

Statistics for Results Facility

Catalytic Fund

Annual Report

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SRF Administration Unit

Development Economics Data Group



The World Bank

Acronyms and Abbreviations

AfDB	African Development Bank
CMU	Country Management Unit
CSO	Central Statistical Office
DFID	Department for International Development
DRC	Democratic Republic of the Congo
EU	European Union
GSS	Ghana Statistical Service
IDA	International development Association
M & E	Monitoring and Evaluation
MAPS	Marrakech Action Plan for Statistics
MfDR	Managing for Development Results
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
NISR	National Institute of Statistics in Rwanda
PARIS21	Partnership in Statistics for Development in the 21 st Century
SRF	Statistics for Results Facility
SRF-CF	Statistics for Results Facility – Catalytic Fund
SWAp	Sector-Wide Approach
TFSCB	Trust Fund for Statistical capacity Building
TIKA	Turkish Development Agency
TTL	Task Team Leader

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Highlights

This is the second annual report on the Statistics for Results Catalytic Fund (SRF-CF), a multi-donor supported initiative, which became operational in 2009. This report summarizes the progress that has been made over the past 12 months within the five pilot countries, describes the issues that have arisen and how they have been addressed, and outlines how the SRF-CF may develop beyond the pilot phase.

The conceptual framework for the Catalytic Fund under the Statistics for Results Facility (SRF) is to support better policy formulation and decision making through a sustained improvement in the production, availability and use of official statistics. Managed by the World Bank, the SRF-CF provides finance for investment in statistical capacity in the poorest countries, acting as a catalyst in mobilizing new finance from other sources. In particular the Fund has been established to provide new resources for statistics, working with national partnerships to promote a system wide approach and to improve the effectiveness of aid. The SRF-CF is specifically designed to support the implementation of NSDSs, recognizing that the challenge is to move from the preparation of plans to their full implementation.

The initial pilot stage of the SRF-CF has provided some valuable experience in designing and launching large scale statistical capacity building projects and programs in different countries. Consistent with learning from the pilot, all five countries represent potentially difficult circumstances.

Direct experience working with the five pilot countries benefitting from SFR-CF as well as from other countries, suggests that while the NSDS process is robust and flexible, nevertheless, moving from having a strategy in place to implementation is not always straightforward. It is clear, from the first five pilot countries that the time scale needed for preparation and the level of support required are much greater when there are difficult circumstances to be overcome.

Where the focus in a pilot stage is on lesson learning and developing new approaches, the selection of countries with specific concerns and problems is certainly useful. Although it is not yet possible to assess the full effects of the SRF-CF, experience so far with the pilot phase does suggest progress towards meeting the SRF objectives. Notwithstanding this progress, however, it is equally clear that modifications to the country selection criteria and internal process improvements will be necessary to unleash the Fund's full effect.

Because many countries have completed or are finalizing their national statistical strategies, the demand for financing from the Catalytic Fund is likely to grow. The SRF-CF partnership will need to consider carefully how this should be done. Issues that will need to be considered include the timing of any expansion of eligibility as well as what procedural changes are needed to reduce delays and improve outcomes. An independent evaluation of the SRF-CF is planned for the end of 2013, which will also coincide with the mid-term reviews of most of the pilot projects since the expected project duration is around five years. An important issue to be discussed is whether the expansion should wait for the evaluation, or whether conclusions about how best to proceed may emerge sooner, in which case the expansion of eligibility could start earlier.

Chapter 1: Statistics and Managing for Results

The Statistics for Results Facility (SRF) is a multi-donor supported initiative, managed by the World Bank. It is designed to increase the level of investment in statistical systems in developing countries and to improve the effectiveness of support from donors. The objective of the SRF, and of the Catalytic Fund (SRF-CF) that promotes capacity building in the poorest countries, is to support better policy formulation and decision making through a sustained improvement in the production, availability and use of official statistics.

This is the second annual report issued by the SRF-CF, which became operational in 2009. It summarizes the progress that has been made over the past 12 months within the five pilot countries, describes the issues that have arisen and how they have been addressed, and outlines how the SRF-CF may develop beyond the pilot phase.

The need for better data

Improving the availability and use of good quality statistics in developing countries is an essential part of [Managing for Development Results](#) (MfDR). Reliable statistics providing information about economic and social development and the environment are needed to highlight issues, to make policy choices, to allocate resources, to monitor outcomes and to evaluate the impact of past decisions. If the vision of the Millennium Declaration is to be achieved by 2015, then a wide range of statistical data are needed and this requires that countries are helped to develop efficient and effective national statistical systems. Building on the [Marrakech Action Plan for Statistics](#) (MAPS), agreed in Morocco in 2004, the SRF-CF aims to support investment in statistical capacity in some of the poorest countries by putting into effect the principles of the Paris Declaration on Aid Effectiveness. It aims to build capacity by mobilizing new financial resources and by promoting programs to achieve measurable results using a set of monitorable actions and indicators of progress.

Improving the evidence base

The results agenda presents both an opportunity and a challenge for statistics in developing countries. The increase in the demand for statistics presents a major opportunity for the managers and staff engaged in the national statistical system in developing countries. The challenge is to build the capacity to meet this new demand cost effectively and to achieve lasting results. Based on the progress made with MAPS since 2004, the starting point for the Statistics for Results Facility is to help countries develop their own development pathway for their statistical systems, identifying goals and putting in place appropriate strategies that will allow these to be reached taking into account the constraints. Experience in many countries has identified six key principles that form the basis of the SRF approach.

- First, there is the need to include the whole of the national statistical system, including important statistical activities taking place in line ministries as well as the national statistical agency and, over time, to address the needs of local government.
- Second, it has become clear that a national partnership, involving government, donors and all the main data users, including those from outside government, is essential if real development is to be made and progress sustained.

- Third, capacity building must address also the problems facing statistical systems, including institutional, management and coordination issues as well as purely statistical concerns.
- Fourth, capacity building needs to be realistic and must make use of a strategic approach with priorities identified and agreed and constraints taking into account.
- Fifth, there is a continuing need to focus on improving outputs – better availability and use of official statistics – rather than inputs such as additional finance, investment in hardware and software and training to improve skills.
- Sixth, the managers of statistical agencies must focus on reducing costs and increasing efficiency including making more use of statistical data derived from administrative processes.

Putting strategies into effect

When MAPS was agreed, the initial emphasis was on helping countries to take the lead in setting priorities and in managing the reform and development of their statistical systems. Both developing countries themselves and their development partners supported efforts to prepare National Strategies for the Development of Statistics (NSDS). This process was remarkably successful and substantial progress has been achieved. The latest report from PARIS21 on progress with the NSDS process¹ indicates that out of 117 low or lower middle income developing countries, 55 were implementing an NSDS as of November 2010, 37 were in the process of designing a strategy, 14 were planning to prepare one and only 11, or less than 10 per cent did not have an NSDS and were not planning to prepare one.

The SRF builds on the progress that has been made and the Catalytic Fund is specifically designed to support the implementation of NSDSs, recognizing that the challenge is to move from the preparation of plans to their full implementation. Direct experience working with the five pilot countries benefitting from SFR-CF as well as from other countries utilizing other financing instruments such as IDA credits and grants from the Trust Fund for Statistical Capacity Building, suggests that while the NSDS process is robust and flexible, nevertheless, moving from having a strategy in place to implementation is not always straightforward. It is clear, for example, that not all NSDSs are complete or are of an adequate quality and more needs to be done to help countries prepare realistic implementation plans. PARIS21 has already embarked on an exercise to review NSDS documents and to advise countries on where improvements are needed. The implementation of the strategy also requires a detailed implementation plan, which sets out what will be done, by whom and in which sequence, as well as a detailed budget and financing plan.

Other areas where there may be a need to review and, in some cases, improve NSDSs include ensuring that the statistical strategy is closely coordinated with and linked to national development documents, including poverty reduction strategies and other planning processes, especially the budgeting cycle and medium-term expenditure frameworks. In many countries this needs to be done as part of the process of moving from strategy preparation to implementation.

¹ PARIS21 “National Strategies for the Development of Statistics Progress Report: November 2010”, Paris 2010, URL: http://www.paris21.org/sites/default/files/NSDS_report_nov2010.pdf

Other areas that need to be taken into account when preparing capacity strengthening programs and projects include: identifying and delivering short-term improvements in data coverage, quality and accessibility as well as longer-term institutional reform; including activities that strengthen and sustain the demand for better statistics; making statistical agencies more open and accountable and ensuring that any immediate improvements in capacity can be sustained in the medium and longer term.

Chapter 2: The SRF Approach

The SRF has been designed to be a new approach to the problem of how best to meet the data challenges of the next decade. Based on experience of previous initiatives, it places countries at the center of the process and incorporates good practice in the design and implementation of capacity building programs from other fields. It is based directly on the Paris Declaration principles for aid effectiveness giving emphasis to:

- Ensuring that developing countries have effective **ownership** and provide leadership in developing their national statistical systems and that all donors respect this;
- **Aligning** donor support for statistics with the national strategic framework and implementation plan for statistical development as set out in the NSDS;
- **Harmonizing** donor support through well-coordinated projects and programs.
- **Managing for results** by generating better statistical data and indicators and by ensuring that these statistics are used for evidence-based decision-making.
- Promoting **mutual accountability** by monitoring the implementation and outcomes of NSDSs, recognizing that developing a sustainable statistical system may take some time to achieve.

The role of SRF-CF in scaling up investment in statistical systems

While the SRF approach is seen as being applicable to the implementation of statistical development strategies generally, the Catalytic Fund has a more specific purpose - providing finance for investment in capacity in the poorest countries and acting as a catalyst in mobilizing new finance from other sources. In particular the Fund has been established to provide new resources for statistics, working with national partnerships to promote a system wide approach and to improve the effectiveness of aid. By providing access to new resources and by supporting the development of a comprehensive, well designed capacity building program, it is expected that the SRF-CF will be able to help low income countries get access to additional financial resources. This is already happening in a number of the pilot countries and it is anticipated that the approach could be rolled out more widely in the coming years.

The system-wide approach

The SRF follows a system-wide approach. It draws heavily on lessons learnt from Sector-Wide Approaches (SWAs) used successfully for a number of years in areas such as health, education and agriculture. Sector-wide approaches stress the provision of support for a locally owned and led development program, using country systems and procedures for implementation. Although statistics is not really a sector of activity in the same way as health or education, for example, nevertheless, the NSDS, covering the whole of a national statistical system, does provide a framework within which a system-wide approach can be used to deliver coordinated and harmonized financial and technical

assistance. It helps to promote a focus on strategic issues and coordination and to support the involvement of line ministries, based on country leadership and ownership. At the same time the system-wide approach provides a framework for harmonizing donor support while optimizing capacity building.

Experience with the pilot countries suggests that the system-wide approach is likely to be most successful when the following conditions are in place.

- There is a well-prepared NSDS that takes into account the needs of all the main data producing agencies and the main data users.
- There is agreement on a medium to long-term approach to capacity building.
- Institutional reform and human development issues as well as technical concerns are taken into account.
- There is a national partnership for statistics in place or at least wide-spread agreement that one should be established.
- There is agreement on the need for effective donor coordination and some mechanisms in place to support this, including the identification of a lead donor for statistics.
- There is recognition of the need to support and strengthen the dialogue between data providers and users.

Chapter 3: Progress with the Pilot Phase

Status of the Pilot Phase

In July 2009, the SRF Council approved the initial countries for the SRF-CF pilot phase - Afghanistan, Democratic Republic of the Congo (DRC), Ghana, Nigeria, and Rwanda. In its November 2010 meeting, the Council decided to extend the SRF-CF pilot phase to more countries, either in the form of grants or other technical support. This chapter presents an update of the SRF-CF pilot phase since the 2010 Annual Report. The status of the projects and proposed activities in the coming year in each pilot country are set out in the following sections and a summary is provided in Table 1.

Afghanistan

The SRF project with the government of Afghanistan for US\$14 million became effective on March 24, 2011 and a description of the project components is presented in Box 1.

The Central Statistical Office (CSO) expects to enter into a twinning arrangement with a statistical agency of a development partner to provide technical assistance (including consultancy services and training) on methodological and institutional issues, such as statistical infrastructure and survey methods. Invitations for expression of interest for the twinning arrangement have circulated and the CSO hopes to sign an agreement by mid-July 2011.

The CSO is conducting a series of project sensitization workshops for CSO staff and representatives of other government agencies, NGOs and private sector. The first workshop for CSO staff, attended by about 250 persons, was held at the end of January 2011 to present the project and to inform them of the crucial role the CSO staff has in ensuring successful implementation. Future workshops are planned for other government agencies, NGOs, and private sector. As part of the results framework, the CSO will conduct a user satisfaction survey in April 2011. To improve the dissemination and use of statistics, the CSO has set up a Twitter account to announce updates on statistics in Afghanistan.

Box 1 Afghanistan: Strengthening the National Statistical System

The main components of the SRF project in Afghanistan are:

- *Institutional development and capacity building (US\$4.9 million)*: training, statistical infrastructure development, updating business registers, and dissemination
- *Data collection and analysis (US\$3.4 million)*: household surveys, establishment surveys and analytical studies, and national accounts
- *Administrative data systems (US\$0.8 million)*: production of administrative data
- *Information and communication technology (US\$1.5 million)*: computer equipment and software and internet facilities for the CSO and provincial offices
- *Project management (US\$2.0 million)*: consultancy services for the Project Implementation and Coordination Team and the Monitoring and Change Management Committee

The Statistical Task Force is the partnership group coordinating statistical activities between the donor community and government agencies, and acts as the oversight structure for the SRF. It meets on a regular basis, usually every three months, with attendance by a wide group of stakeholders, including DFID, the World Bank, the EU, the Asian Development Bank, UN agencies, and government ministries. An in-country donor statistician, financed by DFID, has been in place since 2009. In January 2011, a new statistician (previously working on the Ghana SRF project in the World Bank's Ghana office) took over the position in Kabul. The SRF project team confirms that this position has been very helpful in moving the project forward and in ensuring a positive relationship between donors and government agencies.

A good example of the catalytic effect of the SRF-CF is the construction of a training center for statistics, an important element of the Afghanistan's National Statistical Plan, which will be financed by the Turkish Development Agency (TIKA); works are expected to start in mid-2011.

Democratic Republic of the Congo (DRC)

The DRC's grant allocation request of US\$11.8 million was approved by the SRF Council at its November 2010 meeting. The Council recommended that the finalization of the NSDS be given high priority, since SRF approval is normally contingent on a finalized NSDS. In support of the preparation of the SRF project, the Council made two further recommendations: (i) to ensure that the restructuring of the statistical office and the payment of associated retirement bonuses is completed, discussions will be held with the government during project preparation and that this will be reflected in the project documents; and (ii) to accept the offer to recruit an in-country donor statistician (with additional SRF funding) to advise the national statistical system throughout project preparation and implementation.

Work on the NSDS is ongoing, with the final NSDS expected by August 2011. This exercise is being partly financed by a grant from the Trust Fund for Statistical Capacity Building of about \$225,000. The Project Concept Note, reviewed at the end of March 2011, identified the following components for the SRF grant:

- *Strengthening skills within the national statistical system (NSS)*: this component will support professional and in-service training in statistics for NSS staff, and the establishment of a school to train statisticians using the framework of sub-regional statistical schools. The issue to be agreed upon with government during project preparation is the institutional oversight ministry for the school and the need for complementary financing with bilateral partners and African regional schools;
- *Restructuring of the national statistical office (INS)*: Based on two studies to be financed by the TFSCB grant mentioned above, an institutional audit and a retirement study, this component would restructure the INS to increase its efficiency through management and fiduciary training for INS staff, and pay retirement bonuses to eligible staff (roughly 40% of INS staff has reached the statutory retirement age);
- *Rehabilitation of INS offices at Limete (Kinshasa)*: an architectural evaluation is planned to make recommendations on rehabilitation and construction options. Given that any significant civil works would require financing from other sources, a programmatic approach to finance the rehabilitation of the facilities will be pursued with government and donors during project preparation;
- *Statistical methods and coordination*: this component will support: (i) the census mapping phase, planned for 2013; (ii) the update of the national enterprise registry; (iii) data archiving training and tools and the development of a national data dissemination policy (with PARIS21); and (iv) methodological support to selected sectors in the production of their statistical yearbooks. A key issue for funding the census mapping exercise is the government's commitment to provide its budgetary allocation. If the government fails to allocate its budgetary funding, the SRF project would be reallocated to other activities.

Project appraisal is expected in June 2011. The recruitment of an in-country donor statistician to be financed by a lead donor agency or with SRF funds will be pursued further during project preparation.

Ghana

The SRF grant for Ghana of US\$10 million is being prepared along with a proposed IDA credit of US\$30 million as part of the implementation of the Ghana Statistical Development Program. Details of the joint operation prior to project appraisal are outlined in Box 2.

The IDA/SRF project is linked to the preparatory work on institutional reform of the Ghana Statistical Service (GSS), which is being financed under a grant from a multi-donor trust fund (EU and DFID), which is administered by the World Bank. The GSS Board hopes to finalize a roadmap for implementing the institutional reform, including decisions on redeployment, retraining, and retrenchment, by the end of April 2011. In view of this ongoing work, the project appraisal date depends on the Government's submission of a roadmap and a plan on the institutional reform and a clear presentation of the

retrenchment component, providing a detailed and sequenced cost plan and information on who will finance what elements. The GSS Board is keen on moving forward on both the institutional reform and the preparation of the IDA/SRF project. Project approval is tentatively set for July 2011.

Regarding the national partnership group, the M&E Sector Working Group continues to meet on a monthly basis, while its statistics sub-group has been meeting less regularly due to heavy work pressures, such as the ongoing population census. The sub-group aims to meet quarterly starting in March 2011. Ghana has benefitted from an in-country donor statistician, financed by DFID, since end-2008. In January 2011, the statistician was replaced by another DFID staff.

Nigeria

The SRF project will focus on the pillars of the National Strategy for Statistical Development (NSDS), with the aim of building institutional capacity for the implementation of the wider NSDS program, which is expected to be supported through an IDA credit. The SRF project will support a pilot phase in six States, covering the six geographical zones in Nigeria: Anambra, Bauchi, Edo, Kaduna, Niger and Ondo. Box 3 sets out the main activities envisaged by the SRF project.

Following the review of the draft Project Appraisal Document, SRF Council gave its final approval on the US\$10 million grant allocation at its meeting in November 2010. The project team and government counterparts were advised by the Council to pay close attention to the working relationship between the National Bureau of Statistics and the National Population

Box 2 Ghana: Statistics Development Project

At appraisal stage, the proposed components of the Ghana IDA/SRF project include:

- *Institutional reform and organizational change*: details are contingent on the institutional reform and reorganization of the GSS and its implementation plan, being finalized by the GSS Board
- *Enhancing capacity*: training for staff of GSS and of statistical units of line ministries; development of a Master Sampling Frame, using a manual of standardized statistical definitions and concepts; compilation of a central business register; physical infrastructure and equipment and ICT connectivity
- *Data production and dissemination*: census and survey program; development of a national databank for official statistics/IT data center; improving economic statistics; creation of a dissemination and resource hub within GSS; formulation of a dissemination strategy.

Box 3 Nigeria: Statistics Development Project

The main activities of the key components of the Nigeria SRF-CF project are:

- *Organizational, institutional and human resource development (US\$2.2 m)*: technical assistance to design and pilot test a comprehensive program of organizational restructuring of statistical activities in 6 states; human resource development and management at National Population Commission (NPoPC)
- *Statistical infrastructure and information technology (US\$6.7 m)*: pilot phase for electronic birth and deaths registration centers in 6 states; IT equipment and internet connectivity; dissemination strategy at National Bureau of Statistics and NPoPCi
- *Project management, M&E, and statistical communication (US\$ 1.0 m)*: program to encourage coordination, collaboration, networking and information sharing among statistical agencies at all administrative levels.

Commission during project implementation in order to avoid inefficiencies and to the link between the demand for and the production and dissemination of statistical data. The Council also highlighted that the lessons from the implementation of the pilot phase in 6 states be taken into account during the scaling-up of the project to the national level. The project team has visited the 6 States to assess the needs of each State Statistical System (State Statistical Agency and line ministries), as well as to sensitize statistical staff about SRF principles and the SRF project.

At the request of the Government, project negotiations were conducted by exchange of letter in March 2011. Project approval is expected by end-April and project effectiveness by end-June 2011, following the setting up of a procurement tracking system at the National Bureau of Statistics. The Procurement team attended training on the Procurement Tracking System at the World Bank office in February 2011.

An in-country donor statistician, recruited by the World Bank and financed with SRF funds, began a 3-year term in Nigeria in January 2011, to strengthen the project team in its work with the government and other development partners, and ensure the success of the SRF approach in Nigeria. He will provide particular support to the national partnership effort by giving technical advice to both development partners and national authorities on statistical development issues.

Rwanda

The overall environment in the statistics sector is favorable to statistical reforms outlined in the NSDS, launched in October 2010, as the national statistical system is facing rapidly increasing demand for statistical data and the government is committed to decentralization and strengthening capacity at the district level. There is wide consensus around the main principles set out in the NSDS among key stakeholders.

The Project Concept Note of March 2011 outlines the project components, which have been designed to support the implementation of the five programs of the NSDS and to build on ongoing technical assistance to statistics, being provided by other development partners. Box 4

Box 4 Rwanda: Statistics for Results Program

The key activities of project components are:

- *Data development and management*: adapt standards and methodologies in data collection, compilation and validation; conduct key priority surveys/censuses; development of sector statistics on key socio-economic areas; improve statistical infrastructure (such as statistical registers, sampling frames, GIS for statistical mapping);
- *Information dissemination and services to buyers*: publish and disseminate regular statistical publications; update NISR website; strengthen NISR meta data; develop open data portal for non-government statistical users;
- *Coordination of NSS*: improve the institutional capacity to formulate, coordinate and implement appropriate statistical policies and programs; institutionalize and streamline coordination mechanisms between NISSR and line ministries;
- *Capacity development (human and infrastructure)*: training on methodologies and techniques, particularly for priority indicators; support linkages of NISR with local and international universities; twinning arrangements between NISR and other national statistical offices;
- *Financing and corporate services*: set up an NSDS coordination unit to coordinate NISR and NSDS project activities, including financial management and other fiduciary responsibilities.

provides details of the five project components.

At present, the UK, European Commission, and UNDP provide support to the National Statistical Office (NISR) through a basket fund arrangement, managed by NISR. During project appraisal, the project team will assess whether the SRF grant could be pooled under this arrangement, based on a brief public expenditures review of the sources and uses of funds in the statistics sector. It should be noted that the financial management and procurement arrangements of NISR satisfy the Bank's minimum requirements.

An in-country donor statistician has been recruited by the African Development Bank (AfDB), but is awaiting clearance from NISR. The AfDB country office will provide office space and administrative support. Project appraisal is envisaged for July 2011, with project approval in September 2011.

Extended Pilot Phase

At its November 2010 meeting, the SRF Council agreed to extend the SRF-CF pilot phase to four countries, either in the form of grants or other type of assistance. It thus requested that an invitation be sent to the People's Democratic Republic of Lao, Senegal, Ethiopia, and Mozambique to express their interest in receiving SRF support. It also asked to assess the need and potential for SRF-CF funding to nine other countries presented in the proposal of the SRF Administration Unit, particularly Côte d'Ivoire and Mali.

An invitation was sent to the Lao PDR in January 2011, following an agreement with the Bank's Country Management Unit (CMU) to appoint a Task Team Leader (TTL). The government is preparing an application request, which is expected by April 2011.

In Senegal, an invitation letter to express interest in applying for SRF-CF funds was sent to the government in March 2011. An application request is expected by end-April 2011. The Country Management Unit (CMU) has confirmed its commitment to an SRF operation and has designated a TTL.

Table 1 The Status of the Pilot Projects as of March 31, 2011

Country	SRF Amount (US\$ mill)	Bank TTL	In-country statistician (Financier)	Allocation Approval Date	Project Preparation and Next Steps	Comments
Afghanistan	14	Andy Kotikula	Jill Fletcher (DFID)	2/18/10	Grant Signing: Oct 2010 Effectiveness: March 2011	CSO seeking twinning arrangement
DRC	11.8	Chris Rockmore		11/23/10	Preparation mission: Jan 2011 Identification mission: Jan-Feb 2011 Project Concept Note Review: Apr 2011	Recruitment of in-country donor statistician to be discussed during project preparation Govt. strategy for payment of statistical staff salaries or pensions to be reflected in appraisal document Finalization of NSDS to be given high priority
Ghana	10	John Ngwafon	Lynne Henderson (WB, DFID secondee)	2/3/10	Project Concept Note Review: May 2010 Pre-Appraisal mission: Nov 2010 QER meeting: Feb 2011 Appraisal: Apr-May 2011 (tentative) Project approval: July 2011 (tentative)	Multi-Donor TF undertaking institutional reforms of statistical system (including retrenchment, retraining, and/or redeployment of staff). Appraisal of proposed IDA credit and SRF grant conditional on roadmap of institutional reform by GSS Board.
Nigeria	10	John Ngwafon	Alain Gaugris (WB)	11/23/10	Project Appraisal Document Review: Oct 2010 Project Negotiations: Mar 2011 Project Approval: April 2011 (expected)	SRF grant and the proposed IDA credit are being prepared separately. Provisional grant allocation was approved in Feb. 2010
Rwanda	10	Louise Fox Peter Isabirye (Kigali)	David Wand (AfDB) (expected May 2011)	2/18/10	Preparation mission: Mar 2011 Project Concept Note Review: Apr 2011 Appraisal: July 2011 (tentative) Approval: Sept. 2011 (tentative)	
Lao PDR		Co-TTL: Genevieve Boyreau Somenuk Davading			Invitation: Jan 2011 SRF application: Apr 2011 (expected)	Germany may provide in-country donor statistician
Senegal		Mamadou Ndione			SRF application: April 2011 (expected)	Government has confirmed its interest in SRF-CF funding to Country Management Unit (Mar 10).

Status of the Catalytic Fund

Contributions to the SRF-CF have been made by the United Kingdom (DFID) and the Netherlands. As of April 2011, total commitments amounted to \$ 121.3 million, \$ 81.4 million (GBP 50 million) from DFID for the period 2009-2012, and \$ 39.5 million (Euro 27.5 million) from the Netherlands for the period 2009-14. Expected expenditures for the pilot countries, including SRF grants, project preparation and supervision, in-country donor statisticians (where necessary) and SRF Administration are estimated at roughly \$ 70 million. Assuming no other contributions to the SRF-CF, a balance of about \$50 million is left for future grants and activities. Table 2 presents a breakdown of the financial situation of the SRF for the calendar years 2009-12, providing annual contributions, grant commitments and expected expenses.

Table 2 SRF-CF Financial Situation, April 10, 2011 (USD million)

	CY2009	CY2010	CY2011	CY2012
Contributions	18.3	34.1	41.4	12.9
UK/DFID	14.6	30.1	30.9	5.7
Netherlands	3.6	4.0	10.5	7.3
Expenditures (Commitments)	0.5	14.9	54.0	0.8
SRF Grants		14.0	51.3	
Project Preparation	0.1	0.4	0.1	
Project Supervision		0.4	1.9	
Donor Statistician		0.0	0.4	0.6
SRF Administration	0.0	0.2	0.2	0.2
Administration fee	0.4			

Chapter 4: Lessons Learned and the Next Steps

The initial pilot stage of the SRF-CF has provided some valuable experience in designing and launching large scale statistical capacity building projects and programs in different countries. Consistent with learning from the pilot, all five countries represent potentially difficult circumstances, ranging from those affected by conflict (Afghanistan and the Democratic Republic of the Congo), a federal state where the major interest is in strengthening statistical capacity in states (Nigeria), a country where institutional reforms were being implemented (Ghana), and a country where the Bank team were under considerable pressure (Rwanda).

Key Lessons

Progress has been made, but is uneven across the five original pilot projects, with only Afghanistan becoming effective over the past 12 months. While these lessons are not necessarily all new, it is helpful to document what has happened so that, as activities are scaled up, realistic plans can be made and more appropriate actions can be taken.

Table 3 compares the length of time that has been required so far and which is still expected between the point at which the invitation from the SRF Council was issued to project effectiveness, compared with the average for all IBRD and IDA projects over the period from 2007 to 2011. It also shows the lapsed time between key stages of project preparation. The SRF project for Afghanistan required just 7

months for preparation, compared with 13 months for all Bank projects. In this case, the main reason was the existence of a well-defined action plan in the form of the NSDS that was prepared before the SFR project started as well as a strong commitment from the Bank's country team and the government.

Table 3 SRF-CF Pilot Phase: Key Steps in Project Preparation of Five Pilot Countries

Project stages	Afghanistan	DRC	Ghana	Nigeria	Rwanda	Comments
SRF Invitation	Aug 09	Dec 09	Aug 09	Aug 09	Aug 09	
Application submission	Feb 1, 2010	Aug 31, 2010	Dec 23, 2009	Dec 22, 2009	Feb 4, 2010	
Application approval	Feb 18, 2010	Nov 23, 2010	Feb 3, 2010	Feb 3, 2010 Nov 23, 2010	Feb 18, 2010	Nigeria: final allocation contingent on review of PAD
Project Concept Note	Mar 22, 2010	Mar 24, 2011	May 12, 2010	Dec 11, 2009	Apr 2011 (tentative)	Nigeria: SRF grant originally to be prepared with IDA credit Rwanda: Bank staff changes led to slowdown of project preparation for about 8 months
Appraisal	Jun 2010	June 2011 (tentative)	May 2011 (tentative)	Apr 2010	July 2011 (tentative)	Ghana: delays due to formulation of GSS institutional reforms
Negotiations	Sept 2010			Feb-Mar 2011		
Approval	Oct 2010		July 2011 (tentative)	May 2011 (tentative)	Sept 2011 (tentative)	
Effectiveness	Mar 24, 2011			Aug 2011 (tentative)		
Time in months from PCN to appraisal	3		12	4		Avg. lapse for IBRD/IDA projects FY07-11: 9
Time in months from appraisal to approval	4		2	13		Avg. lapse for IBRD/IDA projects FY07-11: 4
Total time required for preparation	7		14 (tentative)	17		Avg. lapse for IBRD/IDA projects FY07-11: 13

Elsewhere, however, project preparation has taken longer than average. In Ghana, for example, the delay was a result of major institutional reforms that are being implemented by the Ghana Statistical Service. Here, despite the commitment of the GSS Board to move forward, further progress remains dependent on a roadmap for the institutional reforms being agreed. Nigeria, has also encountered some delays since the appraisal stage (13 months), mainly due to a decision to separate the SRF grant from a proposed IDA credit, to the re-designing of the project from national coverage to a pilot project in 6 states, and to the complicated federalized nature of the statistical system. The DRC project remains at the early stages of project preparation, with a long delay in the submission of an application request (8 months from the Council invitation). In addition to the very fragile statistical system, the delay also reflects the fact that an NSDS with an agreed-upon action plan has not yet been finalized. In Rwanda the main problem has been other work pressures on the Bank's country team, including numerous changes in personnel and delays in the appointment of an experienced Task Team Leader. Here, about eight months elapsed between the approval of the grant and actual project preparation.

How can we accelerate progress?

It is clear, from the first five pilot countries that the time needed for preparation and the level of support required are much greater when there are difficult circumstances to be overcome. Where the focus in a pilot stage is on lesson learning and developing new approaches, the selection of countries with specific concerns and problems is certainly useful. As the program is rolled out more widely, however, it may be useful: i) to revisit the selection criteria to focus more directly on the pre-conditions in the country; and ii) to review our internal processes to increase efficiencies and incentives if progress is to be made in a reasonable time period.

Reviewing the criteria by which countries are selected

The five pilot countries were selected using quite broad criteria, with considerable weight being given to current levels of statistical capacity and the extent of the commitment to the SRF principles. Some specific elements that may require greater consideration in setting the criteria are as follows:

- ***Existence of a quality NSDS with clear implementation priorities:*** As demonstrated in Afghanistan, progress can be made much more quickly when there is already a good quality NSDS in place that has widespread country support, and where the framework for a national partnership is already developed.
- ***Potential to put an in-country statistician rapidly in place:*** The presence of an in-country donor statistician has also proved to be a very important positive element during project preparation (for example, in Afghanistan, Ghana and Nigeria) and should be a feature in future projects.
- ***Sequencing SRF supported reforms with other CSO work program priorities:*** In countries with weak statistical capacity, which is the case in all the pilot countries, project preparation has to take place alongside the ongoing regular statistical work program. Apart from Afghanistan, where substantial work on the NSDS had already been carried out before the pilot phase began, progress in the other countries was limited by the need to ensure that existing statistical activities were not unduly affected. Many countries, for example, are participating in the 2010 round of population censuses. Even in countries with substantial capacity, a population census is the largest, most expensive and most complex statistical exercise ever undertaken. If it is to be completed successfully, it requires the full attention of management and most of the professional staff. The requirements for main statistical activities, therefore, need to be taken into account when the timetable for project preparation is being finalized.
- ***Determining the degree of strong back-up and technical support within countries:*** It is clear that progress in project preparation depends crucially on the availability of a strong and committed Bank team in the country office. It is also possible that there will be a change in Bank staff over a project cycle, so that a process for briefing new staff is needed. The involvement of relevant Bank regional staff from the beginning of the SRF process (at the invitation stage) and regular dialogue with them can help to alleviate these problems.

Process improvement and other actions that could accelerate progress

A series of process elements and other measures could be explored to expedite SRF operations, including:

- ***Simplifying the application process:*** At present, countries are invited to send an application request, similar to the Bank's Project Concept Note (PCN), to signify their interest in participating in the SRF. The request is then reviewed by the SRF Council before the grant can be allocated. If approved, the usual Bank procedures for project preparation then start, leading up to final project approval by the Bank's Regional Vice President. These procedures have proved to be rather cumbersome and could be simplified. One way of simplifying the process would be to treat the application request as the Bank's PCN, which would then be refined during project preparation. Prior to the application request (PCN), a country could respond to the SRF Council's invitation by means of a letter expressing interest in participating in the SRF and in obtaining funding from the Catalytic Fund. It is also important to highlight that, for non-English-speaking countries, extra preparation time is necessary for the translation of all documents from the application stage onwards.
- ***Running some administrative processes in parallel rather than sequentially:*** Reviewing other processes to find efficiencies could also speed up operational effectiveness provided the SRF principles are being adhered to. For example, working with partners and Statistical office colleagues to identify in-house statisticians and have them in place earlier could prove beneficial once all participants have agreed that such an appointment would prove effective.
- ***Sharpening the focus of NSDS work to improve the identification of implementation priorities:*** As described above, quality NSDSs have led to accelerated project effectiveness as priorities identified can quickly be replicated in Project Concept Notes. As much of the NSDS work is funded through the *Trust Fund for Statistical Capacity Building (TFSCB)*, a greater emphasis on project identification during the development of the NSDS could prove useful.
- ***Facilitating communications and collaboration across Bank Departments and the SRF Partnership:*** Improving the existing communication channels to share implementation experiences and improve partnership-wide awareness of implementation challenges could also facilitate process efficiency and effectiveness. At the more senior level, the Bank's internal Statistical Capacity Building Committee is active in discussing ideas on how to further integrate statistical capacity building operations – including SRF activities – into the Bank's day-to-day activities. At the working level, building the momentum to support SRF teams virtually through common tools and information exchanges is being considered. To support Council discussions, working-level representatives from the partnership are re-establishing more frequent exchanges to brief donors on developments and to discuss possible actions to improve operational effectiveness.
- ***Incorporating results and evaluating outcomes into future improvements:*** The proposed monitoring and evaluation system for the SRF was described in the 2010 Annual Report. Over the past 12 months some work has been completed in developing different aspects of the system, including some work to develop a framework for user satisfaction surveys in the pilot countries. The framework is outlined in Annex 1 and will be used first in Afghanistan later this year.

The Way Forward

One of the aims of the SRF-CF is to serve as a catalyst to increase the amount of technical and financial support to the implementation of the national statistical strategies in low income countries. Although it is not yet possible to assess the full effects of the SRF-CF, experience so far with the pilot phase does suggest that progress towards the Fund's objectives is being achieved. Ghana is preparing, together with the SRF-CF grant, a World Bank credit for the implementation of their national strategy, and Nigeria is expected to follow-up the work being initiated with the SRF grant with a possible World Bank credit for the broader implementation of their national statistical strategy. Another such example is the construction of a training center for statistics in Afghanistan to be financed by the Turkish Development Agency (TIKA). Notwithstanding this progress, however, it is clear that modifications to the country selection criteria and the Fund's administrative processes will be necessary to unleash the full catalytic effect.

Because many countries have completed or are finalizing their national statistical strategies, and because many of the implementation plans are not yet fully funded, the demand for financing from the Catalytic Fund is likely to grow. The SRF-CF partnership will need to consider carefully how this should be done. Issues that will need to be considered include the timing of any expansion of eligibility as well as what procedural changes are needed to reduce delays and improve outcomes. An independent evaluation of the SRF-CF is planned for the end of 2013, which will also coincide with the mid-term reviews of most of the pilot projects since the expected project duration is around five years. An important issue to be discussed with the SRF-CF partnership is whether the expansion should wait for the evaluation, or whether conclusions about how best to proceed may emerge sooner, in which case the expansion of eligibility could start earlier.

Annex 1: Statistics Results Facility Catalytic Fund User Satisfaction Survey on Quality of Official Statistics for Policy-Making

Guidance Note

The sample questionnaire² for a user satisfaction survey on official statistics for policy-making has been prepared in the context of the monitoring and evaluation (M&E) arrangements for the Statistics for Results Facility Catalytic Fund (SRFCF). The key outcome of the SRFCF is increased capacity to formulate policies and make decisions for development by using better statistics. To be able to assess progress in this area, the M&E framework of the SRFCF focuses on the extent to which statistical outputs meet priority needs and the extent to which statistical data is used in policy and decision-making processes. To provide input in these areas, the M&E framework recommends conducting country-specific user surveys at the beginning and end of the implementation of each SRF project.

This guidance note has been prepared with the aim of assisting SRF project teams in conducting user surveys and of facilitating comparability across countries. The note includes a model survey questionnaire, as well as a few points related to the management of the survey.

Survey Questionnaire

The questionnaire requests information on two aspects of official statistics: (i) their relevance and use and (ii) their quality (accuracy, timeliness, and dissemination practices). It also includes a section on information about the respondent of the questionnaire. The content of the questionnaire is similar to that of user survey questionnaires used in a number of countries (Burkina Faso, Tajikistan, Uganda, and Russia) and by a number of development partners (IMF, EC). The questionnaire can, of course, be modified or expanded to reflect country circumstances. A sample cover note to the questionnaire is also attached.

Other Aspects of the User Survey

In addition to the design of a country-specific questionnaire, a SRF country should consider the following when preparing a user survey:

- **Management aspects:** Who will be in charge of the user survey -- the NSO, an independent consultant/firm recruited by NSO? When should the baseline survey be conducted? A possibility could be during the project launch workshop.
- **Recipients of the questionnaire:** Who should be invited to complete the questionnaire? In general, recipients should include representatives from key economic/sector public institutions, donors, private enterprises, academia, press, and civil society. It would be useful (more efficient?) to specify the institutions as much as possible, and, in certain cases, specify the names of the representatives.
- **Collection and analysis of the responses:** How to ensure a good response rate? How will the results of the survey be analyzed, presented, and disseminated? Given the qualitative nature of

² A copy of the draft questionnaire can be downloaded from: <http://go.worldbank.org/QIVZQ1DFW0>

a user survey, special care should be given to avoid any bias. (how aggregated, how disseminated, e.g. website)?

To ensure ownership and transparency, it is advisable to discuss the above points with the National Partnership Group on statistics, as part of its monitoring role of the implementation of the national statistical plan.