Combined Project Information Documents / Integrated Safeguards Datasheet (PID/ISDS)

Appraisal Stage | Date Prepared/Updated: 17-Apr-2017 | Report No: PIDISDSA21089

BASIC INFORMATION

A. Basic Project Data

Country	Project ID	Project Name	Parent Project ID (if any)
Mali	P160977	Improving Mali's Statistical System	

Region	Estimated Appraisal Date	Estimated Board Date	Practice Area (Lead)
AFRICA	13-Apr-2017	19-Sep-2017	Poverty and Equity

Lending Instrument	Borrower(s)	Implementing Agency	
Investment Project Financing	Ministry of Economy and Finance	Institut National de la Statistique (INSTAT)	

Proposed Development Objective(s)

To strengthen the capacity of the National Statistical System (NSS) to produce and publicly disseminate statistics through support to institutional development and data production.

Components

Data Collection, Quality Enhancement and Dissemination
Institutional and Human Resources Development
Project Management

Financing (in USD Million)

Financing Source	Amount
IDA Grant	20.00
Total Project Cost	**20.00**

Environmental Assessment Category

C - Not Required

Decision

The review did authorize the preparation to continue

Other Decision (as needed)

B. Introduction and Context

Country Context

1.   **The Republic of Mali is a large landlocked country in the heart of West Africa with a population of approximately 17.6 million in 2016**. It shares 7,200 km of borders with seven countries: Algeria, Niger, Burkina Faso, Ivory Coast, Guinea, Senegal and Mauritania. Its two most accessible ports located on the Atlantic coast are Abidjan (at 1,285 Km by road) and Dakar (at 1,500 km by rail). The population is concentrated in the southern part of country along the Niger River and is growing at a rate of 3 percent per annum. This population, of which 77.6 percent live in rural areas with a slight predominance of women (51 percent), is young and expected to reach 19.8 million in 2020.

2.   **The Malian economic base is predominantly rural and dependent on agricultural production (cotton, cereals, livestock, etc.)**. The agricultural sector's contribution to GDP is high, averaging 40 percent over the period 2006-2014. Cereals (millet, sorghum, maize, fonio) contributed on average 45 percent to the primary sector GDP over the same period. Agriculture emerged as the primary pathway to poverty reduction in the recently completed Systematic Country Diagnostics (Report No. 94191-ML). The SCD identified increasing productivity, particularly cereal crops in arid areas where land is still relatively abundant, as the main pathway to poverty reduction.

3.   **Despite strong recent economic growth, poverty remains persistent and widespread.** Mali's GDP growth was estimated at 5.5 percent in 2015, returning to its long-term trend after peaking at 7.2 percent in 2014. This continued robust growth was mainly driven by a 7.6 percent rebound in the tertiary sector. The agricultural sector grew by 3.9 percent. Poverty tends to be sensitive to broad based economic growth but also to production volatility in the agricultural sector, which is highly susceptible to droughts, floods and pestilence. Mali's global extreme poverty was estimated at 46.9 percent in 2015 when using $1.90 2011 PPP.

4.   **Since January 2012, Mali has been facing serious political and military crises with some impact on public data collection.** One important consequence of the crises has been the de facto partitioning of the country into northern and southern parts. The insecurity caused by armed conflict and acts of terrorism has provoked intense movements of people to parts of the country that are more secure, especially to the capital Bamako and probably abroad. This conflict continues to affect the ability of the National Statistical Office to collect data in the north. For instance, the household survey "*Enquête Modulaire Permanent* (EMOP)" which collects quarterly data is unable to cover the region of Kidal. If the security situation remains the same, the 5th General Census of Population and Housing (RGPH) and the Enterprise Census planned for 2018-2019 might not be able to cover the north as well.

5.   **Decision makers need timely and high-quality statistics.** The government has adopted a new Strategy for Accelerating Growth and Sustainable Development (CREDD, *Cadre Stratégique pour la Relance Economique et le Développement Durable*) for 2016–2018. The CREDD represents the new

framework for the design, implementation, and monitoring of different policies and development strategies at national and sectoral levels. It lays out the foundation for sustainable and inclusive growth in order to achieve the Sustainable Development Goals (SDG) by 2030. The CRRED focuses on three strategic and thirteen priority areas, one of which is the strengthening of statistics for decision making. Monitoring of the 38 specific objectives requires recurrent and timely statistics across different sectors.

6.   **Statistics also plays a crucial role in performance budgeting.** The government has developed an ambitious agenda to move to a programmatic and performance-based budgeting starting in fiscal year 2018 in which government agencies commit to achieving certain well-defined objectives in return for budgetary resources. This agenda is data intensive and requires careful monitoring of performance indicators. A well-functioning national statistical system is then required to measure the extent to which their objectives are being met. The statistical agency itself will also be subject to performance indicators, offering an avenue for reform and institutional strengthening.

Sectoral and Institutional Context

7.   **The *Institut National de la Statistique* (INSTAT) is the central statistical agency which recently obtained "effective" autonomy.** Since 2009, INSTAT has been governed by a Board of Directors. The Board is chaired by the minister in charge of Statistics or his representative (currently the Secretary General of the Ministry of Planning and Population). It includes 13 other members who are appointed for three years by ordonnance of the minister. The Board sets the internal organization, adopts the budget, and reviews and approves the activities of the Director General who is appointed by decree by the Council of Ministers as proposed by the minister in charge of Statistics. Before January 2017, neither the Board nor the Director General had the autonomy to hire needed human resources. All recruitment plans were approved by the Ministry of Public Service, and all recruitment were done through the centralized Government exam.

8.   **The NSS has achieved some important institutional reforms.** A new Statistics Act (law n° 2016/005) was approved on February 2016. Two new decrees (Décret n° 2016-0502/P-PM and Décret n° 2016-0497/P-PM) signed on July 6, 2016, set the organization and operation procedures of the CNS (Conseil National de la Statistique) as the principal national coordination body. In January 2017, INSTAT completed the process of signing with the government a performance contract agreement "Contrat Plan" for three-year renewable terms. This is effectively a temporary autonomy that will allow flexibility in hiring with competitive salaries that are three times higher than current ones. In addition, a fund for statistical development equivalent to US$5.0–US$6.0 million annual allocation has been set up by the government and may become effective in fiscal year 2018 state budget. The fund aims to provide long term financing for large statistical operations.

9.   **High quality foundational data are lacking.** The last population census was conducted in 2009 but lacked key demographic indicators such as migration and fertility. Mali has never conducted an enterprise census and the current sample frame of enterprise surveys is biased toward firms based in

Bamako. Industrial statistics are usually obtained from unreliable administrative sources instead of well-designed sample surveys that can be linked to other sources such as tax registration.

10.   **Routine data collection is frequent but coverage and quality remains low.** The structural basis of the National Account is outdated and missing multiple source data which affects the quality of macroeconomic aggregates. Information on prices is collected only in the district of Bamako. There is a need to annually update information on small and medium enterprises production, household production, business intermediate consumption, producer prices in primary and secondary sectors, and Government finance. An agricultural survey financed by the Government is conducted every year but fails to provide quality information needed to reliably estimate agricultural GDP or to assess the impact of major Government plans such as the fertilizer subsidy program. Livestock and fishery statistics are unreliable and are projected based on incomplete data.

11.   **Limited data dissemination constrains the use of data**. INSTAT does not have a data dissemination policy in line with Open Data principles. In fact the 2005 Statistics Act does not allow for the dissemination of individual anonymized statistical data, even though that has now become a recurring demand from researchers and research organizations. The new 2016 Statistics Act (law n° 2016/005) does not address this issue, creating further ambiguity about whether researchers and policy makers can access the micro-data.

12.   **Other institutional shortfalls pose a problem with regard to the efficient functioning of the statistical system**. The existing new laws and decrees do not foster an environment conducive to efficient statistical operations. There are serious shortcomings in institutional coordination. The newly created statistics council is too large (more than 60 members not including representatives from CPS of the line ministries) while lacking sufficient private sector and user representation. INSTAT's oversight function with respect to sectoral statistical units (CPS) is also limited.

13.   **Staffing remains one of the major constraints affecting the National Statistics System's data production and quality.** The quality of human resources is inadequate in all units within INSTAT. Presently, fewer than 15 percent of the staff are trained statisticians. In the past, the institution was unable to hire its own staff and the hired staff were not managed in a performance based manner or effectively trained to improve their capacity. Even though the official remuneration scheme (negotiated trough the "Accord d'Etablissement) is likely to attract and retain some best-skilled individuals, the presence of ample per diem opportunities for field work, training and report writing will continue to create a culture of favoritism and skews incentives towards large scale, low quality data collection operations as opposed to high quality, nimble data operations using administrative data.

14.   **Reluctance of the authorities to fund statistics adequately, or to accord greater or permanent autonomy to INSTAT is explained in part by the low quality of output that is generated.** INSTAT presently finds itself in a vicious cycle of limited funding and limited autonomy which lead to misaligned incentives, low capacity staff and low data output. Breaking this cycle requires a gradual process aimed

at increasing data quality, leading to greater confidence of the authorities in INSTAT, which in turn can open up space for enhanced budget allocation and increased autonomy. The introduction of performance budgeting and performance contract offer a unique opportunity to this end that the project will exploit.

15.   **The Statistics Master Plan (SMP) for 2015–2018[1] is the basis of all statistical activities.** In an attempt to respond to the above-mentioned challenges, the government prepared a comprehensive Statistics Master Plan (*Schéma Directeur de la Statistique* [SDS]), which was approved by the Cabinet of Ministers in July 2014. The SMP assesses the current national statistical system, sets clear objectives for improvements and defines detailed action plans to reach its objectives. The SMP comprises four main strategic areas: (i) management of the National Statistical System (NSS), (ii) capacity development (human and infrastructure), (iii) data production, (iv) data analysis and dissemination.

16.   **The proposed statistics project is in line with the SMP in addressing structural constraints**. Realizing the structural constraints leading to low data quality the approach taken is through a process of gradual reform, in which incentives are more aligned with quality data production, and as the quality of statistical production improves, autonomy of INSTAT is enhanced, thus creating virtuous cycle of continuous improvement. The project has three components: (a) Data Collection, Quality Enhancement and Dissemination; (b) Institutional and Human Resources Development; and (c) Project Management.

17.   **The project alone will not addressed all issues affecting the NSS**. In line with the SCD recommendation of building selected centers of excellence, the project will focus on improving data quality and strengthening the capacity of three institutions (INSTAT, CPS-Agriculture, and *l'Observatoire du Développement Humain Durable* ODHD) and transform them into champions of high quality statistics. The project will prepare background studies and, as data quality improves, engage in a dialogue with the authorities with the aim of addressing the lack of long term core funding for statistics and the lack of high qualified staff throughout the whole NSS (including through DPOs). Based on progress made, the possibility of an additional financing will be explored mid-way through the project. At that time, the prospect of a PforR approach as well as financing through the basket fund for statistical development will also be assessed.

18.   **Where feasible the project will rely on performance/results based financing approaches.** Aligning incentives with quality data production is a critical step towards more reliable statistics. One way to do this is through the introduction of performance/results based financing (See component B). This approach has had considerable success in health, but has never been attempted with respect to statistics. The project team intends to explore whether and how performance based financing can be introduced. Doing so would require breaking down routine statistical operations into smaller, well identified sub-activities and investments in (independent) quality control. The latter will happen in any case under this project as it is an important means to inform the Board of INSTAT and to monitor the performance contract between INSTAT and the authorities.

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[1] A new SMP will be developed during the course of the project.

C. Proposed Development Objective(s)

Development Objective(s) (From PAD)

To strengthen the capacity of the National Statistical System to produce and disseminate high quality and timely data through institutional development.

Key Results

19.   The project development objective will be assessed by the relevance and quality of the outputs/outcomes obtained by INSTAT, CPS-Agriculture, and ODHD. The main expected outcomes of the project are as follows:

•   Census datasets (RGPH digital cartography and the enterprise data) are produced and made publicly available
•   System of National Accounts is revised and rebased with new base year
•   Anonymized micro-datasets (agriculture and welfare data) are produced and made publicly available online
•   PSC and Board of INSTAT meet twice a year to evaluate progress on objectives of the performance contract

20.   The following are intermediary outcomes:

•   Compilation and release of quarterly GDP statistics and revised monthly CPI on time[2]
•   Increased proportion of positions filled in accordance with the new staffing strategy (merit-based
         recruitment)
•   Online-micro-data archive launched with 10 surveys[3] archived
•   Online feedback platform on annual review of SMP is extended to data users and checked for gender relevance [4]
•   Reduction by half of average time lag from fieldwork to online publication for annual welfare and agriculture surveys
•   Number of scholarships awarded to students

D. Project Description

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[2] 45 days after quarter for GDP statistics and 10 days after the month for CPI
[3] Include statistical report, technical report, questionnaires and anonymized micro-data for each survey
[4] Citizen engagement and gender indicator

21.   **The project has three components**: (a) Data Collection, Quality Enhancement and Dissemination; (b) Institutional and Human Resources Development; and (c) Project Management. They are in conformity with the government's program (SMP) and are designed to support the implementation of the SMP's strategic focus areas. The World Bank's support is planned for five years (2017–2022). The project has a total cost of US$20.0 million equivalent to be provided through an IDA grant.

Component 1: Data Collection, Quality Enhancement and Dissemination (US$15.0 million)

This component will fund three set of activities: (A) Foundational data collection (RGPH digital cartography, enterprise and national account data), (B) Technical Assistance to Enhance Quality of Routine Data Collection (agriculture and welfare data), and (C) Data Dissemination and Analysis. These data production activities were selected based upon the following factors: (i) impact on the whole national statistical system and; (ii) the quality of existing information.

(A)   Foundational Data Collection (US$10.0 million)

(A.1)   Cartography of the General Population and Housing Census (US$5.5 million)

22.   **The project will finance the implementation of the population census cartography.** The 5th RGPH is a priority activity for the government. It will use geospatial technologies for enumeration area mapping and digital tablets as tools for data collection. The various activities (preparation, digital census cartography, pilot census, enumeration, post-enumeration survey, data processing and analysis) will be spread over three years (2018–2020). It will fund the (i) census preparatory activities, (ii) digital census cartography, and (iii) the pilot census. The main output is the digital cartography (with information on dwellings, social infrastructure and population distribution) which will be made publicly available. The digital cartography will also cover information on businesses for the enterprise census (see subcomponent A2).

(A.2)   System of Enterprise Data and National Account (US$4.5 million)

23.   **The specific objective of the system enterprise data is to facilitate the production of a comprehensive and up-to-date register of establishments**. This will be used in conducting various establishment-based sample surveys as well as create benchmark data for all future surveys. Expected outputs include: a cartography of formal and informal enterprise; a new master sample frame for yearly enterprise surveys and production-use tables for the national accounts. The enterprise census will be publicly available if possible. Capacity building in this area will happen trough collection of the above-mentioned data (learning-by-doing) and technical assistance in the form of a resident advisor (condition and duration to be determined during appraisal) in enterprise censuses and surveys. Also, staff may be

trained to produce industrial production indices using the enterprise census. Twining arrangement possibilities will be explored.

24. **INSTAT is the process of moving to the 2008 National Accounting System, developing a new base year, and estimating quarterly GDP statistics**. To that end, substantial improvement is needed in the scope and coverage of source data. Economic activities in several sectors (construction, trade, and services) are poorly measured. This subcomponent will support the improvement of source data, statistical methodologies, and statistical practices. Some expected outputs include (i) the production of national accounts by branch of activity and institutional sector adopting the new base year and (ii) creation of input-output table, overall economic account and social account matrix. Capacity building will happen trough collection of the above-mentioned data (learning-by-doing) and technical assistance in the form of a resident advisor (condition and duration to be determined during appraisal) in national accounts. The objective will be to: (i) develop a clear roadmap for upgrading National Accounts to SNA 2008 (ii) re-base the NA using new source data collected (iii) produce backward extrapolation and forecast of the new series of accounts (iv) and produce quarterly estimates of GDP from the new base year. This activity will also include updating of the CPI beyond the capital city Bamako.

(B) **Technical Assistance to Enhance Quality of Routine Data Collection (US$4.0 million)**

25. **Poor survey planning and weak field supervision affect data quality**. When a survey is poorly planned and budgeted, a larger than necessary household sample is unusually interviewed. Not only is this a misuse of scarce resources, the lack of pre-survey sample analysis means that some statistical inferences, particularly at the local level, may not be valid. A larger sample size also means that survey processing takes longer, delaying the results and reducing their usefulness. In addition, incentives for data collection may not be aligned with maintaining data quality. With inadequate income in NSO, staff perdiem for field work have become pervasive. Multiple surveys are carried out without any serious attempt to reduce duplication of efforts. Lack of donor funding coordination only add to the number of overlapping and large surveys. This subcomponent aims to improve both operational and cost efficiency of selected routine statistical operations. It will experiment with result-based approach by buying in essence specific improvements in routine surveys.

26. **Selected priority product lines using results-based financing are:** the annual agriculture survey (*Enquête Agricole de Conjoncture, EAC),* the welfare survey "*Enquête Modulaire Permanent* (EMOP)", and the commune survey (*Enquête de mesure du développement humain et de la pauvreté multidimensionnelle*). These product lines were selected because they are already fully funded by the government and are conducted at regular frequency. Under this component, improvement efforts for each product line will focus on survey methodology, operations, and timely dissemination. It will support data production modernization with the introduction of CAPI (computer Assisted Personal Interviewing). However, to be effective and to strengthen the extent to which improved performance can be sustained, results to be financed will be identified for each product lines and verification mechanism will be agreed upon in the operation manuals and annual plan of activities.

(B.1)   Agriculture data (US$2.0 million)

27.   This sub-component will strengthen the quality of agricultural statistics. The potential results that can be financed include: (i) fully developed manual of general methodology that describes survey design, data collection and analysis of results; (ii) Developed manual of quality control mechanism and adopted CAPI in data collection; (iii) updated sampling frame based on the new RGPH digital cartography; (iv) expanded coverage of survey to include new module on horticulture; and (v) data is archived timely and made available online.

28.   This sub-component will also strengthen livestock and fishery statistics. In terms of animal production, the statistics on livestock are unreliable and are derived using projections of the outdated 1991 livestock census. Fishery statistics are based on incomplete administrative data which are not nationally representative. One potential result that can be financed is the expansion of EAC coverage to include modules on livestock and fisheries.

(B.2)   Welfare data (US$2.0 million)

29.   Driven by high demand from donors and authorities, INSTAT carries out numerous household surveys. The "*Enquête Modulaire Permanent* (EMOP)" is INSTAT's main household survey. It is conducted annually in four rounds and includes modules on socio-economic characteristics, education, health, housing, and consumption expenditure. The project will financed results that improve the quality of EMOP including: (i) harmonization with WAEMU survey expenditure module; (ii) introduction of a price survey; (iii) adoption of CAPI in data collection; (iv) updated sampling frame based on the new RGPH digital cartography; and (v) data is archived timely and made available online.

30.   Monitoring development outcomes at local level. The ODHD (*Observatoire du Développement Humain Durable*) since 2003, has set up a data collection system which measure living conditions (referred to as the Communal Poverty Index, IPC) in the 705 communes of Mali. The commune survey, already financed by the government, is conducted every three years (2003, 2006, 2009, 2012, and 2015) with the next one planned in 2018. Through interviews with local authorities, the survey collects information on local infrastructure, health and education facilities, economic activities, local governance and finance. The project aims to link this feedback system to inform decision makers about progress in the decentralization process. ODHD, being a public observatory, will participate in the performance budgeting program with the authorities. The project will finance results that include: survey methodology, operations, and timely dissemination.

(C)   Data Dissemination and Analysis (US$1.0 million)

(C.1)   Data Dissemination and Analysis (US$1.0 million)

31.   **A key factor affecting the use of statistics for policy making, monitoring, and research is the limited access to available data**. Only those who know of the existence of the limited data are able to access the information, which then gives an advantage to agents who control or receive such information. To improve both demand and supply for data, this component aims to promote timely dissemination, information-sharing, and the use of data for policy decision making. In addition, it aims at improving public management and public accountability through large dissemination of quality statistics. This focus area will finance the following activities:

(i)   Develop a data access and dissemination policy in line with the relevant legislation; and ensure that data users gain wider access to suitably anonymized micro-data.

(ii) Establish an electronic archive system; improve Internet access at INSTAT; and redesign INSTAT's website to include a micro-data portal access in line with open-data and open-government principles.

(iii) Develop connectivity and data transfer technology between INSTAT and other data producers, including decentralized regional offices.

32.   **INSTAT collects several data, but they are set aside after production of the principal report and the quality of data preclude the possibility of in-depth analysis.** Capacity building in this area will focus on training staff to adequately carry out data analysis and interpretation of surveys through peer-review and south-south learning. The topics of analysis will be selected in agreement with INSTAT. To further strengthen the use of data, the project will support development of an interactive data portal that allows web-users to produce tables and graphs.

Component 2: Institutional and Human Resources Development (US$3.0 million)

33.   **Statistical production in a decentralized system such as Mali is based on three essential pillars: the legal framework and the quality of statistical coordination, administrative and financial autonomy, and staff expertise**. An enabling institutional environment for quality statistics requires incentives of actors to be aligned. This component aims to support institutional reforms through background studies (institutional and human resource assessments) and dialogues (CNS, Ministry of Finance, and Ministry of Population) to identify/strengthen reforms around the government performance budgeting initiative.

34.   **An institutional and human resources assessment of INSTAT will analyze what is required for improving management decisions within the legal and authority framework**. By doing so, it will strengthen accountability for a results-based production of statistical products. Similarly, the Human resources framework will be assessed to identify targeted interventions for improving work environment and attract and retain more skilled staff. This assessment will be done in three areas: (i) staffing and HR policies, (ii) management, incentives and organization, and (iii) knowledge and learning.

35.   **INSTAT leadership is committed to undertake necessary reforms.** However, institutional reforms is a long term and uncertain endeavor. Given the strength and experience of the leadership in the areas of institutional reforms, the project would put in place a resident advisor to support INSTAT management.

(D.1)   Legal and Institutional Coordination (US$0.1 million)

36.   **This subcomponent aims to support the ongoing institutional reforms**. Based on an institutional assessment, it will specifically include activities to enforce or reform the existing laws for statistical systems and operations, redesign the CNS as coordinating organization for statistical policies, and initiate dialogues between producers and users of data. In the short run, the project will not seek to change all recent legislations, but will consider how to develop new statutory measures to mitigate their weaknesses. The role of CNS will be strengthened to assume the responsibility of setting goals, formulating statistical policies, adopting annual and long-term statistical programs, coordinating statistical operations, and ensuring data quality. The project will also support CNS in promoting effective user-producer dialogs by organizing workshops to identify users' emerging needs, evaluate users' feedback and create an institutional mechanism to balance information demand and supply. Finally, the project will also support CNS and link its work to the government performance-budgeting program (demand linkage). Citizen engagement is operationalized by ensuring that data users through an online platform have the opportunity to make suggestions on all activities included in the statistics master plan.

(D.2)   Financial and administrative Autonomy (US$0.2 million)

37.   **This subcomponent aims to strengthen INSTAT's financial and administrative autonomy**. It will finance activities that can justify further public budget allocations and flexibility in hiring. It will first support a wide expenditure analysis (public expenditure review type) that will review the current NSS allocation of resources, suggest areas for rationalization, and provide an estimate of the overall annual resources (human and financial) required to carry out core statistical activities in the NSS on a sustainable basis. Link data production to monitoring of government development programs. In particular, identify and monitor indicators of the performance-based budget 2018-2021.

38.   **The project will strengthen the board of INSTAT in its oversight role and the office of the DG in its execution role.** The project will revise the signed performance contract by introducing additional objectives and results that could be reported to the Board of INSTAT, the Ministry in charge of statistics, the Ministry of Finance, and the CNS. The project will also set up for the Board a mechanism to assess objectively and in a timely manner whether objectives and results are being met. The office of the DG will be supported in the areas of general management with particular focus on procurement and fiduciary controls. The DG office will also benefit from senior statistics advisor to support the execution of the institutional reforms and change process. The project will finance a technical assistance to develop a result based management system**.** To ensure quality, the DG will develop a review mechanism

to assess the quality of every planned survey. This may consist of peer-to-peer reviews by commonly chosen NSO or an independent reviewer from outside the country.

(D.3)   Human Resources Development (US$2.7 million)

39.   This subcomponent will develop and implement a Human resources strategy that attracts and retains qualified staff in the NSS. This will be based on 3 pillars (i) improving staffing and HR policies environment, including reviewing the remuneration schemes, career paths and professionalization of staff (ii) strengthening management practices and leadership (iii) creating an adapted knowledge and learning strategy. The project will support the development of modern human resources practices through a thorough review of the existing policies and establish a strategic staffing strategy that will aim at recruiting the right caliber of staff in the national statistics system and design career paths for existing staff.

**40.   It will support redesigning INSTAT's organizational structure and determine the staffing requirements in terms of numbers and skills of the staff needed to conduct core statistical operations. This approach will be supported by the development of an ambitious training plan and the strengthening of the new Center for Training and Development in Statistics (CTDS) in Bamako. It will also support establishing South-South knowledge exchanges between INSTAT and other French speaking national statistics offices in the regions. To start remedy the lack of supply of statisticians and demographers, the project will support a scholarship program (covering tuition fees, stipend, and book fees) that grants funding to Malian students admitted in the regional schools. The scholarship program will include test preparation for the entrance exam. The preparation programs will have a quota for female representation. Given that INSTAT now has autonomy to hire competitively, scholarship recipients will sign binding contracts committing them to work for at least five years within the NSS after graduation.

Component 3: Project Management (US$ 2.0 million)

41.   INSTAT will be the main implementing agency of the project and will be responsible for its management. The project will be managed by INSTAT and led by the DG. In addition, INSTATs existing procurement and fiduciary structures will be strengthened with a financial management specialist, a procurement specialist, and an assistant who will be hired by INSTAT and integrated in the existing structures. Specifically, the project management team will coordinate project activities, manage reporting and auditing activities, and ensure compliance with the procurement, disbursement, and financial management policies and procedures. The project will support salaries for the project management staff, consultants' services for monitoring and evaluation studies, audits, project reviews, and the production of the procedure and project implementation manuals. The project will also support the management of INSTAT in the areas of leadership and performance-based practices.

E. Implementation

Institutional and Implementation Arrangements

42.   **INSTAT, as the central institution of the NSS, will be responsible for the implementation of this project.** To build stronger ownership of the project and enhance its sustainability after completion, the proposed implementation arrangements seek to move away from traditional approach of creating isolated project implementation units, towards integration of implementation in the regular operations of INSTAT. Therefore, all aspects of the project would be implemented by relevant staff within INSTAT but with assistance from consultants when needed. To ensure that attention is paid to the project at the highest level and that emerging issues are dealt with in time, the oversight of the PMT (Project Management Team) will be under the authority of a PSC (Project Steering committee) composed of the DG of INSTAT, a representative from INSTAT's Board, the Secretary General of the Ministry of Population, and the focal point person on performance contract at the Ministry of Finance. The DG will assume fiduciary responsibility in his role as project coordinator. Annual work plans and budgets will be approved by the Bank.

43.   **The financial and procurement capacity assessment demonstrated INSTAT's weaknesses and the need to support it as the leading executing agency of the project**. Taking into account the considerable increase in INSTAT's activities resulting from project implementation, there is need to adequately strengthen current capacity both in terms of its technical and fiduciary staff, as well as processes and procedures allowing timely project implementation. Before project effectiveness, INSTAT will identified the procurement specialist, financial management specials, M&E specialists, and the project assistant to be trained or hired if needed.

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F. Project location and Salient physical characteristics relevant to the safeguard analysis (if known)

The project supports institutional reforms and data collection through INSTAT's office in Bamako.

G. Environmental and Social Safeguards Specialists on the Team

Emeran Serge M. Menang Evouna

SAFEGUARD POLICIES THAT MIGHT APPLY

Safeguard Policies	Triggered?	Explanation (Optional)
Environmental Assessment OP/BP 4.01	No	
Natural Habitats OP/BP 4.04	No	
Forests OP/BP 4.36	No	
Pest Management OP 4.09	No	
Physical Cultural Resources OP/BP 4.11	No	
Indigenous Peoples OP/BP 4.10	No	
Involuntary Resettlement OP/BP 4.12	No	
Safety of Dams OP/BP 4.37	No	
Projects on International Waterways OP/BP 7.50	No	
Projects in Disputed Areas OP/BP 7.60	No	

KEY SAFEGUARD POLICY ISSUES AND THEIR MANAGEMENT

A. Summary of Key Safeguard Issues

1. Describe any safeguard issues and impacts associated with the proposed project. Identify and describe any potential large scale, significant and/or irreversible impacts:
No safeguard issues and/or impacts have been identified for this project that focuses on data production and institutional development.

2. Describe any potential indirect and/or long term impacts due to anticipated future activities in the project area:
N/A

3. Describe any project alternatives (if relevant) considered to help avoid or minimize adverse impacts.
N/A

4. Describe measures taken by the borrower to address safeguard policy issues. Provide an assessment of borrower capacity to plan and implement the measures described.
N/A

5. Identify the key stakeholders and describe the mechanisms for consultation and disclosure on safeguard policies, with an emphasis on potentially affected people.
N/A

B. Disclosure Requirements

C. Compliance Monitoring Indicators at the Corporate Level (to be filled in when the ISDS is finalized by the project decision meeting)

The World Bank Policy on Disclosure of Information

Have relevant safeguard policies documents been sent to the World Bank's Infoshop?
NA

Have relevant documents been disclosed in-country in a public place in a form and language that are understandable and accessible to project-affected groups and local NGOs?
NA

All Safeguard Policies

Have satisfactory calendar, budget and clear institutional responsibilities been prepared for the implementation of measures related to safeguard policies?
NA

Have costs related to safeguard policy measures been included in the project cost?
NA

Does the Monitoring and Evaluation system of the project include the monitoring of safeguard impacts and measures related to safeguard policies?
NA

Have satisfactory implementation arrangements been agreed with the borrower and the same been adequately reflected in the project legal documents?
NA

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