Satisfactory

b. Quality of supervision

The Bank conducted regular supervision missions (two per year, plus a mid-term review). The ICR refers to the Implementation Status and Results Reports (ISRs) to support its assertion that the Bank made efforts to resolve many of the issues that arose during implementation and ensured strong coordination and engagement with external stakeholders, including by ongoing coaching of the PIU. Confronted with the census budget overrun, the Bank chose not to restructure the project and did not acquire additional financing, based on the logic that an upcoming project would be able to cover those activities that were not undertaken. As a result of the gap in financing, the Bank chose to abandon work on the regulatory



framework, although the framework is critical to ensure sustainability and accountability of governance within the statistics system, which may have put sustainability at risk.

Quality of Supervision Rating

Moderately Satisfactory

Overall Bank Performance Rating

Moderately Satisfactory

9. M&E Design, Implementation, & Utilization

a. M&E Design

The results chain outlined in the PAD was logical, with a clear overall objective and links between inputs, outputs, and outcomes that could easily be translated into a ToC in the ICR. In general, indicators were relevant, measurable, and time-bound (annual, or by end of project), and baselines and targets were well defined. Some shortcomings included:

- The results chain lacked output indicators related to progress on institutional reform.
- Indicator 2 under outcome 1 measured the number of statistical products produced but did not capture the relative importance of statistical products. The fact that several of the regular key surveys planned (including enterprise, informal sector) were not undertaken due to reallocation of funds and COVID-19 reduced the overall efficacy of outcome 1.
- Indicator 2 under outcome 2 measured the number of views of micro-data sets. Unlike reports, dashboards, and similar analysis, access to raw data may indicate interest primarily by the research community or international organizations. It is less likely to include policy makers in the country (for improved policymaking) or the general public (for higher accountability). In reality, this indicator had to be measured by hits on the INSTAT website, which in fact may be a better indicator of general access to information.

The Project Implementation Unit (PIU) within INSTAT was responsible for progress monitoring. The Bank highlighted the lack of experience with World Bank projects as a key risk to be mitigated with recruitment of qualified personnel and specific training and continuous support by the Bank. Given the project's poor financial management performance, more significant support may have been needed.

b. M&E Implementation

The Bank monitored progress through regular missions and regular reports (including 10 ISRs, 5 audit reports, and mission aide memoires). The ICR reports that these monitoring products provided key implementation information, including progress, challenges, and critical actions needed. Internal auditing highlighted major weaknesses in asset management related to the census. Additional support was given to INSTAT (by a professional accounting firm) to track ineligible expenses and improve financial management and reporting.



However, the ICR has not been able to reconstruct the financial contributions of development partners to the project (ICR, p.12). This information appears to be critical information given the importance of partners to the completion of the project, especially given reallocations of project funds.

c. M&E Utilization

The ICR (p. 25) states that monitoring output from INSTAT, together with Bank ISRs, was used to inform INSTAT management and prompt corrective action, but it does not specify what actions.

Overall, the design of M&E showed some shortcomings, and the project might have benefitted from more significant effort at strengthening the PIU's M&E capacity from the outset. On the other hand, the project benefited from frequent monitoring with clear guidance for action, supporting an overall M&E rating of **substantial**.

M&E Quality Rating

Substantial

10. Other Issues

a. Safeguards

The project did not trigger any environmental or social safeguards.

An operational grievance mechanism was put in place for overall project activities as well as for project workers. The project recorded a total of 97 complaints, all covered and closed in compliance with the established grievance mechanism.

b. Fiduciary Compliance

As noted, the project underperformed on financial management, especially at the outset. Procurement processes were lagging significantly at both appraisal and approval. These problems were addressed only with the onboarding of a new procurement team in 2019. At project closure, procurement performance was rated satisfactory. Similarly, the lack of control of census activities reflected weaknesses related to slow recruitment of an independent firm to handle enumeration, poor performance of the firm finally recruited, and the use of cash instead of mobile money to pay enumerators. The Bank identified ineligible expenses of the order of US\$1 million in 2021. The government refunded these expenses and devised an action plan to improve financial management. These efforts were successful, and at the end of the project financial management was rated Moderately Satisfactory.



c. Unintended impacts (Positive or Negative)

None reported in the ICR

d. Other

11. Ratings

Ratings	ICR	IEG	Reason for Disagreements/Comment
Outcome	Moderately Satisfactory	Moderately Satisfactory	
Bank Performance	Moderately Satisfactory	Moderately Satisfactory	
Quality of M&E	Substantial	Substantial	
Quality of ICR	---	Substantial	

12. Lessons

The ICR offers several lessons, with which IEG concurs:

- A holistic approach to learning by doing is central to effective institutional capacity building. By focusing on building INSTAT capacity through the roll-out of core statistical products, the project contributed to building not only technical skills but also human resources management, project organization, and financial management, as INSTAT management was responsible for project implementation.
- Project teams need to be agile to quickly adapt to changing contexts while maintaining focus on identified critical data gaps. In this case, the census, which was central in the hierarchy of all statistical products, was successfully completed despite several challenges, albeit at the expense of other planned outputs.

IEG adds the following lessons:

- The learning process needs to be accompanied by significant training, coaching, and ongoing technical support. In addition to technical experts, for example, the project had country office experts providing ongoing training and advice on an “as-needed” basis. The IMF also provided intense technical support for key statistical products.
- Parallel progress on institutional reform is necessary to sustain results from capacity building interventions. The lack of reform of INSTAT management and organization now poses a significant threat to sustainability by reducing coordination and accountability mechanisms and endangering INSTAT statistical capacity.



- Sustainability also depends on adequate financing. Ensuring/institutionalizing government funding of statistical capacity building projects should be a priority.

13. Assessment Recommended?

No

14. Comments on Quality of ICR

The ICR provides a comprehensive, concise, and candid analysis of the project's design and implementation processes. The ICR provides a clear account of the implementation of the project, sources of changes, and the rationale and consequences of the reallocations undertaken. The discussion around efficacy adequately highlights achievements not covered by results indicators, and presents additional information collected, especially on statistical dissemination, to support the ratings on efficacy. The ICR provides a highly useful overview of key factors that affected implementation and outcome (positively or negatively) and summarizes these in a salient (non-standard) table, drawing logical lessons learned from each factor, and recommendations going forward. However, the analysis of "lessons learned" could have benefitted from focusing even more on higher-level findings with implications for other projects and institutions. Some key information on final financial contributions is also missing, although this reflects weaknesses in project M&E.

a. Quality of ICR Rating

Substantial