



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

Appraisal Stage | Date Prepared/Updated: 14-May-2018 | Report No: PIDISDSA24104



BASIC INFORMATION

A. Basic Project Data

Country Niger	Project ID P165062	Project Name Quality Data for Decision Making	Parent Project ID (if any)
Region AFRICA	Estimated Appraisal Date 08-May-2018	Estimated Board Date 26-Jun-2018	Practice Area (Lead) Poverty and Equity
Financing Instrument Investment Project Financing	Borrower(s) Ministère du Plan	Implementing Agency Institut National de la Statistique	

Proposed Development Objective(s)

To improve the quality, availability and use of macroeconomic and sector statistics.

Components

- Component 1: Improvement in Data Quality and Use
- Component 2: Modernization and Professionalization of NSS
- Component 3: Project Management and Coordination

PROJECT FINANCING DATA (US\$, Millions)

SUMMARY

Total Project Cost	20.00
Total Financing	20.00
of which IBRD/IDA	20.00
Financing Gap	0.00

DETAILS

World Bank Group Financing

International Development Association (IDA)	20.00
IDA Grant	20.00



Environmental Assessment Category

C-Not Required

Decision

The review did authorize the team to appraise and negotiate

B. Introduction and Context

Country Context

1. Niger is a vast, landlocked country extending over an area of 1,267,000 km². Its population is estimated at more than 19 million inhabitants with one of the highest population growth rates in the world at 3.9 percent. The current decline in the prices of natural resources, the instability prevailing with 'Boko Haram' activities in the Lake Chad area, and the similar instability in Libya and Mali with the Islamic State are significant hits on its economy and the social sector. Niger's economic growth heavily depends on agriculture. The primary sector accounted for nearly 42 percent of GDP in 2016. Agriculture, which absorbs more than 80 percent of the country's workforce, is the main activity. Nevertheless, agriculture is practiced on no more than 12 percent of the territory.
2. Despite the progress achieved in reducing poverty, Niger remains among the poorest countries in the world. Niger ranks last among 188 countries based on the Human Development Index (HDI), estimated at 0.35 in 2016. When poverty is assessed based on a multidimensional index, Niger is also among the six countries with the highest proportion (more than 60 percent) of population deprived in more than half of the dimensions considered. The other countries include South Sudan, Chad, Ethiopia, Burkina Faso, and Somalia. Life expectancy at birth is estimated at about 61 years. Child and maternal mortality rates are high. The under-five mortality rate is estimated at 104 per 1,000 live births, and the maternal mortality rate is estimated at 553 per 100,000 live births, higher than the average for Sub-Saharan Africa (546).
3. The Government of Niger has stated its development objectives in the second Economic and Social Development Strategy (*Plan de Développement Economique et Social, PDES*) for 2017–2021, following the first plan that was implemented from 2012 to 2015. The overarching goal of this strategy is to reduce poverty from 45 percent in 2014 to 37.9 percent by 2021 and improve the HDI from 0.35 in 2016 to 0.41 in 2021. The PDES focuses on the following strategic results: (a) improving the well-being of the population, (b) promoting socioeconomic development, (c) promoting sustainable and inclusive growth, (d) improving governance and security, and (e) promoting sustainable management of land, water, and natural resources.
4. As a tool to implement this plan, the country has now adopted a results-based budgeting system like other West African Economic and Monetary Union (WAEMU) countries. In this regard, the first programmatic budget for 2018–2021 has recently been adopted for all the sectors. The target and intermediate indicators have been identified for all the sectors and annual evaluation will be conducted to assess the likelihood of their achievement.



5. In this context, an increase in demand of quality and timely statistics is expected, especially for sector statistics. Therefore, it is essential to further strengthen the foundation of development monitoring and analysis systems. This is particularly important for Niger which operates in a resource-constrained environment. While there have been many surveys conducted in an ad hoc way, the challenge is now to consolidate the lessons learned, to institute a more systematic and predictable approach to data production and dissemination, and to bring innovations for better disaggregated and accessible data.

6. The PDES 2017–2021 recognizes that the availability of reliable, accessible, and timely data relevant to the realities of the country is urgent. Thus, the National Strategy for the Development of Statistics (NSDS) 2017–2021 calls for the modernization of the production of improved quality data and the strengthening of the capacities of the National Statistical System (NSS) to monitor development results. The ministries of finance and planning, departments, and other institutions are also looking for greater assurance that the impacts of sectoral policies are well-measured in this results-oriented framework. Within the governments, bilateral and multilateral agencies alike, there is also an increased pressure to adequately measure results and show the real impacts of the use of public resources. The principal outcome of this project is to improve the quality of data produced both at the National Statistics Institute (*Institut National de la Statistique, INS*) and at selected sector ministries to monitor progress toward development goals.

Sectoral and Institutional Context

7. Niger has a decentralized statistical system with the INS as the main official provider of statistics. The institute was created in 2004 following a reform of the statistical system introduced by the 2004 Statistics Act to replace the then Directorate of Statistics. It is currently under the Ministry of Planning and has legal and financial autonomy through a functioning nine-member board of directors¹. The autonomy of management granted to the INS has allowed it to attract and retain qualified staff. It currently has 259 agents, nearly 80 percent of whom have profiles related to data production. The INS has established eight regional branch offices, one in every region in Niger, including in the capital. Almost all the ministries have set up a Directorate of Sector Statistics (DSS) to conduct their own statistical activities, mainly based on administrative sources. These directorates depend on the financial resources of the ministries and are governed by their own management structures. The institute has no direct influence over the statistical production process in the directorates. However, a coordination mechanism exists within the system with the National Statistics Council (*Conseil National de la Statistique, CNS*) for which INS is assuring the secretariat.

8. The main conclusion of the sectoral and institutional assessment² of the statistical system in Niger is twofold: (a) even though the central agency scores high in producing various data, findings of quality issues raised doubt about the data production process; and (b) while line ministries collect statistical information in respective sectors as a byproduct of administrative work and service delivery, they do not carry out processing, compiling, and dissemination in a systematic manner.

¹ The president of the board is appointed by decree.

² Rapport sur l'Etat de la Statistique, Juin 2017.



9. **The overall quality of data produced needs improvement.** While there is significant amount of statistical production³ at the INS, the quality of many of them need to be improved. As demands rise for greater variety of data, there risks for further quality deterioration from overloading the collection and operations as existing staff is stretched thin. There is a need to take into account cost-benefit analysis on the trade-offs between ever larger sample size and larger budget throughout all statistical operations. Some quality issues are more data specific: for instance, welfare data is regularly produced but not comparable over time. The national accounts base year is 13 years old while international standard requires rebasing once every five years. It also needs to be moved to the 2008 system of national accounts. Enterprise/business statistics suffer from incompleteness because they do not cover the informal sector and their sample frame needs to be updated.

10. **Dissemination and use of micro-data is limited.** There is a lack of an effective producer-user dialogue which leads to discrepancies between data supply and data demand. In addition, the weak analytical capability and limited micro-data dissemination have constrained the use of existing economic and social data. The INS holds a significant amount of macro- and micro-data that are not sufficiently used by the Government during preparation of policy reforms and development strategies. Micro-data are not shared with ministries and researchers, and there is a limited understanding of how these data can be used to inform alternative policy scenarios. More than 45 percent of micro data for surveys conducted by Ins and DSS are unavailable on their websites.

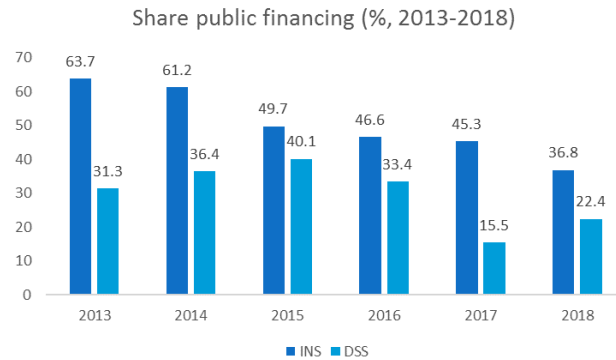
11. **The demand for better and new type of data exists.** For instance, while most of the INS surveys have been designed to provide statistics representative at the national and regional levels, there is an increasing demand for communes and sometimes even lower-level data and information. Development of digital cartography for enumeration areas (census blocks) with geo-references are highly demanded and will be cost-effective in the long run. Data on drought monitoring or refugee welfare are potential new areas of future demand as these issues become more severe.

³ The regular production of the institute includes, for example, the following products: Consumer Price Index (CPI), national accounts, quarterly and annual foreign trade bulletins, quarterly foreign trade indexes, quarterly statistics bulletin, national and regional statistical yearbooks, dashboard quarterly business outlook, the Industrial Production Index, the Construction Materials Price Index and weekly dashboards, particularly on the prices of major cereal products and on public finances. The INS also produce population projections, national reports on the Sustainable Development Goals (SDGs), and conducts studies on a number of economic, demographic, and social themes. Regarding major surveys operations and censuses that are requested, the INS conducts them regularly, particularly population censuses, surveys on living conditions of households, population surveys, and health and Multiple Indicator Cluster Surveys (MICS). The only exceptions are the employment surveys and the economic census.



12. Public Financing of the NSS is limited.

The public financing of statistics activities, specifically to the INS, has recorded significant improvement after the reform introduced in 2004. The annual state contribution to the INS'activities rose from an estimate of \$500,000 in 2004, essentially in form of salary directly paid by the ministry of finance, to more than \$4 million in 2015. However, since 2013, the share of state contribution to the overall budget is declining, leaving the INS with limited resources to adequately implement its activities after salary payment. In addition, sector ministries also find themselves in a vicious cycle of limited funding, equipment and limited autonomy, which lead to misaligned incentives, low-capacity staff, and low-quality data output. Breaking this cycle would require a gradual process aimed at increasing data quality, leading to greater confidence of authorities in the system, which in turn can open the space for enhanced budget allocation and increased autonomy.



13. The critical issues of the NSS in Niger are the following: (a) the existing legislative framework (which needs to strengthen resources and administrative arrangement for sector statistics), institutional coordination, and physical infrastructure limit efficient statistical operations; (b) ad hoc external financing of statistical activities, has hindered earlier efforts by Niger to better institutionalize its core statistics, such as census and economic surveys, and to ensure appropriate correlation between central and sector statistics; (c) the lack of an effective producer-user dialogue produces discrepancies between data supply and data needs; and (d) weak analytical capability, and limited micro-data dissemination, have constrained the use of existing economic and social data.

14. Despite multiple challenges, there is a scope to transform the NSS if appropriate incentives are put in place. Doing so requires a three-pronged approach: (a) institutional development (professionalization and modernization, staffing, staff incentives, coordination); (b) production and dissemination of data relevant to poverty reduction and public policy making; and (c) improvement in the work environment (renovation of physical infrastructure and equipment). These elements will need to be accompanied by capacity building, focused on updating technical skills in selected areas and strengthening general management.



C. Proposed Development Objective(s)

Development Objective(s) (From PAD)

To improve the quality, availability and use of macroeconomic and sector statistics.

Key Results

15. The Project Development Objective (PDO) will be assessed by the relevance and quality of the output/outcome obtained within the NSS. The main expected outcomes of the project are the following:
 - (a) Number of statistical products supported by the project designed and implemented in line with the NSS quality standards framework
 - (b) Number of core data⁴ sets produced and publicly disseminated as per the statistical calendar
 - (c) Number of government officials and private citizens trained in the use of statistical information
16. The following key intermediary indicators of the project will be monitored:
 - (a) Timely released of rebased quarterly GDP statistics and revised monthly CPI
 - (b) INS website provides public access to micro-databases
 - (c) Online platform is put in place to collect users feedback on data quality and gender relevance

D. Project Description

16. The project will have three components: (1) Improvement in Data Quality and Use, (2) Modernization and Professionalization of the NSS, and (3) Project Management and Coordination.

Component 1: Improvement in Data Quality and Use (US\$11.0 million equivalent)

Subcomponent 1.1. Economic Statistics and Call Center (US\$4.0 million equivalent)

17. **National accounts (US\$1.0 million equivalent).** National accounts are the core of a modern system of economic statistics. The INS is in 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 (agriculture, construction, trade, and services) are poorly measured. This subcomponent will support the improvement of source data, statistical methodologies, and statistical practices. The INS has developed a clear roadmap

⁴ Sector (agriculture, planning, finance) and macroeconomic (national account, price, enterprise, labor) data.



that will lead to (a) upgrading national accounts from the 1993 to the 2008 system, (b) rebasing to year 2015 the national accounts using new source data collected, (c) producing backward extrapolation and forecast of the new series of accounts, and (d) producing quarterly estimates of GDP from the new base year. The accounts based on the 2015 base year and using the 2008 SNA recommendations and using the existing data sources are expected to be available by June 2018. However, improvement in data sources still needed going forward.

18. **Price statistics (US\$0.5 million equivalent).** The CPI is produced monthly and is accompanied by an explanatory note on price trends. The product weights index dates to 2014 and collected data is analyzed with appropriate software (the Phoenix software developed for the WAEMU member countries). However, the CPI still only covers the country's capital. The process of producing a national index considering other urban centers and a sample of rural markets has started and is in progress. The first national indices are already available but their officialization awaits a joint decision at the regional level, insofar as this process has been initiated with all the other WAEMU member countries. Since the data collection is still based on papers, the project will contribute to efforts to modernize collection at the market level using tablets instead of paper-based instruments.

19. **Enterprise/Business statistics (US\$2.0 million equivalent).** Enterprises statistics are often used as inputs for national accounts. Unfortunately, many sub-Saharan countries collect administrative data on enterprises just for this objective. However, any country aiming to better understand the dynamic of its economy needs solid enterprises statistics that goes beyond national accounts purposes. In Niger, enterprise statistics are needed for labor demand, wage statistics, investment climate, or competitiveness. A comprehensive subsystem of enterprises statistics includes an economic census and a system of annual data collection. The World Bank has financed enterprise surveys in Niger. This subcomponent will finance an enterprise census (the first in Niger) and help build a system of annual data collection. The annual system of data collection will consist of administrative data (for those enterprises filling the fiscal and statistical statements known for its French acronym DSF) and data collection with questionnaires for the medium and small enterprises which do not fill out DSF. The project will also strengthen the quality of the existing system of infra-annual enterprises surveys by providing a more accurate sample frame, modernizing the data collection process and technical assistance. It will also support the ongoing collaboration between the Department of taxation and INS to explore the possibility to build an electronic platform being accessible to both institutions for the enterprises filling the annual tax statement.

20. **Call center and labor statistics (US\$0.5 million equivalent).** The macro statistics unit is modernizing its data collection using tablets and wishes to implement a frequent employment survey with mobile phones. Under this activity, the project will finance technical assistance that will establish, within the macro unit, a team of statisticians, economists, information technology (IT) developers, and administrators of databases to carry out the data collection, analysis, and dissemination. If successful, the production of data and quarterly bulletins will be expanded to other specific topics demanded by public institutions (ministries) or private agencies (such as for newspapers). As the call center builds more databases with phone contacts depending on demand, data and publications will be expanded. The first data collection activities will be financed out of the project preparation advance (PPA).

Subcomponent 1.2. Agriculture Statistics (US\$2.0 million equivalent)



21. Despite the importance of the agricultural sector for poverty reduction and the national accounts, the agricultural monitoring system is weak. Agricultural surveys are important both from the point of view of food and nutritional security and for national accounts. While the last agricultural census dates to 2007, the project cannot finance another agricultural census due to its high cost. However, the diagnosis of the current annual agricultural survey shows that there are significant gaps in coverage, quality, and adequacy of the data. The survey provides only an estimate of the cereal food balance. The estimates are produced without rigorous statistical methods, and the quantities (production and cultivated areas) are known only partially. This subcomponent will strengthen the quality of agricultural statistics. The project will finance activities that include (a) a fully developed manual of general methodology that describes survey design, data collection, and analysis of results; (b) a developed manual of a quality control mechanism and adopted computer assisted personal interviewing (CAPI) in data collection; and (c) an updated sampling frame based on the 2012 RGPH cartography; (d) expanded coverage of the survey to include new modules as necessary; and (e) data that are archived timely and made available online.

22. This subcomponent will be implemented by the Ministry of Agriculture in collaboration with the Niger Millennium Challenge Account which is investing US\$4 million in strengthening the institutional aspects of the agricultural production system.

Subcomponent 1.3 Planning and Finance Statistics (US\$2.0 million equivalent)

23. Niger government redistributes a large part of the national income through the budget, so it is important to know for which policy purposes the money is spent. Therefore, the availability of reliable finance and planning statistics is a central element for development planning. Both ministry of planning and finance currently lack experience in executing and using M&E reports and studies to inform the policy planning and execution process. The objective of this subcomponent is to enhance data production and management for improved planning, budgeting, and monitoring of overall development spending. This subcomponent will include technical improvements to the two institutions' data systems and enhanced human capacity among their workers for the capture, management, dissemination and use of data.

Subcomponent 1.4. Performance Incentives for Data Quality (US\$1.5 million equivalent)

24. Given that the INS already produces lots of data, one of the main goals of the proposed project is to focus on improving data quality. However, poor survey planning and weak field supervision continue to affect data quality. When a survey is poorly planned and budgeted, a larger than necessary household sample is unusually interviewed. With the incentive to generate larger revenue, multiple surveys are carried out without attempt to reduce duplication of efforts. Lack of donor funding coordination only adds to the number of overlapping and large surveys. This subcomponent aims to improve both operational and cost efficiency of data collection. It will invest in system-wide activities that enhance overall quality. These include improving priority-setting processes around statistical collections, exploring trade-offs between competing needs to ensure that the INS work program is doable with existing resources, exploring possibilities to increase integration among survey activities, and reducing duplication among data collection. It will conduct a comprehensive methodology review of key data collection activities to improve accuracy.



25. **Quality Committee.** To keep the focus on quality, the project will put in place a 'Quality Committee' comprising of the Director General (DG), the departmental directors, and the '*Inspecteurs General de la Statistique*'. Following the recommendation of the Quality Framework, this committee with appropriate mandate and staff including statistical experts will (a) establish a program of review of all surveys: on a rotating basis, based on a standard quality template; (b) establish a set of quality and performance indicators, which may differ somewhat between surveys, for which values are to be collected for each survey occasion and a selection of which will appear on a quality dashboard for senior management on a quarterly basis; (c) introduce quality issues as a standing agenda item at senior management/board meetings and establish a mechanism whereby quality problems are identified, prioritized, and brought to the attention of senior management/board at the time it is making resource allocations; and (d) introduce quality awareness training for all staff, emphasizing that quality is a corporate objective, discussing the main quality issues and how they are being addressed, and indicating the role each staff member plays in quality outputs.

26. To be effective and to strengthen the extent to which improved quality performance can be sustained, performance payments to the Quality Committee will be paid for agreed quality improvements. Payments will consist of cash incentives (including salary top ups of officials and public servants of the recipient's civil service). Details of the performance based financing (PBF) payment arrangements, will be included in the Project Implementation Manual (PIM), including the identification of specific activities subject to PBF, and the deliverables and performance indicators for each such activity, including the unit of measure; the eligibility criteria and mechanisms for calculating PBF payments for each such deliverable, including procurement assessments, flow of funds, and mechanisms for reimbursement of said PBF payments; the verification mechanisms for said deliverables and PBF payments; the periodicity of calculating PBF payments; the reporting mechanisms related to PBF payments; and the terms and conditions of PBF payments, including modes of payment.

Subcomponent 1.5. Use of Data and Demand-side Strengthening (US\$1.0 million equivalent)

27. Promoting the use of statistics in decision making is important for enhancing policy effectiveness. While the INS produces a good number of statistical products and services, it continues to face challenges related to the inadequate access and use of data by key stakeholders and the public. Hence, there is low visibility for the central agency and the loss of opportunity for resource mobilization.

28. This subcomponent aims to address these shortcomings by strengthening the links with decision makers and civil society. It will start by improving the data access and dissemination systems which include developing communication plans for all statistical activities, marketing products and services, putting all production in digital form, and improving the user friendliness of websites. The subcomponent will further invest in creating a platform/ecosystem that would bring together data producers, analysts, journalists, and civil society. It will strengthen the planning function in selected Government agencies. It will also provide trainings for journalists and civil society on the use of data to more compellingly cover issues related to evidence-based decision making, transparency, and accountability.

29. **Support to analysis.** The project will support technical assistance to the poverty unit at the INS in the areas of (a) consumption aggregates; (b) poverty analysis; (c) geo-spatial analysis; (d) analysis of new type of data (big data, open street map, decentralized data, and mobile phone surveys); (e) perception surveys analysis; and (f) business cycle monitoring and analysis. The poverty unit will be supported to



work in collaboration with universities and think tanks to develop microeconomic data analysis and publication of knowledge products that will inform development policies. To further strengthen the link between analysis and policy making, the support will extend to collaboration with the economic forecasting unit or the macroeconomic and budget framework unit in the Ministry of Planning and the *Cellule d'Analyse et de Prospective en Développement* (CAPEG) of the Prime Minister's cabinet.

30. Other specific activities that could be funded include: support statistical advocacy to further promote the broad use of statistics in society, provide technical assistance for data anonymisation, and support communication activities on the role and importance of statistics at the regional and local levels.

Subcomponent 1.6. Innovation (US\$0.5 million equivalent)

31. Integrating technological innovations into data collection efforts can greatly increase their quality and usability and thus the cost-effectiveness of data. The proposed project would make the best possible use of existing technologies such as GPS, the use of mobile phones for high-frequency data collection, satellite imagery, and remote sensing, to name a few. In addition, this subcomponent will support innovations primarily through (i) the development of tools for project monitoring; (ii) survey experimentation on more accurate and cost-effective ways of collecting information from households, (iii) the continued development of tools and platforms to increase the speed and quality of data collection, and (iv) validation efforts exploring the scope of increased data quality and use. This subcomponent will serve to mainstream successful technological innovations into the project implementation with the goal of continuous cost-effective improvement in data quality and use.

Component 2: Modernization and Professionalization of NSS (US\$7.0 million equivalent)

Subcomponent 2.1. Institutional Reforms (US\$1.0 million equivalent)

32. The current statistical law is designed as a decentralized statistical system with the INS being the central body. In this statistical organization, which is found in most countries, the sectoral ministries are responsible for producing the statistics, mainly administrative, of the sector of their competences and the INS is responsible for ensuring the conduct of the main operations. To consider recent innovations in the development of statistics, the Government is in the process of amending the 2014 statistical law. The new law will enable the creation of a national statistical development fund to support the implementation of the NSDS, as well as the necessary professionalization of the statistical function in the sectoral ministries.

33. One of the solutions anticipated to remedy the fragmentation in the system is the adoption of a mechanism to centralize the human resources management of the statistical system so that all the statisticians and demographers of public services are governed by the INS. The advantage is, in addition to providing the INS with an additional tool for coordinating the statistical system, it will above all allow an effective presence of qualified statisticians in the sectoral ministries with higher remuneration provided by the INS.

34. The project will conduct a study that assesses the optimal institutional form of sector statistical services and support the implementation of its recommendations. The project will also support a



comprehensive organizational restructuring of the INS as well as develop a new staffing regulation with appropriate incentives for quality data production.

Subcomponent 2.2. HR Development (US\$4.0 million equivalent)

35. This subcomponent will establish a modern and sustainable system of continued direct and professional education for statisticians in different data-providing agencies by defining the needed skill mix in modern statistical work; developing appropriate new job descriptions; and designing training and re-training programs, including distance learning for the staff at the regional offices and different categories of statistical data users. It will also include the introduction of staff performance incentives and improvement of the remuneration system by linking it to performance, as well as development of job specifications for managers and regular staff within the NSS and establishing the staff management information system. An institutional assessment will be conducted as to better define the activities under this subcomponent.

36. The subcomponent will also specifically (a) support a feasibility study for the establishment of a National School of Statistics to train engineers in statistical work (*Ingénieurs de Travaux Statistiques*), (b) reduce in the medium term the urgent gap of middle cadre by offering a special training for a cohort of 30 engineers in statistical work, (c) award scholarships for students admitted to three African school of statistics, (d) support the recruitment of national expert statisticians on behalf of the priority sector statistical services, (e) provide continuous training to managers working in the NSS in the implementation of the capacity-building plan developed under the NSDS 2017–2021, (f) support the acquisition of an integrated software for human resource management and personnel payroll, and (g) support the establishment of an e-learning system at the National School of Statistics.

Subcomponent 2.3. Infrastructure and Equipment (US\$2.0 million equivalent)

37. This component will help establish information technology and physical infrastructure for statistical operations, including vehicles, computers, networking equipment, and a renovated headquarters building for the INS. The type and configuration of the equipment will be determined through the IT strategy for the NSS that the project will support. The current INS building⁵ will benefit from slight renovation including its a computer center, conference and training rooms, library facilities, and storage rooms. The project will also provide computer equipment to selected sectoral ministries to improve their data collection. The mini-printing service will also be supported to facilitate larger production of different publications within the NSS.

⁵ The current INS headquarters building does not have sufficient capacity to accommodate its staff, and one-third of the building offices are deemed harmful to health because they do not have any ventilation. In addition, due to the proximity of the headquarters to the presidency in a quasi-militarized zone, all statistical activities are limited to daytime operations. The recently approved NSDS establishes a plan to construct a new INS and the institute has identified existing land within the administrative district. It has also obtained in writing an agreement in principle with the Ministry of Habitat for the transfer of land. While the project will not finance the construction costs of a new building, it will finance the architectural design study. Construction will be considered for a potential future additional financing.



Component 3: Project Management and Coordination (US\$2.0 million equivalent)

38. The INS will be the main implementing agency of the project and thus responsible for its overall management. The INS with its current existing staff has the capacity to implement the project. In addition, the INS's existing remuneration scale is competitive to attract qualified staff for project implementation. To effectively support the agency, a project management team (PMT), consisting of a project coordinator (the DG of the INS), a financial specialist, and a procurement specialist who are staff of the INS, will be established to perform daily project administrative work. Specifically, the PMT will coordinate project activities and all beneficiary agencies to include statistical departments in other ministries, manage reporting and auditing activities, and ensure compliance with the procurement, disbursement, and financial management (FM) policies and procedures of the World Bank.

39. The project recognizes that many data production operations do not lead to official statistics. Therefore, they can as well be produced by private entities to keep the focus of the limited resources within the NSS on official statistics. This subcomponent finances the coordination of statistical activities across different sectors and donor coordination. It includes adoption and regular updating of the national statistical strategy and survey calendar. It also includes support to the group of donors 'GStat' and the 'reseau des DEP', which will ultimately be extended to the DSS.

40. Given the importance of change management and improved leadership for the success of the project, financial resources under project management would also be dedicated to the project team for management training and functioning of the board and the supervisory organ of the NSS (CNS).

E. Implementation

Institutional and Implementation Arrangements

41. The proposed implementation arrangements seek to build strong ownership and sustainability. Its goal is to depart from the traditional approach of creating isolated project implementation units (PIUs) toward implementation units that are integrated in the regular operations of the INS. Therefore, all aspects of the project will be executed by relevant staff within the INS but seconded with assistance when needed.

42. The DG of the INS will be in charge of the fiduciary responsibility in his role as project coordinator. The DG of the INS reports to the board and executes data production plans and budget on behalf of the board. The PMT (comprising of the DG, the financial management specialist (FMS), the procurement specialist, and a project assistant) that will be established will conduct the day-to-day implementation of the activities. The role of project coordinator can be delegated to the Secretary General of the INS or another department director according to acting rules of the INS. The PMT will work in close collaboration with the CNS which is the principal national body responsible for interagency coordination. The main role of CNS is to control the quality and adequacy of the statistical production

43. The proposed project will build on existing institutional structures. Like the ongoing WAEMU and the Regional Program to Harmonize and Modernize Living Conditions Surveys Project (P153702), the FM of the project will be housed in the *Direction des Ressources Financières et Matérielles (DRFM)*. The project will also follow the new World Bank procurement policies building on training already provided on the



use of the World Bank’s Systematic Tracking of Exchanges in Procurement (STEP). The financial and procurement capacity assessment completed in January 2018 demonstrated the INS’ weaknesses and the need to support it as the leading executing agency of the project.

44. On the World Bank side, the proposed project will benefit from stronger field implementation support. Under the ongoing WAEMU project, the Poverty and Equity Global Practice has a full-time consultant in Niamey to enhance supervision of the project and provide implementation support. Close supervision with the INS will help in facilitating the modernization of data collection through tablets and the introduction of performance-based financing.

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

The project supports institutional reforms and data collection through INS and sector ministries offices in Niamey.

G. Environmental and Social Safeguards Specialists on the Team

Cheikh A. T. Sagna, Social Safeguards Specialist
Bougadare Kone, Environmental Safeguards Specialist

SAFEGUARD POLICIES THAT MIGHT APPLY

Safeguard Policies	Triggered?	Explanation (Optional)
Environmental Assessment OP/BP 4.01	No	
Performance Standards for Private Sector Activities OP/BP 4.03	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:

The project is classified as a category C, as it is not expected to have any significant adverse environmental impact.

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

Project activities are not expected to have any significant long-term, indirect, cumulative or large scale impacts.

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.

The Government of Niger has previously successfully implemented Bank-financed projects for which Environmental and Social risks and Impact Assessments and Mitigation measures were prepared and mutually approved by both the Government through the auspices of their national environmental agency (BEEEI) and the Bank.

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

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 for disclosure?

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

CONTACT POINT

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APPROVAL

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