

PCR EVALUATION NOTE FOR PUBLIC SECTOR OPERATIONS

1. BASIC INFORMATION			
a. Basic project data			
Project title: 2016 Malawi Economic Census			
Project code: P-MW-K00-007	Instrument number(s): 2100155035316 (Grant)		
Project type: PUBLIC	Sector: Multi-Sector		
Country: Malawi	Environmental categorization (1-3) :		
Processing Milestones	Key Events	Disbursement and Closing date	
Date approved: 05-07-2017	Cancelled amount: NA	Original disbursement deadline: 31/03/2019	
Date signed: 03-11-2017	Supplementary financing: NA	Original closing date: 31/12/2018	
Date of entry into force : 03-11-2017	Restructuring: NA	Revised disbursement deadline: 30/04/2020	
Date effective for 1 st disbursement: 18/11/2017	Extensions (specify dates): From 31st December 2018 to December 2019.	Revised closing date: 31/12/2019	
Date of actual 1st disbursement: 07/02/2018			
b. Financing sources			
Financing source/ instrument (MUA)	Approved amount (MUA) :	Disbursed amount (MUA) :	Percentage disbursed (%) :
Loan:			
Grant:	UA 760,000.00	UA 760,000.00	100%
Government:	UA 150,000.00		
Other (ex. Co-financiers):			
TOTAL :	UA 910,000.00	UA 760,000.00	99.97%
Co-financiers and other external partners:			
Execution and implementation agencies: Ministry of Finance and Economic Planning through the National Statistics Office			
c. Responsible Bank staff			
Position	At approval	At completion	
Regional Director	Tonia Kandiero	Josephine Ngure	
Sector Director	Charles, L, Lufumpa	Charles, L, Lufumpa	
Sector Manager	Lawson Fessou, Emessan	Ben Paul Mungyereza	
Task Manager	Besa Muwele	Stephen Bahemuka.	
Alternate Task Manager	NA	NA	
PCR Team Leader		Rees Mpofu	
PCR Team Members		Kalumba Chopa Michael Mkandawire; Delight Ngwira; Joseph Byamugisha.	
d. Report data			
PCR Date : 28 July 2020			
PCR Mission Date:	From:	To:	
PCR-EN Date: 07 April 2021			
Evaluator/consultant : Judith OFORI		Peer Reviewer/Task Manager: Tesfaye Teklu	

2. PROJECT DESCRIPTION

Summary from Appraisal Report including addendum/corrigendum or loan agreement, and taking into account any modification that occurred during the implementation phase.

a. Rationale and expected impacts:

Provide a brief and precise description on the project/programme rationale (concerns/questions raised), expected impacts and the intended beneficiaries (directly or indirectly impacted by the project/programme). Highlight any change that occurred during the execution phase.

There was lack of adequate and timely source data has affected the accuracy and reliability of real sector data, particularly GDP data. At the time, quarterly GDP data was not produced and expenditure components were not covered. Past attempts made to correct these deficiencies were reported not to had not been adequate as funding to carry out comprehensive economic surveys and censuses was deficient. The IMF Statistical Technical Assistance team recommended that NSO be provided with support to remedy this weakness. It is against this background that the GoM requested the Bank to provide support to conduct Economic Censuses.

Project Impact according to the PAR is Contribution to more effective economic management, better informed policy making and planning and the design of programs and projects for accelerated growth and job creation.

b. Objectives/Expected Outcomes:

Provide a clear and concise description of the project objectives, expected outcomes, and intended beneficiaries. In so doing, highlight any revision/amendment.

The objective of the project is to assist the Government of Malawi through the National Statistical Office to build their capacity for conducting an economic census. This support builds on the achievements of capacity development of the national statistical system financed by the Government of Malawi with coordinated support from development partners including the AfDB). The specific objectives include support for (i) field data collection and data capture, processing, editing and tabulation; and (ii) in-depth thematic analysis and reports dissemination. (iii) Accessing reliable data for policy and decision making; development planning and monitoring.

Outcome 1: Improved availability and quality of economic statistics at national, sub-regional and regional level

Outcome 2: Improved reporting on economic statistics

Outcome 3: Improved Statistical Capacity of the Malawi Statistical System.

c. Outputs and intended beneficiaries:

Provide a clear and concise description of the expected outputs and intended beneficiaries. In so doing, highlight any revision/amendment.

Project Outputs:

Output 1: Number of staff categories trained as planned.

Output 2: Economic Census Conducted.

Output 3: National and regional stakeholder consultation workshop.

Output 4: Economic Census Report

The project's beneficiaries are the producers and users of official statistics including administrative units and line ministries; national policymakers; businesses and investors; researchers and analysts; citizens of Malawi; and development partners at the national and regional levels, including the Bank itself. Other beneficiaries

include sub regional organizations (SROs) and other pan African organizations and international development partners, as well as the Bank.

d. Principal activities/Components:

Provide a clear and concise description of the principal activities/components. In so doing, highlight any revision/amendment.

The PAR listed the following two (2) components: (i) Development of a comprehensive Statistical Business Register and (ii) capacity building assistance to NSO to conduct an economic census regularly.

(i) Development of a comprehensive Statistical Business Register:

- Provision of technical assistance to NSO and NSS
- Training of NSO staff in the construction and maintenance of an integrated economic information system to provide quality data needed for the compilation of economic statistics.

(ii) capacity building assistance to NSO to conduct an economic census regularly:

- Support for conducting economic census survey
- Support for data analysis and synthesis report
- Holding of national and regional stakeholder consultation workshops
- Production of Economic Census Report
- Launch and Dissemination workshop

3. PROJECT PERFORMANCE ASSESSMENT

RELEVANCE

a. Relevance of the project development objective:

Evaluation of the relevance ex-ante and ex-post (including during the implementation phase). The relevance of the project objective (during the evaluation ex-ante and the post-evaluation) in terms of alignment with country's development priorities and strategies, the beneficiary needs (including any changes that may have occurred during the implementation), applicable Bank sector strategies, the Bank country/ regional strategy, and general strategic priorities of the Bank.

The Bank responded to the GoM's call to address the urgent need to address the issue of adequate and relevant data, statistics and information that can be used to address urgent economic and planning needs of the country. Also, the country needed statistics that enables compliance with international best practice and improved response to the national, regional, continental and international development agendas precipitated the Census of Economic Activities (CEAs) in Malawi.

The project responded to a number of important regional and international initiatives, including: the Reference Regional Strategic Framework (RRSF) for the development of statistics in Africa which lays the foundation for the NSDS; the Strategy for the Harmonization of Statistics in Africa (SHaSA); and the Africa Symposium on Statistical Development; the Marrakesh Plan of Action for Statistics (MAPS) and, BAPS endorsed at the High-Level Forum on Aid Effectiveness in Busan, Korea in 2011. Also, the directives of the ADF Deputies putting results measurement at the center of the Bank's support for development.

The project also responds to Bank Group's operational orientation and the directives of the Bank's Governing Bodies and ADF Deputies which emphasize managing for results across all its projects and programs. Success in results measurement can only be achieved by strong national statistical systems in RMCs with the necessary

capacity for data generation, management, analysis, and dissemination to facilitate effective design, monitoring, and evaluation of operations.

The project is in line with the 2nd pillar of Malawi's CSP (2013-2017). The pillar emphasizes private sector investment and trade for enhanced economic growth through the economic governance sub-pillar. Sound economic management, a key aspect of economic governance, requires quality and timely economic data. The CSP had envisaged support for statistical capacity building during the cycle. It is also fully aligned with the ADF-13 priorities and the Bank's Ten-Year Strategy (2013 -2022) objectives of inclusive growth and green growth and the High 5s Agenda, improving the quality of life for people in Africa. The project will facilitate the provision of data required for measuring development results in general, and, trends on poverty and inclusive growth. It also complements the Bank's ongoing multinational statistical capacity building program: Managing for development results phase IV. 1.1.4 Furthermore, the project is in line with) (i) the ADF policy guidelines and (ii) the Bank's 2015-2020 Knowledge Development and Management Strategy all of which emphasize the central role of statistics in the implementation of the results agenda.

The PCREN agrees with the PCR's **Highly Satisfactory (4)** rating.

b. Relevance of project design (from approval to completion):

The evaluator should provide an assessment of the relevance of the project design regardless of the one provided in the PCR. The evaluator will also comment on the PCR conclusion for this section, and will provide an evaluation of the relevance of the project design. The latter assesses the soundness and the timing of eventual adjustments, or technical solutions to ensure the achievement of the intended results (outcomes and outputs), the adequacy of the risk assessment, environmental and social protection measures, as well as the implementation arrangements. For Programme Based Operations (PBO), an assessment will be made on the relevance of the prior actions, the policy dialogue and the extent to which the operation could have been more pro-poor in its design.

The Bank previously financed two phases of Statistical Capacity Building (SCB) programmes in Regional Member Countries (RMCs); "Multinational Statistical Capacity Building in Regional Member Countries for MDG Monitoring and Results Measurement" – which covered 51 countries.

The design of the project according to the Project Appraisal Report (PAR) considered and built on the key lessons from executing the various Phases of its SCB program in RMCs. The core elements were: (i) Skills development - particularly to improve the organization of statistical activities and strengthen the management of statistical agencies and systems; (ii) Data use and management to be improved, strengthened and disseminated; (iii) Empowering national statistical agencies to promote better coordination in countries; and (iv) Data development - with a special focus on administrative data.

In addition, the project considered the Bank portfolio management experience in Malawi and lessons learnt. The CPPR of 2015 highlighted weak capacity in financial management and procurement as key challenges in portfolio management. The underlying causes being the lack of dedicated staff to handle PFM and procurement matters. In this regard, the Bank will ensure that National Statistics Office (NSO) assigns the required PFM staff to the project on a full-time basis, who will be trained in Bank procedures.

All key stakeholders were reported to have been involved in the design of the project; it was done in collaboration with NSO and other data producers in Malawi.

For Economic census, key stakeholders were consulted as part of the design process to ensure that key data needs would be met and that the Economic census reflected current international commitments and reporting obligations as well as country level requirements. Key sector Ministries, and development partners were involved in discussions on the timing of the fieldwork, reviewing the survey instruments and materials and remain members of the NSDS Steering and technical committees that monitors the activities of NSO.

The PCR reported conflicting scheduling in the execution of the project, as CEA overlapped with the National Population and Housing Census creating competition for human resources during the implementation period. The design team underestimated the duration of the CEA at planning did not adequately factor in other significant statistical operations with potential to compete for human and other material resources within the NSO and across the NSS. The competition for relevant resources with the national Population and Housing Census slowed down the CEA activities to a certain extent. This negatively affected the implementation schedule and delivery of outputs and outcomes.

The PCREN agrees with the PCR's **Satisfactory (3)** rating.

EFFECTIVENESS

c. Effectiveness in delivering outputs:

Evaluation of the extent to which the project achieved its stated outputs (obtained from the logical framework) based on the last Implementation Progress and Results Report (IPR) and by considering accurate reporting of direct or indirect evidence on intended and unanticipated outputs. In the absence of sufficient data (as direct evidence), indirect evidence (such as project outcomes and other pertinent processes/elements of the causal chain) should be used particularly in the evaluation of the extent to which the project is expected to achieve its stated results/ objectives. The absence of sufficient data to assess the effectiveness should be indicated (and clearly detailed in the PCR quality evaluation section).

The project outputs were largely delivered. Below are the details of the results as per the PCR.

Output 1: Number of staff categories trained as planned. 44 staff of which Male were 32 and 12 were Females were trained as planned. Satisfactory: Four (4) managers, ten (10) professionals, and thirty (30) non-professionals underwent training in conducting economic census, female representation in the training process stood at 27%

Output 2: Economic Census Conducted. As one of the fundamental practical steps was the execution of field operations collecting the necessary basic data from the selected outlets leading to the production of the main report. Economic Census field work operations successfully executed and overall reporting done to satisfaction as desired or planned.

Output 3: National and regional stakeholder consultation workshop.: As one of the fundamental practical steps was the execution of field operations collecting the necessary basic data from the selected outlets leading to the production of the main report. Economic Census field work operations successfully executed and overall reporting done to satisfaction as desired or planned. Satisfactory: Two consultative stakeholder workshops were undertaken, the first on the development of Statistical Business Registers (SBRs) and another on the rebasing of GDP bringing Malawi stakeholders together with the Bank and the International Monetary Fund (IMF).

Output 4: Economic Census Report: The production and dissemination of the CEA Report 2016 and 2017 demonstrates the overall success of the project. The CEA provides specific details on Methodology and Field Operations, Overall findings on the Economic Census; Class (Division) specific findings, assets and liabilities, the statistical endeavour provided a sampling frame from which relevant surveys will derive their target samples going forward.

The PCREN agrees with the PCR's **Satisfactory (3)** rating.

d. Effectiveness in realizing outcomes:

Evaluation of the extent to which the project achieved (or is expected to achieve) its intended set of outcomes (including for Program Based Operations (PBOs) where complementary measures are necessary for their implementation, namely public awareness, policy dialogue and institutional arrangements for instance). The evaluator should make an assessment based on the results of the last project Implementation Progress and Results (IPR). The evaluator shall indicate the degree to which project outcomes (intended and unanticipated) as well as reasons for any eventual gap were discussed in the PCR.

There were mixed results in achieving the outcomes, but mostly achieved. The results are presented below:

Outcome 1: Improved availability and quality of economic statistics at national level, subregional and regional level. From No comprehensive economic statistics data based on a fully fledged or comprehensive Census of Economic Activities (CEA) in 2016/2017 (no baseline) to Sufficient basic data as in the CEA report that is up to date and responds to the CEA objectives and its justification. The results provide inputs for GDP rebasing including rebasing of the Index of Industrial Production (IIP). Satisfactory: According to the PCR, the project unlocked comprehensive data that allows Malawi to exercise progressive practical steps towards fulfilment of best practice in the measurement of various statistical indicators on economic statistics. Apart from providing specific details on Methodology and Field Operations, Overall findings on the Economic Census; Class (Division) specific findings, assets and liabilities, the initiative provided a sampling frame from which relevant surveys will derive their target samples going forward.

Outcome 2: 2.1 Improved reporting on GDP. From Annual GDP reporting to Annual and Quarterly GDP reporting. At project completion, Annual 100% and Quarterly 50% GDP reporting. The project provided means for GDP rebasing and twice per year reporting; August/September and February/March.

Outcome 2: 2.2 Proportion of informal sector activities in GDP. Not achieved. This is yet to be developed, whilst the National Population and Housing Census had some modules to estimate the informal sector activities in GDP, the data is yet to be analysed and the development of the long-term strategy in estimating the same sectors remains outstanding.

Outcome 3: Improved Statistical Capacity of the Malawi Statistical System. From 60% to 80% - The overall Statistics Capacity Indicator (SCI) stood at 73.3% in 2019 before the release of the CEA results and dissemination of highlights. Possibly the impact of the CEA should show effect at the end of 2020.

The PCREN agrees with the PCR's **Satisfactory (3)** rating.

e. Project development outcome:

The ratings derived for outcomes and outputs are combined to assess the progress the project has made towards realizing its development objectives, based on the rating methodology recommended in the Staff Guidance Note on project completion reporting and rating (see IPR Guidance Note for further instruction on development objective rating).

Both the outcomes and output rated satisfactory. The PDO is therefor rated **Satisfactory (3)**.

f. Beneficiaries:

Using evidence, the evaluator should provide an assessment of the relevance of the total number of beneficiaries by categories and disaggregated by sex.

The PCR presents in the table below project beneficiaries from planned targets to actual at Project completion.

Actual (A)	Planned (B)	Progress towards target (% realized) (A/B)	% of women	Category (e.g. farmers, students)
44	44	100%	27 were female	Refers to the number of managers, professionals that underwent training in related to the conduct of the economic census. Thirty-two were males whilst twelve were females.
118	120	98%	38% were female	Refers to the number of field operations staff, enumerators, field supervisors, and data entry clerks that were recruited to support the CEA activities.

g. Unanticipated additional outcomes (positive or negative, not taken into consideration in the project logical framework):

This includes gender, climate change, as well as social and socio-economic- related issues. Provide an assessment of the extent to which intended or unanticipated additional and important outcomes have been taken into consideration by the PCR. The assessment should also look at the manner the PCR accounted for these outcomes.

The project stimulated other necessary training sessions for improved institutional effectiveness. During project implementation, some NSO staff underwent financial management and accounting training for better financial management and reporting as an UAO for from the project.

EFFICIENCY

h. Timeliness:

The timeliness of project implementation is based on a comparison between the planned and actual period of implementation from the date of effectiveness for first disbursement. For Programme Based Operations (PBOs), the timely release of the tranche(s) are assessed through this same criterion.

The project was approved on 05 July 2017, signed on and became effective on 03 November 2017, the original completion date of 31 December 2018 was extended with the final revised closing date being 31 December 2019.

The project was planned to be implemented in eighteen (18) months but actual implementation twenty-nine (29) months. The PCR gave reasons for the delay; terms of implementation schedules across the CEA and the decennial national Population and Housing Census partly explains the implementation delays experienced. Better scheduling of relatively large statistical operations is recommended to avoid potential delays and competition for human and material resources, this does not only cause delays but also compromises the quality of processes.

The ratio of planned and actual implementation time is 0.62, The ratio ... is expected to be <0.75 and ≥ 0.50 .

Delays

This according to the guidelines is **Unsatisfactory (2)**, as against the PCR's satisfactory rating. The PCR, had the correct ratio, but wrong rating.

i. Resource use efficiency:

Provide an assessment of physical implementation (based on outputs delivered) against resources used (based on cumulative commitments/disbursements) at completion for all contributors to the project (the Bank, Government, and others). This criterion would normally not apply to PBOs, as there is often no direct link between the outputs and the amount of contribution (in which case the rater would indicate N/A).

At 99.97% of the budget utilization to deliver most of the planned activities and outputs, albeit with extension to the implementation period. The CEA achieved all its results except where the scope of implementation except the challenge of including or capturing the informal sector in the GDP measurement in Malawi.

The PCREN agrees with the PCR's **satisfactory (3)** rating.

j. Cost-benefit analysis:

Review the validity of the Economic rate of return (ERR) (if any) in the PCR, and highlighting any data and methodological limitations. The review should indicate if an ERR was not estimated and any reason provided in the PCR. The evaluator should verify whether the benefits of the project (achieved or expected) exceed its actual costs. To achieve this, evidences will mainly be based on a comparison between Economic Rates of Return

(ERR) calculated at appraisal, the mid-term review and completion. When commenting PCR ratings, the degree of utilization of valid sources for evidence justifying the rating assigned should be taken into consideration. The evaluator should ensure the validity of assumptions and that the same model was used for the does not apply, an assessment could be done calculation of other ERRs. For PBOs for which this calculation model about the contribution of policy reforms to economic growth. In the absence of sufficient evidence, an appropriate rating should be assigned.

Not applicable, as such no CBA was done at preparation nor completion.

k. Implementation progress:

The assessment of the Implementation Progress (IP) on the PCR is derived from the updated IPR and takes into account all applicable IP criteria assessed under the three categories : i) Compliance with covenants (project covenants, environmental and social safeguards and audit compliance), ii) Compliance with project systems and procedures (procurement, financial management and monitoring and evaluation), and iii) Compliance with project execution and financing (disbursement, budget commitments, counterpart funding and co-financing).

Most of the planned activities and outputs. Except for some outstanding issue of capturing the informal sector in the GDP measurement in Malawi, the CEA achieved all its results.

On i) Compliance with covenants, ii) Compliance with project systems and procedures and iii) Compliance with project execution and financing; 1) All Conditions that are due have been fulfilled; According to the PCR, substantial time was spent on reminders to the NSO ensuring procurement, expenditure justifications and the audit report were prepared and submitted on time; 2) Compliance to environmental and social safeguards was not required in the program; and 3) the provision of counterpart funding did not apply.

Looking at the duration of the implementation to achieve the outputs delivered, the progress made is satisfactory.

The PCREN agrees with the PCR's **Satisfactory rating (3)**.

SUSTAINABILITY

l. Financial sustainability:

Provide an assessment of the extent to which funding mechanisms and modalities (eg. Tariffs, user fees, maintenance fees, budgetary allocations, other stakeholder contributions, aid flows, etc.) have been put in place to ensure the continued flow of benefits after completion, with particular emphasis on financial sustainability. For PBOs, the assessment should focus on financial sustainability of reforms, as well as the Bank's policy dialogue to promote financial sustainability of the reforms.

According to the PAR, the GoM has been fully committed to funding statistical activities to increase the availability of high quality, timely and reliability of data for policy formulation, planning, monitoring and evaluation. Most statistical activities are funded by the Government and complemented by financing and technical assistance of DPs, particularly for major surveys. The government was reported to have increased significantly budgetary allocation to NSO in FY 2015/16 and 2016/17, to enable it undertake preparation work for the 2018 Population & Housing Survey and other conduct other surveys. From Phase I through Phase III of SCB, Malawi is reported to have sustained the momentum of the improvements in its statistical capacity. For example, significant improvements have been attained in areas such as price, national accounts statistics and skills development. The PCR did not give any information on whether the GoM has made budgetary allocations for supporting the NSO after project completion.

The training of various categories of staff followed by the successful conduct and dissemination of the CEA report provides minimum conditions for possible replication of similar activities in the short to medium term. However, the PCR warns should there be delays between the latest CEA and the next, there would be gradual institutional memory loss, with subsequent expensive restart to information, data and knowledge driven activities. Should the NSO replicate CEA activities, it should be able to sustain itself from income generated, but it is not clear whether planned activities to financially sustain itself.

The PCREN is unable to score (UTS) the Financial Sustainability of the project.

m. Institutional sustainability and strengthening of capacities:

Provide an assessment of the extent to which the project has contributed to the strengthening of institutional capacities – including for instance through the use of country systems – that will continue to facilitate the continued flow of benefits associated with the project. An appreciation should be made with regards whether or not improved governance practices or improved skills, procedures, incentives, structures, or institutional mechanisms came into effect as a result of the operation. For PBOs, this should include an assessment on the contributions made to building the capacity to lead and manage the policy reform process; the extent to which the political economy of decision-making was conducive to reform; the Government’s commitment to reform; and how the design reinforced national ownership.

The project provided several training, capacity building, stakeholder consultations and engagements in best practice in the measurement of various statistical indicators on economic statistics were also undertaken. It substantially contributed to the strengthening of the capacity and efficiency of the National Statistical Office for conducting an economic census and other statistical operations.

The project has created widespread awareness on the importance of the CEA among other statistical operations and the necessity for conducting the same statistical endeavour as and when due is fundamental. However, according to the PCR, the negative implications of failure to adhere to international best practice requires clarity across all significant stakeholders across the NSS. Once the requisite knowledge exists on the integral role of respecting survey programs it becomes relatively easier to successfully advocate for country owned resources to undertake the same statistical operations as and when due for the purposes of efficient evidenced based policy dialogue.

The PCREN agrees with the PCR’s **Satisfactory rating (3)**.

n. Ownership and sustainability of partnerships:

Provide an assessment of whether the project has effectively involved relevant stakeholders, promoted a sense of ownership amongst the beneficiaries (both men and women) and put in place effective partnerships with relevant stakeholders (eg. local authorities, civil society organizations, private sector, donors) as required for the continued maintenance of the project outputs. For PBOs, the assessment should measure the extent to which the Government’s capacity to conduct consultations during policy dialogue and the extent to which the Bank supported the Government in deepening the consultation processes.

The project was designed with an extensive consultation and participation of key stakeholders in collaboration with NSO and other data producers in Malawi. For Economic census, key stakeholders were consulted as part of the design process to ensure that key data needs would be met and that the Economic census reflected current international commitments and reporting obligations as well as country level requirements. Key sector Ministries, and development partners were involved in discussions and design of the project.

The key stakeholders were involved in project implementation.

With the involvement, healthy relationship came ownership by the relevant stakeholders.

The PCREN agrees with the PCR’s **Satisfactory rating (3)**.

o. Environmental and social sustainability:

Provide an assessment of the objectivity of the PCR rating on the project’s implementation of environmental and social mitigation/enhancement measures with regard to the Environmental and Social Management Plan (ESMP), the capacity of country institutions and systems, as well as the availability of funding to ensure the environmental and social sustainability of the operation. This criterion would normally only apply to Environmental Category I and II projects.

Not Applicable.

4. PERFORMANCE OF STAKEHOLDERS

a. Bank performance:

(Preparation/approval, ensure of Quality at Entry (QAE) : quality of the supervision, completion) : Provide observations on the objectivity of the PCR ratings and feedback provided by the Borrower, and if necessary, re-assess the Bank's performance throughout the project cycle (design, implementation, completion) by focusing on evidence from the PCR in relation to 7 criteria defined in the PCR Guidance Note.

The Borrower gave a glowing assessment of the Bank's performance in the PCR. The Borrower assessed the bank to be consistent with practical guidance to the implementing agency on standard issue focusing on financial management and reporting as well as procurement ensuring all steps are in line with Bank rules and procedures.

The project was relevant to the country's development needs, the need to address the critical developmental issue of adequate and relevant data, statistics and information that can be used to address urgent economic and planning needs of the country.

According to the PCR, the project benefited from the successive phases of the Bank's highly successful and evolving Statistical Capacity Building (SCB) approach from which many lessons have been learnt since the turn of the millennium. Even though the PCR, stated that "On regular supervision missions, adherence to Bank rules was observed through the deployment of a balanced supervision team covering statistical matters, disbursement, procurement, and financial management"; there was no information on the number of supervision missions undertaken by the Bank.

The PCREN agrees with the PCR's **Satisfactory rating (3)**.

b. Borrower performance:

Provide observations on the objectivity of the PCR ratings, and if necessary, re-assess the Borrower's performance throughout the project cycle (design, implementation, completion) by focusing on evidence from the PCR in relation to questions defined in the PCR Guidance Note.

The Borrower adhered to and complied with Grant agreements precedent to project commencement. There was delay in the implementation of some activities; the CEA and the decennial national Population and Housing Census partly contributed to the delays experienced. The implementation schedule was extended by 40% (planned implementation, eighteen (18) months but actual implementation twenty-nine (29) months).

Most outcomes and outputs were delivered, with project development outcome, rated satisfactory.

The PCR reported there were some fiduciary queries but did not elaborate on them, the IPR did not also give any details of the fiduciary queries. Also, the PCR stated that there were delays in submitting expenditure justifications and audit report on demand or as and when due. Borrower needed to improve in future, the timely preparation and submission of expenditure justifications.

The PCREN agrees with the PCR's **satisfactory (3)** rating.

c. Performance of other stakeholders:

Provide observations on the objectivity of the PCR ratings, and if necessary, re-assess the other shareholders' performance throughout the project cycle (design, implementation, completion) by focusing on evidence from the PCR in relation to relevant questions specific to each stakeholder (co-financiers, NGO, contractors and service providers).

All key stakeholders were reported to have been involved in the design of the project; it was done in collaboration with NSO and other data producers in Malawi. They were actively engaged in the implementation of the project.

According to the PCR, members of the Project Steering and Technical Committee comprising the Malawi Confederation of Chambers of Commerce (MCCCI), Malawi Revenue Authority (MRA), Reserve Bank of Malawi (RBM), the Ministry of Industry and Trade, Registrar General's Department provided complementary inputs and relevant support to the process. The NSO worked closely with the Department of Registrar General and MRA to list all relevant business units perceived to be operational in 2016 and 2017.

The PCREN agrees with the PCR's **Satisfactory rating (3)**.

5. SUMMARY OF OVERALL PROJECT PERFORMANCE

a. Overall assessment:

Provide a summary of the project/programme's overall performance based on the PCR 4 key components (Relevance, Effectiveness, Efficiency and Sustainability). Any difference with the PCR and the reasons that have resulted in them should be mentioned. For cases with insufficient evidence (from the PCR and other documents) available, the evaluator should assign a partly satisfactory rating (to be revised) until a PPER is complete.

Relevance: The project is in line with the 2nd pillar of Malawi's CSP (2013-2017). It is also fully aligned with the ADF-13 priorities and the Bank's Ten-Year Strategy (2013 -2022) objectives of inclusive growth and green growth and the High 5s Agenda, improving the quality of life for people in Africa. Furthermore, the project is in line with (i) the ADF policy guidelines and (ii) the Bank's 2015-2020 Knowledge Development and Management Strategy all of which emphasize the central role of statistics in the implementation of the results agenda.

Effectiveness: Most, but not all the outputs were delivered; one output was cancelled. There were mixed results in achieving the outcomes, mostly not achieved. Both outcomes and outputs were rated satisfactory.

Efficiency: The project was extended from the planned eighteen (18) months to twenty-nine (29) months, about 80% of project activities were completed; the use of budgetary resources was satisfactory, 99.99% of the resources utilised. Overall, the efficiency was satisfactory.

Sustainability: Overall sustainability was rated satisfactory – (financial UTS, institutional 3, ownership 3, social and environment N/A: average 3).

b. Design, implementation and utilization of the M&E:

Provide an assessment of planned and actual design, implementation and utilization of the M&E system. Design: To which extent the project M&E system was explicit, adequate and realistic to generate and analyse relevant data ; Implementation: To which extent relevant data was collected – Elements of M&E implementation and effectiveness in the PCR ; Utilization: degree of utilization of data generated for decision-making and resource allocation – elements of M&E utilization in the PCR.

The PAR sets out the M&E Framework with the main monitoring milestones for the implementation of the projects. There however was not a designated M&E officer, or evidence of any resources to the M&E function.

According to the PAR, the NSO has established a monitoring schedule for each cycle of fieldwork and teams from HQ and regional statisticians visit the field work teams to assess progress, discuss challenges and review the quality of the questionnaires completed. The economic census Project Implementation Team (PIT) was tasked in the PAR with providing regular progress reports on the economic census including on progress with fieldwork and on any fieldwork challenges. The IPR or the PCR did not elaborate on how regular the progress reports were submitted.

Statistical outputs were produced which was in the publication and dissemination of the CEA report as well as the subsequent availability of relevant data being used for varied applications like the GDP rebasing among other high profile uses. The main report and subsequent applications of the relevant data is indicative of successful statistical capacity building success with respect to the CEA.

6. EVALUATION OF KEY LESSONS LEARNED AND RECOMMENDATIONS

a. Lessons learned:

Provide a brief description of any agreement/disagreement with all or part of the lessons learned from the PCR after analysis of the project performance with regards each of the key components of the evaluation (Relevance, Effectiveness, Efficiency, and Sustainability). List the main PCR and/or reformulated pertinent lessons learned for each of the above four components. It is recommended that no more than five lessons learned are discussed. Key questions and targeted audience must also be specified for each lesson learned.

<u>Original</u>	The CEA stimulated the latest possible basic data on the structure of the Malawi economy with multiplicity of applications that improve the policy dialogue space. Assembling the latest data describing Malawi's economic structure presents an opportunity to measure and share with significant stakeholders what would have been with and without the CEA. The quantitative differences ranging from the size of the economy, comparing what could have been with and without the CEA presents hard unconstable evidence to policy decision makers in Malawi. Complementary benefits are by the way of revamping the IIP and PPI taking current realities into account, all such objective evidence should be used to good effect to sensitise decision makers equipping them evidence that underlines the request for regular resource allocation from the fiscus to replicate such statistical endeavours as part of regular statistical programs fundamental to policy design, implementation, monitoring and evaluation.	<u>Validation</u> Write-Off
<u>Reformulation (If applicable)</u>		
<u>Reviewer Comment</u>	These are series of findings and recommendations, not lessons.	
<u>Original</u>	Whilst the objective of implementing the CEA is unquestionable, it is part of best practice for the NSO to endeavor or to work deligitly towards getting the process embedded as part of regular statistical activities and ensuring it is sustainable and funded using resources from the fiscus.	<u>Validation</u> Write-Off
<u>Reformulation (If applicable)</u>		
<u>Reviewer Comment</u>	This is a recommendation, not a lesson.	
<u>Original</u>	Whilst the CEA activities were achieved without doubt, subsequent technical work using the results to rebase GDP and other indices is ongoing and for implementation. As a continuous process the NSO should build adequate statistical capacity with special emphasis on internal skills transfer taking advantage of international consultants recruited from time to time. Intelligent production of alternative estimates (with or without the contribution of the CEA) as part of methodological research provides hard evidence useable to magnify and justify the importance of the CEA in applied work across all walks of life.	<u>Validation</u> Write-Off

<u>Reformulation (If applicable)</u>		
<u>Reviewer Comment</u>	This is a recommendation, not a lesson.	

<u>Original</u>	Many countries including Malawi encounter budgetary constraints and hardly adhere to international practice over time. The Bank from time to time engages high level officials encouraging the culture of deliberate resource allocation towards fulfilment of timely survey programs leading to better statistics for better outcomes over time.	<u>Validation</u> Write-Off
<u>Reformulation (If applicable)</u>		
<u>Reviewer Comment</u>	This is a finding/conclusion drawn, not a lesson.	

<u>New lesson</u>	
<u>Reviewer comment</u>	

b. Recommendations:

Provide a brief description of any agreement/ disagreement with all or part of the recommendations from the PCR. List the main PCR and/or reformulated recommendations (required actions by the Borrower and/or the Bank).

<u>Original</u>	Sensitising high level officials in strategic positions as a continuous process is useful as an attempt to ensure Malawi has a predictable survey and census program including the CEA for the benefit of improved evidence-based policy dialogue.	<u>Validation</u> Sign-Off
<u>Reformulation (If applicable)</u>		
<u>Recipient(s)</u>	Bank and Beneficiary	
<u>Reviewer Comment</u>		

<u>Original</u>	Data collection in particular for a large-scale statistical endeavour like the CEA is largely specialised and comes with the opportunity for improving data collection skills for established staff of the NSO. Overlap in dates of implementation with other statistical activities can be counterproductive for effective statistical capacity building activities – good sequencing of activities without clashes is recommended.	<u>Validation</u> Sign-Off
<u>Reformulation (If applicable)</u>		
<u>Recipient(s)</u>	Beneficiary	

<u>Reviewer Comment</u>	
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<u>Original</u>	It is recommended that the process be developed as part of methodological improvements and advancement with implementation being a formality subject to incremental value addition as and when data collection possibilities arise as presented by the CEA among other statistical operations.	<u>Validation</u>
<u>Reformulation (If applicable)</u>		Sign-Off
<u>Recipient(s)</u>	Beneficiary	
<u>Reviewer Comment</u>		

<u>Original</u>	Continuous engagement between users and producers of data and the instrumental role of the CEA requires continuous amplification as and when necessary.	<u>Validation</u>
<u>Reformulation (If applicable)</u>		Sign-Off
<u>Recipient(s)</u>	Beneficiary	
<u>Reviewer Comment</u>		

<u>Original</u>	Introduce submission of audit reports and expenditure justifications as indicators in performance KPI.	<u>Validation</u>
<u>Reformulation (If applicable)</u>		Sign-Off
<u>Recipient(s)</u>	Bank and Beneficiary	
<u>Reviewer Comment</u>		

<u>New recommendation</u>		
<u>Recipient(s)</u>	Choose recipient(s)	
<u>Reviewer comment</u>		

7. COMMENTS ON PCR QUALITY AND TIMELINESS

The overall PCR quality rating is based on the criteria presented in the annexe and other: The quality of the PCR is rated as highly satisfactory (HS) (4), satisfactory (S) (3), unsatisfactory (US) (2), and highly unsatisfactory (HUS) (1). The timeliness of the PCR is rated as on time (4) or late (1). The participation of the Borrower, co-financier, and the bank's external office(s) are rated as follows: HS (4), S (3), US (2), HUS (1).

The PCR quality is rated **satisfactory**. There was adequate coverage of project activities and use of data/evidence to substantiate findings and ratings.

The PCR provided a satisfactory presentation and analysis of project implementation.

The PCREN validated most of the PCR scores, those it agreed with and downgraded the ratings which it thought were a bit generous.

There is consistency in the ratings between the various sections of the PCR.

There was no PCR mission, report was published on 28 July 2020 three (3) months after the revised Project completion date of 30 April 2020.

There was Borrower assessment of the Bank's performance in the PCR.

8. SUMMARY OF THE EVALUATION

This is a summary of both the PCR and IDEV ratings with justification for deviations. Appropriate section of the PCR Evaluation should be indicated in the last column in order to avoid detailed comments. If the evaluator is unable to validate a PCR rating on one of the four evaluation criteria, s/he must provide an appropriate explanation for this.

Criteria	PCR	PCREN	Reason for disagreement/ Comments
RELEVANCE	4	4	Highly Satisfactory
Relevance of project development objective	4	4	The project at design, during implementation and completion is truly relevant to the Malawi's development objectives. It is also properly aligned to the Bank's key strategies and policies. See 3.A for details.
Relevance of project design	3	3	There were some weaknesses in design that have contributed to delays in implementation. See 3.B for details.
EFFECTIVENESS	3	3	Satisfactory
Delivery of outputs	3	3	The project outputs were largely delivered. See 3.C for details.
Realization of outcomes	3	3	There were mixed results in achieving the outcomes, but mostly achieved, one of the outcome indicators was not undertaken. See 3.D for details.
Development objective (DO)	3	3	Both Outcome and Output rated Satisfactory.
EFFICIENCY	3	3	Satisfactory
Timeliness	3	2	The project was approved on 05 July 2017, signed on and became effective on 03 November 2017, the original completion date of 31 December 2018 was extended with the final revised closing date being 31 December 2019. The ratio of planned and actual implementation time is 0.62
Resource use efficiency	3	3	At 99.97% of the budget utilization to deliver most of the planned activities and outputs, albeit with extension to the implementation period.
Cost-benefit analysis	N/A	N/A	No CBA was done at preparation nor completion.

Implementation progress (Compliance with (i) with covenants; (ii) project systems and procedures; (iii) project execution and financing)	3	3	Most of the planned activities and outputs. Except for some outstanding issue of capturing the informal sector in the GDP measurement in Malawi, the CEA achieved all its results. The Borrower's compliance of covenants; project systems and procedures is satisfactory.
SUSTAINABILITY	3	3	Satisfactory
Financial sustainability	3	UTS	The PCR did not give any information on whether the GoM has made budgetary allocations for supporting the NSO after project completion. Should the NSO replicate CEA activities, it should be able to sustain itself from income generated, but it is not clear whether planned activities to financially sustain itself.
Institutional sustainability and strengthening of capacities	3	3	The project provided several training, capacity building, stakeholder consultations and engagements in best practice in the measurement of various statistical indicators on economic statistics were also undertaken. It substantially contributed to the strengthening of the capacity and efficiency of the NSO for conducting an economic census and other statistical operations.
Ownership and sustainability of partnerships	3	3	The project was designed with an extensive consultation and participation of key stakeholders in collaboration with NSO and other data producers in Malawi. The key stakeholders were involved in project implementation. With the involvement, healthy relationship came ownership by the relevant stakeholders.
Environmental and social sustainability	N/A	N/A	Not Applicable
OVERALL PROJECT COMPLETION RATING	3	3	Satisfactory
Bank performance:	3	3	The Borrower gave a glowing assessment of the Bank's performance in the PCR. According to the PCR, the project benefited from the successive phases of the Bank's highly successful and evolving Statistical Capacity Building (SCB) approach from which many lessons have been learnt since the turn of the millennium. Even though the PCR, stated that "On regular supervision missions, adherence to Bank rules was observed through the deployment of a balanced supervision team covering statistical matters, disbursement, procurement, and financial management"; there was no information on the number of supervision missions undertaken by the Bank.
Borrower performance:	3	2	The Borrower adhered to and complied with Grant agreements precedent to project commencement. The PCR reported there were some fiduciary queries but did not elaborate on them, the IPR did not also give any details of the fiduciary queries. Also, the PCR stated that there were delays in submitting expenditure justifications and audit report on demand or as and when due. Borrower needed to improve in future, the timely preparation and submission of expenditure justifications.
Performance of other stakeholders:	3	3	All key stakeholders were reported to have been involved in the design of the project; it was done in collaboration with NSO and other data producers in Malawi. They were actively engaged in the implementation of the project. According to the PCR, the key stakeholders provided complementary inputs and relevant support to the process.

			Also the NSO worked closely with the Department of Registrar General and MRA to list all relevant business units perceived to be operational in 2016 and 2017.
Overall PCR quality:	3	3	Satisfactory

9. PRIORITY FOR FUTURE EVALUATIVE WORK: PROJECT FOR PERFORMANCE EVALUATION REPORT, IMPACT EVALUATION, COUNTRY/SECTOR REVIEWS OR THEMATIC EVALUATION STUDIES:

- Project is part of a series and suitable for cluster evaluation
- Project is a success story
- High priority for impact evaluation
- Performance evaluation is required to sector/country review
- High priority for thematic or special evaluation studies (Country)
- PPER is required because of incomplete validation rating

Major areas of focus for future evaluation work:

- a) Performance evaluation is required for sector/ country review
- b) Cluster evaluation (institutional support)
- c) Sector evaluation (budgetary support or public finance management reforms)

Follow up action by IDEV:

Identify same cluster or sector operations; organize appropriate work or consultation mission to facilitate a), b) and/or c).

Division Manager clearance

Director signing off

Data source for validation:

- Task Manager/ Responsible bank staff interviewed/contacted (in person, by telephone or email)
- Documents/ Database reports

Attachment:

- PCR evaluation note validation sheet of performance ratings
- List of references

Annex

PROJECT COMPLETION REPORT EVALUATION NOTE

Validation of PCR performance ratings

PCR rating scale:

Score	Description (see PCR preparation guidelines for details)
4	Highly Satisfactory (HS)
3	Satisfactory (S)
2	Unsatisfactory (US)
1	Highly Unsatisfactory (HUS)
UTS	Unable to score/rate
NA	Non Applicable

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments
RELEVANCE	Relevance of the project development objective (DO) during implementation	4	4	The project at design, during implementation and completion is truly relevant to the Malawi's development objectives. It is also properly aligned to the Bank's key strategies and policies. See 3.A for details.
	Relevance of project design (from approval to completion)	3	3	There were some weaknesses in design that have contributed to delays in implementation. See 3.B for details.
OVERALL RELEVANCE SCORE		4	4	Highly Satisfactory
EFFECTIVENESS*	Effectiveness in delivering outcomes			
	Outcome 1: Improved availability and quality of economic statistics at national level, subregional and regional level. From No comprehensive economic statistics data based on a fully fledged or comprehensive Census of Economic Activities (CEA) in 2016/2017 (no baseline) to Sufficient basic data as in the CEA report that is up to date and responds to the CEA objectives and its justification.		3	The results provide inputs for GDP rebasing including rebasing of the Index of Industrial Production (IIP). Satisfactory: According to the PCR, the project unlocked comprehensive data that allows Malawi to exercise progressive practical steps towards fulfilment of best practice in the measurement of various statistical indicators on economic statistics. Apart from providing specific details on Methodology and Field Operations, Overall findings on the Economic Census; Class (Division) specific findings, assets and liabilities, the initiative provided a sampling frame from which relevant surveys will derive their target samples going forward.
	Outcome 2: 2.1 Improved reporting on GDP. From Annual GDP reporting to Annual and Quarterly GDP reporting. At project completion, Annual 100% and Quarterly 50% GDP reporting.		3	The project provided means for GDP rebasing and twice per year reporting; August/September and February/March.
	Outcome 2: 2.2 Proportion of informal sector activities in GDP.		1	Not achieved. This is yet to be developed, whilst the National Population and Housing Census had some modules to estimate the informal sector activities in GDP, the data is yet to be analysed and the development of the long-term strategy in estimating the same sectors remains outstanding.

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments
	Outcome 3: Improved Statistical Capacity of the Malawi Statistical System. From 60% to 80%.		3	The overall Statistics Capacity Indicator (SCI) stood at 73.3% in 2019 before the release of the CEA results and dissemination of highlights. Possibly the impact of the CEA should show effect at the end of 2020.
Effectiveness in delivering output				
	Output 1: Number of staff categories trained as planned. 44 staff of which Male were 32 and 12 were Females trained.		3	44 staff of which Male were 32 and 12 were Females were trained as planned. Four (4) managers, ten (10) professionals, and thirty (30) non-professionals underwent training in conducting economic census, female representation in the training process stood at 27%
	Output 2: Economic Census Conducted.		3	As one of the fundamental practical steps was the execution of field operations collecting the necessary basic data from the selected outlets leading to the production of the main report. Economic Census field work operations successfully executed and overall reporting done to satisfaction as desired or planned.
	Output 3: National and regional stakeholder consultation workshop.		3	As one of the fundamental practical steps was the execution of field operations collecting the necessary basic data from the selected outlets leading to the production of the main report. Economic Census field work operations successfully executed and overall reporting done to satisfaction as desired or planned. Satisfactory: Two consultative stakeholder workshops were undertaken, the first on the development of Statistical Business Registers (SBRs) and another on the rebasing of GDP bringing Malawi stakeholders together with the Bank and the International Monetary Fund (IMF).
	Output 4: Economic Census Report produced and disseminated		4	The production and dissemination of the CEA Report 2016 and 2017 demonstrates the overall success of the project. The CEA provides specific details on Methodology and Field Operations, Overall findings on the Economic Census; Class (Division) specific findings, assets and liabilities, the statistical endeavour provided a sampling frame from which relevant surveys will derive their target samples going forward.
Development objective (DO)				
	Development objective rating		3	Satisfactory
Beneficiaries				
	Beneficiary1			
	Beneficiary2			
Unanticipated outcomes (positive or negative not considered in the project logical framework) and their level of impact on the project (high, moderate, low)				
	Institutional development			
	Gender			

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments
	Environment & climate change		N/A	
	Poverty reduction		N/A	
	Private sector development		N/A	
	Regional integration		N/A	
	Other (specify)			
EFFECTIVENESS OVERALL SCORE		3	3	
EFFICIENCY	Timeliness (based on the initial closing date)	3	2	The project was approved on 05 July 2017, signed on and became effective on 03 November 2017, the original completion date of 31 December 2018 was extended with the final revised closing date being 31 December 2019. The ratio of planned and actual implementation time is 0.62
	Resource used efficiency	3	3	At 99.97% of the budget utilization to deliver most of the planned activities and outputs, albeit with extension to the implementation period.
	Cost-benefit analysis	N/A	N/A	No CBA was done at preparation nor completion.
	Implementation progress (from the IPR)	3	3	Most of the planned activities and outputs. Except for some outstanding issue of capturing the informal sector in the GDP measurement in Malawi, the CEA achieved all its results. The Borrower's compliance of covenants; project systems and procedures is satisfactory.
	Other (specify)			
OVERALL EFFICIENCY SCORE		3	3	
SUSTAINABILITY	Financial sustainability	3	UTS	The PCR did not give any information on whether the GoM has made budgetary allocations for supporting the NSO after project completion. Should the NSO replicate CEA activities, it should be able to sustain itself from income generated, but it is not clear whether planned activities to financially sustain itself.
	Institutional sustainability and strengthening of capacities	3	3	The project provided several training, capacity building, stakeholder consultations and engagements in best practice in the measurement of various statistical indicators on economic statistics were also undertaken. It substantially contributed to the strengthening of the capacity and efficiency of the NSO for conducting an economic census and other statistical operations.
	Ownership and sustainability of partnerships	3	3	The project was designed with an extensive consultation and participation of key stakeholders in collaboration with NSO and other data producers in Malawi. The key stakeholders were involved in project implementation. With the involvement, healthy relationship came ownership by the relevant stakeholders.
	Environmental and social sustainability	N/A	N/A	Not Applicable

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments
<p>*The rating of the effectiveness component is obtained from the development objective (DO) rating in the latest IPR of the project (see Guidance Note on the IPR).</p> <p>The ratings for outputs and outcomes are determined based on the project's progress towards realizing its targets, and the overall development objective of the project (DO) is obtained by combining the ratings obtained for outputs and outcomes following the method defined in the IPR Guidance Note. The following method is applied: Highly satisfactory (4), Satisfactory (3), Unsatisfactory (2) and Highly unsatisfactory (1).</p>				

Criteria	Sub-criteria	PCR Work score	IDEV review	Reasons for deviation/comments
BANK PERFORMANCE	Proactive identification and resolution of problems at different stage of the project cycle		3	The Bank's positive response to the GoM's call to address the urgent need to address the issue of adequate and relevant data, statistics and information that can be used to address urgent economic and planning needs of the country. The project is the Bank's continued support to SCB in Malawi.
	Use of previous lessons learned from previous operations during design and implementation		3	The design of the project according to the PAR considered and built on the key lessons from executing the various Phases of its SCB program in RMCs. In addition, the project considered the Bank portfolio management experience in Malawi and lessons learnt. The CPPR of 2015 highlighted weak capacity in financial management and procurement as key challenges in portfolio management. The underlying causes being the lack of dedicated staff to handle PFM and procurement matters.
	Promotion of stakeholder participation to strengthen ownership		3	There was active stakeholder participation. All the benefiting institutions were engaged.
	Enforcement of safeguard and fiduciary requirements		3	The Borrower adhered to and complied with Grant agreements precedent to project commencement. But there were reported some fiduciary queries but did not elaborate on them, the IPR did not also give any details of the fiduciary queries.
	Design and implementation of Monitoring & Evaluation system		3	The PCR reported that there were delays in submitting expenditure justifications and audit report on demand or as and when due. Borrower needed to improve in future, the timely preparation and submission of expenditure justifications.
	Quality of Bank supervision (mix of skills in supervisory teams, etc)		3	Even though the PCR, stated that "On regular supervision missions, adherence to Bank rules was observed through the deployment of a balanced supervision team covering statistical matters, disbursement, procurement, and financial management"; there was no information on the number of supervision missions undertaken by the Bank.
	Timeliness of responses to requests			UTS There is not enough information to rate the performance.
OVERALL BANK PERFORMANCE SCORE			3	Satisfactory
	Quality of preparation and implementation			

BORROWER PERFORMANCE	Compliance with covenants, agreements and safeguards		2	The Borrower adhered to and complied with Grant agreements precedent to project commencement. The PCR reported there were some fiduciary queries but did not elaborate on them, the IPR did not also give any details of the fiduciary queries.
	Provision of timely counterpart funding		N/A	Not Applicable
	Responsiveness to supervision recommendations		2	There were reported delays in submitting expenditure justifications and audit report on demand or as and when due. Borrower needed to improve in future, the timely preparation and submission of expenditure justifications.
	Measures taken to establish basis for project sustainability		3	The PCREN was unable to rate the project's financial sustainability. Institutional sustainability, together with stakeholders and partnerships were rated satisfactory.
	Timeliness of preparing requests		UTS	There is not enough information to rate the performance.
OVERALL BORROWER PERFORMANCE SCORE			2	
PERFORMANCE OF OTHER STAKEHOLDERS	Timeliness of disbursements by co-financiers		N/A	These stakeholders were not involved in co-financing.
	Functioning of collaborative agreements		N/A	These stakeholders did not sign any collaborative agreements with the project.
	Quality of policy dialogue with co-financiers (for PBOs only)		N/A	
	Quality of work by service providers		3	The service providers were reported to have provided satisfactory services, with both project outputs and outcomes rated satisfactory.
	Responsiveness to client demands		UTS	There is not enough information to rate.
OVERALL PERFORMANCE OF OTHER STAKEHOLDERS			3	Apart from the quality of work of service providers, most of the rating criteria did not apply to the project. All key stakeholders were reported to have been involved in the design of the project; it was done in collaboration with NSO and other data producers in Malawi. They were actively engaged in the implementation of the project.
The overall rating is given: HS, S, US and HUS.				
(i) Highly satisfactory (HS) : 4 (ii) Satisfactory (S) : 3 (iii) Unsatisfactory (US) : 2 (iv) Highly Unsatisfactory (HUS): 1				

DESIGN, IMPLEMENTATION AND UTILIZATION OF MONITORING AND EVALUATION (M&E)

Criteria	Sub-criteria	IDEV Score	Comments
M&E DESIGN	M&E system is in place, clear, appropriate and realistic	3	According to the PAR, the NSO has established a monitoring schedule for each cycle of fieldwork and teams from HQ and regional statisticians visit the field work teams to assess progress, discuss challenges and review the quality of the questionnaires completed. The economic census Project Implementation Team (PIT) was tasked in the PAR with providing regular progress reports on the economic census

Criteria	Sub-criteria	IDEV Score	Comments
			including on progress with fieldwork and on any fieldwork challenges.
	Monitoring indicators and monitoring plan were duly approved	3	The PAR outcome and output indicators as well as targets to be met in the log-frame.
	Existence of disaggregated gender indicator	N/A	
	Baseline data were available or collected during the design	3	Where available, it was provided
	Other, specify		
OVERALL M&E DESIGN SCORE		3	Satisfactory
M&E IMPLEMENTATION	The M&E function is adequately equipped and staffed	3	The PAR sets out the M&E Framework with the main monitoring milestones for the implementation of the projects. There however was not a designated M&E officer, or evidence of any resources to the M&E function. Statistical outputs were produced which was in the publication and dissemination of the CEA report as well as the subsequent availability of relevant data being used for varied applications like the GDP rebasing among other high profile uses. The main report and subsequent applications of the relevant data is indicative of successful statistical capacity building success with respect to the CEA.
OVERALL M&E IMPLEMENTATION SCORE		3	
M&E UTILIZATION	The borrower used the tracking information for decision	UTS	The IPR or the PCR did not elaborate on how regular the progress reports were submitted and how the results were utilised
OVERALL M&E UTILIZATION SCORE		UTS	Satisfactory
OVERALL M&E PERFORMANCE SCORE		3	Satisfactory

PCR QUALITY EVALUATION

Criteria	PCR-EVN (1-4)	Comments
QUALITY OF PCR		
1. Extent of quality and completeness of the PCR evidence and analysis to substantiate the ratings of the various sections	3	The PCR fully completed. Coverage of project activities; is satisfactory, there is adequate data/evidence to substantiate findings and ratings.
2. Extent of objectivity of PCR assessment score	3	Most of the scores were validated but some were slightly downgraded where the PCR was generous in its scores. Also, the rating was adjusted upwards when the PCR the wrong lower rating.
3. Extent of internal consistency of PCR assessment ratings; inaccuracies; inconsistencies; (in various sections; between text and ratings; consistency of overall rating with individual component ratings)	3	There is consistency in the ratings between the various sections of the PCR.

4. Extent of identification and assessment of key factors (internal and exogenous) and unintended effects (positive or negative) affecting design and implementation	N/A	No unintended effects were identified and reported on.
5. Adequacy of treatment of safeguards, fiduciary issues, and alignment and harmonization	3	The PCR gave adequate coverage to fiduciary aspects. No safeguards were involved.
6. Extent of soundness of data generating and analysis process (including rates of returns) in support of PCR assessment	3	The necessary output and outcome data were provided.
7. Overall adequacy of the accessible evidence (from PCR including annexure and other data provided)	3	The necessary supporting documents were given for the evaluation.
8. Extent to which lessons learned (and recommendations) are clear and based on the PCR assessment (evidence & analysis)	2	The PCR gave four (4) lessons, none of the lessons were signed off, as they were either findings or conclusions drawn with recommendation. It had three (3) recommendations all of which were signed off.
9. Extent of overall clarity and completeness of the PCR	3	The PCR was clear and complete.
Other (specify)		
PCR QUALITY SCORE	3	Satisfactory
PCR compliance with guidelines (PCR/OM ; IDEV)		
1. PCR Timeliness (On time = 4; Late= 1)	4	There was no PCR mission, report was published on 28 July 2020 three (3) months after the revised Project completion date of 30 April 2020.
2. Extent of participation of borrower, Co-financiers & field offices in PCR preparation***	3	From the PCR Team list. There was however the Borrower's assessment of the Bank's performance in the PCR.
3. Other aspect(s) (specify)		
PCR COMPLIANCE SCORE	4	Highly Satisfactory
*** rated as Highly satisfactory (4), or Satisfactory (3), or Unsatisfactory (2), or Highly unsatisfactory (1)		

List of References

PCR
Appraisal Report
Bank CSP 2013-2017
IPR Jan 2019.