



Note to Task Teams: The following sections are system generated and can only be edited online in the Portal.

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

Appraisal Stage | Date Prepared/Updated: 06-Jan-2017 | Report No: PIDISDSA19488

**BASIC INFORMATION****A. Basic Project Data**

Country Chad	Project ID P159434	Project Name Chad Statistical Development	Parent Project ID (if any)
Region AFRICA	Estimated Appraisal Date 09-Feb-2017	Estimated Board Date 28-Feb-2017	Practice Area (Lead) Poverty and Equity
Lending Instrument Investment Project Financing	Borrower(s) Ministere du Plan et de la Cooperation Internationale	Implementing Agency INSEED	

Proposed Development Objective(s)

To strengthen the capacity of the national statistics institute to collect, process, and disseminate data with improved quality, frequency, and timeliness.

Components

Institutional Strengthening
Data Collection, Processing, Analysis and Dissemination
Project Management

Financing (in USD Million)

Financing Source	Amount
Borrower	0.43
IDA Grant	12.00
Total Project Cost	12.43

Environmental Assessment Category

C - Not Required

Decision

The review did authorize the preparation to continue

Note to Task Teams: End of system generated content, document is editable from here.



Other Decision (as needed)

B. Introduction and Context

Country Context

1. **The Republic of Chad is a low-income, landlocked country in Central Africa.** Chad has an area of nearly 500,000 square miles and a population of approximately 14 million. It is bordered to the north by Libya, to the east by the Darfur region of Sudan and by South Sudan, to the south by the Central African Republic, to the southwest by Cameroon and Nigeria, and to the west by Niger. The country has been characterized by instability since its independence from France in 1960, though it has achieved a measure of stability since the 2010 peace treaty with Sudan. Ongoing insecurity in Darfur and Central African Republic and the activities of Boko Haram in the northwest of Nigeria have led to an estimated 700,000 refugees in Chad. This represents 3.5 percent of the total population, one of the highest percentages in the world, and there are a growing number of internally displaced persons.
2. **Growth in Chad, previously fueled by the oil sector, has declined with falls in international oil prices and increased insecurity.** Gross domestic product (GDP) growth has declined from 7 percent in 2014 to 2 percent in 2015, with a contraction of 3 percent in the non-oil sector. The overall economy is projected to have been in recession in 2016. Despite the slowdown in the economy, inflation was 3.6 percent, driven partially by lower agricultural production due to a poor harvest and by trade disruptions due to conflict. Government revenue overall fell by 36 percent in 2015, with oil revenue falling by 80 percent, which in turn led to a 39 percent decrease in expenditures and the imposition of austerity measures. Cuts in the public sector, coupled with declines in the service and industrial sectors due to increased costs related to increasing insecurity, have further damaged the economy. In particular, traditional trade routes for livestock exports to Nigeria, the second largest source of foreign exchange, have been severely affected by the terrorist activities of Boko Haram and the associated military response in the Lake Chad area.
3. **Nearly half of the population was classified as poor according to the most recent household survey conducted in 2011.** Poverty was concentrated in rural areas and in agricultural households, with 92 percent of the poor living in rural areas, of which 40 percent were concentrated in the five administrative regions in the Sudanese belt (Mandoul, Guéra, Logone Occidental, Tandjilé, and Moyen Chari). Between 2003 and 2011, Chad experienced a decrease in poverty from 55 percent to 47 percent, consistent with average declines in Sub-Saharan Africa despite the significant oil revenue collected by the Government in this period. The reduction in poverty was also limited in rural areas, which decreased only 10 percent between 2003 and 2011, compared to 47 percent in N'Djamena and 16 percent in other urban areas. In addition, cutbacks in government services associated with the economic decline, climate change, rapid population growth, and the potential of conflict spilling over from neighbors are projected to reverse the declining poverty trend.
4. **Gaps in the production and dissemination of key statistics limit the Government's ability to measure and respond to changes in economic conditions, which is increasingly important in a climate of decreasing revenues and increasing needs.** The draft of the National 5-Year Development Plan



(2016–2020) notes the importance of timely and high-quality statistics in the monitoring and evaluation (M&E) of the national development strategy. Therefore, this project lays out a series of activities that aim to strengthen the national statistics system (NSS) in Chad, including implementing a series of new national household surveys, and support to macroeconomic statistics, such as the Consumer Price Index (CPI) and National Accounts.

Sectoral and Institutional Context

5. **Chad has a decentralized statistical system with the National Institute of Statistical, Economic and Demographic Studies (*Institut National de la Statistique, des Etudes Economiques et Démographiques*, INSEED) as the system's main body.** INSEED currently has 103 employees and is attached to the Ministry of the Economy and Development Planning. The core mission of INSEED is to collect, analyze, and disseminate information in the national interest. Chief among its responsibilities is to collect socioeconomic statistics, and to date, it has collected a number of national household level surveys, including the Chad Household Consumption and Informal Sector Survey (*Enquête sur la Consommation des Ménages et le Secteur Informel au Tchad*, ECOSIT) in 2011, 2003–2004, and 1995. In addition, it has conducted Multiple Indicator Cluster Surveys (sponsored by the United Nations International Children's Fund) in 2000 and 2010, and Demographic and Health Surveys (sponsored by the U.S. Agency for International Development) in 1996–1997, 2004–2005, and 2014–2015. INSEED is also charged with producing the national economic statistics, including National Accounts and the CPI. Additionally, INSEED is responsible for the coordination of the NSS under the direction of the High Commission on Statistics (*Conseil Supérieur de la Statistique*) and the Committee of Statistical Programs. The sector ministries are responsible for producing statistics for their own sectors, drawing predominantly upon administrative sources, with INSEED playing a role in the compilation and analysis of sectoral and trade statistics.

6. **A review of the NSS has identified a number of shortcomings.** In 2014, INSEED, with support from the World Bank's Trust Fund for Statistical Capacity Building (TFSCB) Project (TF013915), completed a thorough review of the strengths and weaknesses in the statistical system. The report highlights the need to develop improved methods for socioeconomic statistics, with particular focus on agriculture, livestock, fishing, and rural livelihoods. In addition, the report emphasizes the need for improved systems of harmonization, standardization, and integration of administrative statistics, related specifically to employment, business and civil registration, education, employment, health, justice, and telecommunications. These systematic reviews will be used by the project to develop a new National Strategy for the Development of Statistics (NSDS), covering the period from 2017 to 2020, which plans an ambitious agenda for new products, including new rounds of the ECOSIT in 2017 and 2020.

7. **The current regulatory structure limits INSEED's effective autonomy.** The system's architecture is defined by a 1999 statistics law regulating statistics activities in Chad and put into practice by a 2000 decree which established INSEED's board of directors and created the institute. Though the current provisions grant INSEED the status of a public institution with financial and operational independence, INSEED operates without a law specifically defining an independent governance structure. Therefore, it does not have a budget line separate from the Ministry of Economy and Development Planning, and the Director General (DG) does not have direct control over resources. INSEED also cannot establish pay scales independent of the national civil service. As civil service salaries are below the market rate for statisticians, it hampers the recruitment and retention of qualified staff.



8. **The current oversight structure is also cumbersome and slows project implementation.** INSEED's activities and budget are overseen by the High Commission on Statistics (*Conseil Supérieur de la Statistique*). The High Commission is chaired by the Prime Minister and composed of 22 ministers, a representative from the National Assembly, a representative from the Senate, the Director of the Central Bank, the President of the National Council of Employers, the President of the Chamber of Commerce, representatives of the main trade unions, and the Managing Director of INSEED. Because the Commission includes high-level political figures, it is difficult to convene and therefore, important decisions regarding INSEED's work plan, staffing, and funding cannot be made in a timely manner.

9. **A process of reform has been initiated.** At the request of the General Secretary of the Ministry of Economy and Development Planning, a bill to reform regulations was drafted by the National Committee for Statistical Reform and was submitted to the Prime Minister's office. If signed, the law would create clear management structures within INSEED, including junior and senior executive boards, and would create an independent budget line for statistical production. The passage of this bill into law is a prerequisite for introducing a series of necessary executive orders to create new management and operational structures.

10. **A regional statistics project offers the opportunities for synergies.** In parallel to this initiative, the World Bank is financing a separate project (P153702 - Regional Program to Harmonize and Modernize Living Conditions Surveys Project) to improve statistical capacity among the eight member states (Benin, Guinea Bissau, Burkina Faso, Côte d'Ivoire, Mali, Niger, Senegal, and Togo) of the West African Economic and Monetary Union (WAEMU). The objectives of this collaboration are to generate comparable GDP estimates, harmonize price indexes, and unify reporting of financial and budgetary statistics. These activities will be achieved by collecting high-quality, comparable data on the key social indicators, the informal sector, and agriculture; the design and adoption of a modernized set of welfare survey tools; and the adoption of Computer Assisted Personal Interviewing (CAPI) and geo-tagging for data collection. This initiative will allow for the revision and updating of methods to derive consumption aggregates, poverty lines, and comparable poverty trends; expanding the coverage of the CPI to rural areas; updating the supply and use tables necessary for National Accounts; and capacity building in data archiving and disseminating microdata through the Accelerated Data Program and the National Data Archive.

11. **Chad is a good candidate for the proposed 'twinning' arrangement with the WAEMU Statistics Project.** While not formally a member of the WAEMU (though having observer status), Chad has many similarities, including with regard to language, budget, and capacity constraints; the range of agroecological zones; and traditional agriculture and pastoralist practices. In addition, the level of statistical capacity in Chad more closely matches those in the WAEMU than those in their own regional organization, the Central African Economic and Monetary Community (CEMAC). In particular, since 2011, Chad has shown strong progress on collecting data, including the 2009 population census and the 2011 household survey. Their 2015 statistical capacity score of 65.6 is much closer to the WAEMU average of 64.3, compared to the CEMAC average of 51.0.

12. **The project proposes a twofold strategy of strengthening INSEED as an institution while closing important data gaps.** The first component of the project centers on institutional and human capacity. The second component of the project focuses on the production of welfare and economic statistics. The project will leverage the ongoing activities of the WAEMU commission to provide



technical assistance (TA) to INSEED by incorporating Chad into the associated working groups and regional capacity-building activities and by providing funding for the 2017 and 2020 surveys. Additionally, a grant of US\$1.5 million from the TFSCB was signed in October 2016 to support complementary project preparatory activities.

C. Proposed Development Objective(s)

Note to Task Teams: The PDO has been pre-populated from the datasheet for the first time for your convenience. Please keep it up to date whenever it is changed in the datasheet.

To strengthen the capacity of the national statistics institute to collect, process, and disseminate data with improved quality, frequency and timeliness.

Key Results

- a. NSDS developed and adopted
- b. Number of household surveys completed
- c. Improved quality of household survey data through the modernization of data collection methods and incorporation of computerized data checking
- d. Dissemination of statistical abstracts, key findings, and updated poverty statistics to take place within 12 months of data cleaning for each round of household surveys
- e. The number of datasets from household surveys implemented under the project that are publicly released within 12 months of data cleaning
- f. Annual production of a data user feedback report for project steering committee.

D. Project Description

Project Components

13. **The USD \$12 million project is structured into three components: (a) Strengthening Institutional Capacity and Developing Human Resources; (b) Collecting, Processing, Analyzing, and Disseminating Data; and (c) Project Management and Improving IT Infrastructure for data dissemination.**

Component 1: Strengthening Institutional Capacity and Developing Human resources (US \$4.1 million)

14. **The first component will strengthen INSEED's institutional framework and human resources (HR) to create an enabling environment for high-quality data collection, processing, analysis, and dissemination.** The activities under this component will support: (a) institutional reform, (b) development of human resources, and (c) drafting of a new NSDS.

Subcomponent 1.1: Institutional Reform (US\$0.5 million)



15. **This subcomponent will support the preparation of the regulatory reform legislation needed to improve INSEED's governance structure to ensure sustainable improvements in the quality and frequency of statistics.** Though the new law has already been compiled, the text was written by a statistics consultant rather than by an expert in legal drafting. This project will support the review and refinement of the main law as well as the supporting decrees and executive orders by an expert in this area. The main objectives of the reform will be the inclusion of a line in the national budget funding or transferring funds to INSEED under the management of the DG, the ability to establish pay scales independent of the civil service, and a streamlined reporting structure.

16. **The project will also support the development of a modern HR framework for INSEED.** Regardless of the status of the new legislation, INSEED requires an update to their employment policies. A consultant (or consulting firm) will be hired to conduct a strategic staffing evaluation. This would review and revise the organizational chart, conduct a needs assessment based on current demand and future projections, determine optimal staffing levels by department, define structured career tracks with clear criteria for progression, and develop a transparent system of merit-based performance bonuses. This evaluation will also provide a cost estimate for the implementation of the new framework in the short, medium, and long terms. This framework will be vetted during stakeholder workshops and validation seminars and is envisioned as the blueprint for an eventual performance contract between the Ministry of Finance and INSEED.

17. **The project will support the cost of a trial implementation of the new HR framework.** Once a new framework has been developed, vetted, and agreed, the project will support a 1–2 year pilot of the implementation. Following the pilot implementation, there will be the opportunity to revisit and revise aspects which were unsuccessful.

Subcomponent 1.2: Development of Human Resources (US\$2.2 million)

18. **A scholarship program for qualified Chadian students to study at one of the three regional statistics schools in Africa will be expanded to address the capacity constraints identified in the strategic staffing review.** The three regional training centers for statistics in francophone Africa are the *École Nationale Supérieure de la Statistique et d'Économie Appliquée* (ENSAE) in Abidjan; the *Institut Sous-régionale de la Statistique et d'Économie Appliquée* (ISSEA) in Yaoundé; and the *École Nationale de la Statistique et de l'Analyse Économique* (ENSAE) in Dakar. Under the current system, candidates who meet the criteria defined by the regional schools may register for a competitive entrance exam organized each year by the *Centre d'Appui aux Écoles de Statistiques en Afrique*. Candidates with the highest scores are allowed to enroll in the school's program for an *ingénieurs de travaux statistiques* (ITS) or *ingénieurs statisticiens économistes* (ISE) diploma,¹ with some currently receiving scholarships and stipends from the CEMAC, the European Union (EU), or French Cooperation. This subcomponent will fund up to four additional students per year in each ITS and ISE degree program.

19. **The project will also support the training of mid-level managers for INSEED and the wider NSS through training as a *Technicien Supérieur de la Statistique* (TSS).** Similar to the ISE and ITS degrees, the

¹ The names of the degree programs do not have direct translations in English. The French names and acronyms are therefore used with explanations provided in table 1.1 of the appendix with further details on individual degrees.



admission into TSS training programs are based on a competitive entrance exam. There are fewer requirements for the TSS degree, though some TSSs will eventually take the ISE and ITS exam to continue their studies. The role of the TSS is generally of junior-level staff and mid-level technicians working in data collection and initial processing, and they are found both in INSEED as well as line ministries. Historically, TSSs have had lower rates of turnover as the opportunities outside of the Government are limited, and TSSs who go on to acquire IST or ISE degrees are more likely to return and continue their career in the public sector. Currently, CEMAC provides scholarships to up to 10 students every other year. In the first year, the project will provide additional support for up to a total of 15 TSS students. In other countries with similar systems to Chad, training for TSS is usually done locally, with support from one of the regional statistics schools. Therefore, the project will also conduct an assessment of the best way to meet longer-term training needs, either through continued support of overseas scholarships or to set up a domestic training location based on the teachers and curriculum of one of the established programs. Training in the later years of the project will be based on the outcome of that assessment.

20. **The value of the scholarship will correspond to the amount provided by the other international institutions.** An ITS degree is awarded after four years of study at ISSEA in Yaoundé and ENSEA-Dakar or two years at ENSEA-Abidjan². The ISE and TSS degrees require three and two years of study, respectively, in one of the statistics schools. The scholarship amount will vary depending on the cost of living in the school's location and may vary from year to year as a result of inflation. In general, the scholarship will cover enrollment, living expenses, transportation and housing, books and supplies (including a computer in the first year), insurance, and internship fees. This cost is currently estimated at XAF 3,800,000 per year, or approximately US\$6,200 per student per year at the current exchange rate (January 2017), at ISSEA in Yaoundé.

21. **Scholarship recipients will sign binding contracts committing them to work in the NSS for five years following graduation.** If a scholarship recipient leaves employment with the NSS or does not complete the five-year requirement, the recipient will be required to reimburse INSEED for the total scholarship amount.

22. **In addition to the scholarships, the project will improve and expand INSEED's test preparation program for the entrance exam.** The program will assist 50 qualified Chadian students annually to take the entrance exam by providing two and a half months of test preparation covering the relevant material in economics, mathematics, and French for the ISE and ITS exam and an equivalent number in a shorter program for the TSS entrance exam.

23. **The project will include activities to encourage greater representation of women in the national statistical service.** The preparation programs will reserve spaces for female candidates and will engage in outreach to encourage qualified female candidates to apply and participate. Female candidates who pass the entrance exam will also have priority access to scholarship programs. In particular, the TSS program provides a clear opportunity for increasing the number of women as more female candidates will meet the TSS exam requirements. It would then be possible for them to remain in TSS roles or to later take the ISE and ITS exam.

² The entry requirements are higher at ENSEA-Abidjan than the other two programs. See table 1.1 in the appendix for more detail.



Subcomponent 1.3: Workforce Training for INSEED Staff (US\$0.5 million)

24. **In addition to scholarships for the next generation of statisticians, the project will provide support to build the capacity of INSEED's existing staff through targeted workshops and short training sessions.** The topics will be informed by the strategic staffing plan, but these trainings are envisioned to cover subjects related to statistics, demographics, economics, and information technology (IT). Training will be conducted on-site for the most part and will cover specific skills in statistics that are directly related to data collection and statistics production, with the goal of making long-lasting improvements to the quality of statistics produced. As such, the project will provide TA to INSEED to draft and update material for courses by INSEED training managers, hiring outside trainers when necessary, and then to implement the training. In exceptional circumstances, this subcomponent can support staff to attend specific international training if there is a clear business case for their participation.

Subcomponent 1.4: Support for the Recruitment and Retention of Qualified Staff (US\$0.7 million)

25. **Additional staff will also be hired based on the results of a strategic staffing exercise.** This subcomponent will support the recruitment of approximately 15 ISEs and ITSs who are graduates of African statistics schools and who will be paid from project resources over the duration of the project. The additional staff offer INSEED the opportunity to demonstrate to the wider government that it is possible to deliver high-quality results in a timely manner if the institute is sufficiently funded. Compensations, including salary and benefits, for these positions will be aligned to the current INSEED pay scales to avoid a two-tiered structure for staff. This also increases sustainability as these individuals could transition to the civil service if there is an improved economic situation in Chad and funding for INSEED.

Subcomponent 1.5: Drafting of the Second Document for the National Strategy for the Development of Statistics (NSDS) (US\$0.2 million)

26. **The NSDS is the main business plan for a national statistics bureau.** The NSDS exercise will provide complete strategic guidelines to steer the development of the NSS to produce high-quality statistics in a timely fashion. Specifically, the NSDS seeks to create a statistics system capable of meeting users' needs by providing the data necessary for the strategic, results-based management of development. The NSDS also channels how resources are used, setting medium-term goals, and providing the benchmarks that the NSS must meet to achieve those goals.

27. **A new version of the NSDS will be drafted for the 2017–2020 period.** The first NSDS covering the 2011–2015 period was adopted in 2011. The main objective of this strategy was to build the institutions, structures, and human resources necessary for the statistics system and to create a robust and effective statistics infrastructure. The implementation of this strategy, however, was hindered by insufficient financing. Regardless, international best practices recommend the development of a clear and realistic strategy that encourages a coherent arc of work and to reduce ad hoc programming based on opportunistic financing from donors.

28. **Activities of the NSDS include strong stakeholder involvement to encourage broad-based ownership of the results.** This support will involve, in particular, funding for TA, the organization of necessary workshops of specific groups to provide input on different products, and the management of



operations and equipment of the workgroup for drafting the NSDS document. The project will therefore support the entire process of evaluating the previous strategy, assessing the system, drafting the new strategy, and identifying strategic areas and priority statistics operations for five years.

Component 2: Data Collection, Processing, Analysis, and Dissemination (US\$6.7 million)

29. **Both the most recent statistics and the survey methodology used in their collection are outdated.** This component will finance the implementation of a program of activities designed to improve the statistical infrastructure, the quality and timeliness of poverty and inequality statistics, National Accounts statistics, and agriculture statistics produced by INSEED. This component will support (a) the implementation of ECOSIT 4 and ECOSIT 5 household surveys, and (b) methodological improvements and supplementary data collection in key data sources of National Accounts and price statistics. While the goal is the public availability of high-quality living conditions data produced with the frequency recommended by international experts (every three years) that can be used for national planning purposes, achieving it requires improved survey instruments and modernizing the approaches to data collection, data processing, and archiving.³ At the core of this is capacity building, which will happen in various ways: through collaborative work with the WAEMU project (such as on the poverty calculations) and through dedicated regional and national training events (for instance, to introduce CAPI).

Subcomponent 2.1: Implementation of ECOSIT 4 (US\$2 million)

30. **Modern statistical systems are expected to update poverty numbers every three years.** The last round of the ECOSIT, the integrated national household survey capable of estimating poverty, was conducted in 2011, with previous rounds being collected in 2003 and 1996. The project will therefore include funding to support the implementation of ECOSIT 4, using updated methodologies, planned to be implemented concurrently with the WAEMU project in 2017. TFSCB resources will also be used to finance the preparatory activities of ECOSIT 4. Activities supported under this component include the hiring, training, and transportation of field staff; transportation funding for supervision; and all required hardware and software necessary for CAPI implementation. It also includes the cleaning, archiving, and dissemination of the anonymized microdata and a statistical abstract.

Subcomponent 2.2: Implementation of ECOSIT 5 (US\$3 million)

31. **To remain aligned with the WAEMU, the next round of the ECOSIT is expected in 2020.** This subcomponent therefore funds the next round (ECOSIT 5), which is planned to correspond with the second round of the WAEMU project and meet international standards on household survey frequency. Similar to the activities listed in Subcomponent 2.1, Subcomponent 2.2 will include funding for necessary materials and services related to the fieldwork, as well as funding for preparation and dissemination.

Subcomponent 2.3: Improving Macroeconomic Statistics (US\$1.7 million)

³ <http://www.worldbank.org/en/news/press-release/2015/10/15/world-bank-new-end-poverty-tool-surveys-in-poorest-countries>.



32. **Chad's national accounting system is understaffed, lacks sufficient data sources, and is behind in the production of National Accounts.** The most recent National Accounts published by INSEED are for 2010, and the base year for the accounts is 2005. The base year therefore needs to be updated, the backlog cleared from National Accounts, and surveys conducted to fill the gaps in input data.

33. **The first priority will be to clear the backlog in production and then to improve data sources, with the ultimate objective of rebasing the National Accounts.** With support from project consultants and in collaboration with the International Monetary Fund (IMF), INSEED will prioritize clearing the backlog in National Accounts by producing complete accounts for 2013 and then calculate estimates for the aggregated accounts for 2011 and 2012 based on the 2013 statistics. To accomplish this, INSEED will need to conduct additional firm-level data collection. INSEED plans to finish the updating before the end of 2017. The next priority is to substantially improve the current sources of data to better cover the country's economic activities. The list of operations includes a 2018 update of the previous 2014 survey of firms and from 2018 onwards, annual surveys of firms. INSEED then plans to recalculate the GDP using the 2008 System of National Accounts (SNA) with 2017 as the new reference year. This process will begin in 2018 and be completed by 2020.

34. **This subcomponent seeks to close the main data gaps in the National Accounts and supports modern methods to improve monitoring of macro-fiscal management in Chad.** TA related to National Accounts is intended to improve the production and updating of those accounts. Specifically, the project will fund the implementation of a survey of firms and help update the supply and use of input-output tables and ultimately the new calculation basis for GDP. To support these objectives, training will be provided to INSEED staff to ensure that improvements in the production of National Accounts, analysis, and dissemination are carried forward over the long term.

35. **In addition to National Accounts, the subcomponent will provide support to improve the collection of data on prices for the CPI and for the production of quarterly economic summaries.** Currently, CPI data are collected only in six urban areas using a base year of 2011. The project would expand collection to additional urban areas and introduce rural areas in the sample. The project will fund the total cost of collecting data on prices in the new areas for the project's duration. Moreover, to ensure that the CPI complies with international recommendation that the basis for the price index be from the past five years, INSEED intends to use the results from the 2017 ECOSIT 4 as the index's new base year. The project will therefore provide the TA, train data collection teams, process and analyze index data, and purchase required equipment for precise price collection. The project will also support a pilot test to integrate innovative techniques in the collection of data on price and food security in remote areas by using a smartphone application.

36. **Quarterly economic summaries will provide policy makers with the most recent information to evaluate short-term economic developments.** This information includes data from the major firms in the economy, and from some administrations and institutions responsible for producing economic, budgetary, or financial statistics. Project support will include TA to develop the methodology, fund data collection of data, and provide necessary training and dissemination support.

Component 3: Project Management and Improvement of IT Infrastructure (US\$1.2 million)

Subcomponent 3.1: Project Management (US\$1 million)



37. **This component will support activities such as (a) fostering the coordination of statistical operations supported by the project; (b) providing project management funding and support for the implementation of large projects (such as the ECOSIT surveys); and (c) strengthening the capacity of INSEED's Project Implementation Unit (PIU) to implement the project effectively.** The PIU will be set up with funding from the TFSCB to ensure day-to-day coordination, implementation, and management (including, fiduciary aspects, M&E, carrying out of audits, and reporting) of project activities. In particular, the PIU will (a) prepare annual work plans and budgets; (b) carry out all disbursements and any financial management (FM) and procurement-related activities in accordance with World Bank-approved procedures; (c) monitor and evaluate project activities; (d) prepare and consolidate periodic reports; (e) coordinate with other stakeholders on issues related to the project; and (f) provide administrative support. It will consist of a PIU coordinator, an M&E specialist, a procurement specialist, and an FM specialist. This component of the project will primarily support consultants in FM and procurement to be core members of the PIU, along with the project coordinator and M&E staff appointed from within INSEED.

Subcomponent 3.2: Improvements to IT Infrastructure for Data Dissemination (US\$0.2 million)

38. **IT infrastructure is insufficient to support adequate data dissemination.** This project will address the existing constraints in the IT infrastructure, including the introduction of innovative tools to widen the reach and impact of INSEED products. Open access to anonymized data is key to enabling evidence-based policy making and social accountability. It also helps statisticians justify budget allocations, which is essential for long-term institutional sustainability. This subcomponent aims to disseminate INSEED products and, by extension, to raise the institute's profile, by targeting two distinct groups of users. The first are end users of INSEED's products, such as indicators and reports. This group will be targeted through an improved website with a more user-friendly search interface and through the development of an offline access point. As Internet access is limited in Chad, and hard copies of reports are difficult to transport and search, an offline access point, such a tablet application or an interactive e-book, would facilitate the use of INSEED information by policy makers and other stakeholders. The access point will be updated as new information becomes available, providing new pathways for dissemination.

39. **The second group targeted will be researchers, academics, and students who require open access to the microdata to produce original analysis.** INSEED's existing open data policies call for a way for users to download microdata without compromising respondent confidentiality. This subcomponent will also provide training in data archiving and anonymization, as well as support the development of an online data access portal.

Project Cost and Financing

40. **The project will be financed through an IDA credit of US\$12 million using an Investment Project Financing instrument for a period of five years, from 2017 to 2022.** Only costs directly related to project activities as described in this document and procured in compliance with the project procurement and FM guidelines are eligible.



E. Implementation

Institutional and Implementation Arrangements

41. **INSEED is the implementing agency.** INSEED was selected as the implementing agency of the project given that the institute is the primary beneficiary and to ensure ownership over project activities and the opportunity to build technical and administrative capacity. INSEED was created by Decree No. 416 PR/MPED/2000 on September 14, 2000, as a national institute with management autonomy. The institute is charged with the coordination of the NSS and headed by the DG.

42. **The project will be implemented under the authority of the INSEED Board,** chaired by the Secretary General of Ministry for Economics and Development Planning with a membership comprising representatives of INSEED, Bank of Central African States, and key staff of sector ministries.

43. **The DG will be the project coordinator and will supervise the PIU.** He will serve as the focal point for project management, coordination, and monitoring of all project activities. Fiduciary and M&E responsibilities will be entrusted to the administrative and financial director supported by a consultant recruited under the third component of the project. The PIU will also include a procurement expert consultant, recruited under the third component of the project, as well as an M&E expert from INSEED. The project coordinator will prepare and update annual work plans and budgets to be reviewed by the Steering Committee and approved by the World Bank. Project policies and procedures will be published in the Operations Manual once it is updated in accordance with the effectiveness conditions of the preparation grant from the TFSCB.

Note to Task Teams: The following sections are system generated and can only be edited online in the Portal.

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

G. Environmental and Social Safeguards Specialists on the Team

Erik Reed

SAFEGUARD POLICIES THAT MIGHT APPLY

Safeguard Policies	Triggered?	Explanation (Optional)
Environmental Assessment OP/BP 4.01	No	
Natural Habitats OP/BP 4.04	No	



Forests OP/BP 4.36	No
Pest Management OP 4.09	No
Physical Cultural Resources OP/BP 4.11	No
Indigenous Peoples OP/BP 4.10	No
Involuntary Resettlement OP/BP 4.12	No
Safety of Dams OP/BP 4.37	No
Projects on International Waterways OP/BP 7.50	No
Projects in Disputed Areas OP/BP 7.60	No

KEY SAFEGUARD POLICY ISSUES AND THEIR MANAGEMENT

A. Summary of Key Safeguard Issues

1. Describe any safeguard issues and impacts associated with the proposed project. Identify and describe any potential large scale, significant and/or irreversible impacts:

No safeguards issues have been identified for this project.

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

No safeguards related indirect or long term impacts have been identified for this project.

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

Not applicable.

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.

Not applicable.

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

Not applicable.

B. Disclosure Requirements

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



The World Bank Policy on Disclosure of Information

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

NA

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

NA

All Safeguard Policies

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

NA

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

NA

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

NA

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

NA

CONTACT POINT

World Bank

Kristen Himelein Kastelic
Senior Economist/Statistician

Borrower/Client/Recipient

Ministere du Plan et de la Cooperation Internationale

Implementing Agencies



INSEED

Ousman Abdoulaye Haggar

Director General

abdoulaye_haggar@yahoo.fr

FOR MORE INFORMATION CONTACT

The World Bank

1818 H Street, NW

Washington, D.C. 20433

Telephone: (202) 473-1000

Web: <http://www.worldbank.org/projects>

APPROVAL

Task Team Leader(s):

Kristen Himelein Kastelic

Approved By

Safeguards Advisor:

Practice Manager/Manager:

Andrew L. Dabalen

09-Jan-2017

Country Director:

Paul Nounba Um

10-Jan-2017

Note to Task Teams: End of system generated content, document is editable from here.