

# PROJECT COMPLETION REPORT FOR PUBLIC SECTOR OPERATIONS (PCR)



AFRICAN  
DEVELOPMENT  
BANK GROUP

## I BASIC DATA

### A Report data

<b>Report date</b>	Date of report:	<b>28 July 2020.</b>	
	Mission date (if field mission)	From: <b>NA</b>	To: <b>NA</b>

### B Responsible Bank staff

Positions	At approval	At completion
<b>Regional Director</b>	Tonia Kandiero	Josephine Ngure
<b>Country Manager</b>	Andrew Mwaba	Eyerusalem, Fasika
<b>Sector Director</b>	Charles, L, Lufumpa	Charles, L, Lufumpa
<b>Sector Manager</b>	Lawson Fessou, Emessan	Ben Paul Mungyereza
<b>Task Manager</b>	Besa Muwele	Stephen Bahemuka.
<b>Alternate Task Manager</b>	NA	NA
<b>PCR Team Leader</b>		Rees Mpofu
<b>PCR Team Members</b>		Kalumba Chopu Michael Mkandawire; Delight Ngwira; Joseph Byamugisha.

### C Project data

<b>Project name: 2016 Malawi Economic Census</b>		
<b>Project code:</b> P-MW-K00-007	<b>Instrument number(s):</b> 2100155035316 (Grant)	
<b>Project type:</b> PUBLIC	<b>Sector:</b> STATISTICS	
<b>Country:</b> Malawi	<b>Environmental categorization (1-3):</b> N/A	
<b>Processing milestones – Bank approved financing only (add/delete rows depending on the number of financing sources)</b>	<b>Key Events (Bank approved financing only)</b>	<b>Disbursement and closing dates (Bank approved financing only)</b>
<b>Financing source/ instrument1:</b> ADF Grant	<b>Financing source/ instrument1:</b>	<b>Financing source/ instrument1:</b> ADF Grant
Date approved: 05-07-2017	Cancelled amounts: NA	Original disbursement deadline: 31/03/2019s
Date signed: 03-11-2017	Supplementary financing: NA	Original closing date: 31/12/2018
Date of entry into force: 03-11-2017	Restructuring (specify date & amount involved): N/A	Revised (if applicable) disbursement deadline: 30/04/2020

Date effective for 1st disbursement: 18/11/2017	Extensions ( <i>specify dates</i> ): from 31 <sup>st</sup> December 2018 to December 2019.		Revised ( <i>if applicable</i> ) closing date: 31/12/2019	
Date of actual 1st disbursement: 07/02/2018				
Financing source/instrument (add/delete rows depending on the number of financing sources):	Disbursed amount (amount, UA):	Percentage disbursed (%):	Undisbursed amount (UA):	Percentage undisbursed (%):
Financing source/ instrument1: : ADF Grant	UA 760,000.00	99.97%	UA 213,82	0.03%
<b>TOTAL</b>	UA 760,000.00	99.97%	UA 213,82	0.03%
Co-financiers and other external partners:				
Executing and implementing agency (ies): Ministry of Finance and Economic Planning through the National Statistics Office.				

## D Management review and comments

Report reviewed by	Name	Date reviewed	Comments
Country Manager	Eyerusalem Fasika		
Sector Manager	Ben Paul Mungyereza		
Regional Director	Josephine Ngure		
Sector Director	Charles .L.Lufumpa		

## II Project performance assessment

### A Relevance

#### 1. Relevance of project development objective

Rating*	Narrative assessment ( <i>max 250 words</i> )
4	<p>The quest for 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. In the foreword to the Malawi Census of Economic Activities (CEA) Report, 2016 and 2017, the Malawi Government amplifies the rationale for the CEA as follows. "The Government of Malawi is fully aware of the need for quality statistics in policy formulation, decision making, monitoring and evaluation of the Third Malawi Growth and Development Strategy (MGDSIII) and Sustainable Development Goals. It is with this understanding that the Government of Malawi through the National Statistical Office (NSO) conducted the CEA".</p> <p>There is no question about the multiplicity of the CEA objectives, all converge as basic building blocks towards best international practice, some specific input data used to compute Gross Domestic Product (GDP) as an example are industry specific, they change or get out of date as the economy evolves. The CEA provides the necessary and comprehensive update. The same applies to compliance with new classification procedures like the fourth International Standard Industry Classification (ISIC) REV 4 for all economic activities. Compliance with new revised methodologies like the 2008 System of National Accounts (SNA) equally require the collection of comprehensive economic statistics in a desired way for varied and progressive applied use. It is also significant to note that the Malawi CEA followed the Bank's continental assessment of economic statistics giving rise to an article entitled "The Reliability of Economic Statistics in Africa, focusing on GDP Measurement". The objective was the examination of the degree of excellence of the GDP as measured and published by African countries. In brief the article revealed that countries that are unable to maintain a predictable survey and census program consistently with best practice have a risk of understanding their GDP estimates overtime. In 2010 Ghana announced that its GDP had been underestimated by as much as 60%, the successful rebasing</p>

initiative raised the size of the economy and elevated Ghana to a lower middle income country using the World Bank's classification criteria. Consensus gravitates around methods, periodicity of key surveys and censuses as integral components of best practice. The underestimation issue became a hot topic among economists and statisticians not only in Africa but across the world, it erupted in the media at a time when economists were reporting that seven out of ten of the fastest growing economies in the world were from Africa. The Bank in its continent wide assessment of methods and practice concluded that whilst Africa's national accounts statistics were not nearly as bad as some critics suggested, some weaknesses were apparent, it singled out weak and unpredictable census and survey programs as a key impediment that required attention going forward.

Malawi's CEA was successfully conducted against the background of widespread consensus that many countries in Africa are largely constrained to undertake key censuses and surveys as and when due, impacting negatively on the measurement of the size of the same economies. In line with international guidelines and standards, the National Accounts rebasing should be done after every five years beyond which the results may be misleading and affect negatively evidence based policy dialogue. To guard against possible weaknesses relevant input data should be collected through systematic field operations in a predictable manner, regrettably, this remains a challenge across many countries.

The impact of unreliable GDP estimates distorts all other derived statistics dependent on GDP as the denominator like the Debt to GDP ratio and Revenue to GDP ratio among other prominent practical examples used in evidence based informed policy dialogue. The Malawi CEA is a typical international public good, with national, regional, continental and global and impacts. Among other dimensions, it contributes to improved measurement of the Southern African Development Economic Community (SADC) economy, the Common Market of Eastern and Southern Africa (COMESA) economy, the continental economy as well as the global economy. The latest results can be exploited beyond the main report highlighting the immense benefits of the CEA and how it dovetails with international best practice. Building a critical knowledge base through regular user producer workshops or in the form of a dissemination workshop as organized by the NSO as at the end of December 2019 enabled sharing relevant details from inception of the CEA up to the end. It is through such platforms that effective collective effort on advocating for adequate national budgetary allocations can best be crafted and pursued to support continuous statistical development by maintaining a predictable census and survey program among other activities over time.

\* For all ratings in the PCR use the following scale: 4 (Highly satisfactory), 3 (Satisfactory), 2 (Unsatisfactory), 1 (Highly unsatisfactory)

## 2. Relevance of project design

Rating*	Narrative assessment (max 250 words)
3	"Good statistics are vital to sensible, sound economic management, to good policy and are as necessary to the nation as sound money and clean water" (Michael Scholar, 2007). Stimulating the production of good quality statistics at national level does not only benefit individual RMCs who directly own the same data but it also impacts decision making at regional continental and international levels. The characteristics of statistics as international public goods that transcend national boundaries with multifarious strategic purposes as well as national, regional and global impacts comes to the fore. The endeavor is a situation where the NSS operates efficiently producing statistics as required by all users or meeting the demands of the evolving results agenda.

### 3. Lessons learned related to relevance

Key issues	Lessons Learned	Target audience
1. Annual budgetary allocations for Statistical Capacity building at national level is indispensable to the quality of statistics and ultimately the quality of policy dialogue. The CEA like other key statistical operations should be a regular statistical activity done as and when due using national resources.	The implications of failure to adhere to best practice regarding key statistics or data on National Accounts in particular requires clear understanding in terms of what it means to the quality of evidence based policy dialogue. The impact of the CEA requires continuous and deliberate publicity across national government and significant data producers and users. It becomes easier for users and producers to appreciate the strength of good quality data against the worst case scenario or what could have been without the initiative like the CEA. That done it should be possible to see improved budgetary allocations not only towards the CEA but also across other forms of complementary statistical capacity building activities and endeavours. The successful conduct of the CEA using donor funds came after possible deterioration of economic statistics.	NSO, NSS.
2. A well coordinated NSS bringing all actors together is always fundamental in undertaking significant statistical field operations of the CEA's magnitude.	Collaborative effort from inception to the end is fundamental for a smooth flow of key activities typically of the CEAs magnitude. A vibrant publicity mechanism is key, ideally the NSS assumes a coordinating role with the other actors (Members of the NSS) rallying along making their proportionate contributions as part of the implementation process.	NSO, NSS.
3. Successful activity programming or scheduling of statistical operations like the CEA are best done in a polished manner provided they are done as and when due or their periodicity is maintained. Experience is the best teacher, running the process as a one off project or when all basic experience has been lost is an expensive endeavor typical of any "knowledge breeding" initiative.	Given that the CEA came as a project, it was inevitable that some activities were not well sequenced or given ample time, and it was a matter of learning by doing. Should another CEA be done soon, lessons from the immediate past provide useful practical guidance going forward to the NSO and the NSS.	NSO, NSS.

## B Effectiveness

### 1. Progress towards the project's development objective (project purpose)

Comments
<p><i>Provide a brief description of the Project (components) and the context in which it was designed and implemented. State the project development objective (usually the project purpose as set out in the RLF) and assess progress. Unanticipated outcomes should also be accounted for, as well as specific reference of gender equality in the project. The consistency of the assumptions that link the different levels of the results chain in the RLF should also be considered. Indicative max length: 400 words.</i></p>
<p>The project had 2 components:</p> <p>Component 1 focused on Capacity Building for Economic Census; training, acquisition of equipment, there was clear upfront acknowledgement of the instrumental role of raising know how in specific ways to conduct the CEA to satisfaction in line with best practice. In other words the strategy aimed at elevating the skills set for specific categories of staff through learning by doing leading to the successful conduct and conclusion of the entire CEA value chain. In brief, focus was on staff training as an integral part of statistical capacity building with respect to the dictates of the CEA as an evolving statistical activity as well as focusing on systems</p>

development to catalyse various processes. As part of concerted effort, 4 managers, 10 professional staff, as well as 30 semi professional staff underwent training on fundamental CEA activities. On the other hand 103 field staff underwent four weeks training in statistical field operations whilst 15 data capturers went through the essentials of data capturing using CS-Pro. As a complementary addition an assortment of equipment was procured for the purposes of executing the requirements of the CEA.

The second component focused at improving the availability, coverage, and quality of statistics on Malawi’s economic situation by way of conducting the CEA. The publication of the CEA Report for 2016 and 2017 presents standard data variables representing economic realities in Malawi at a particular point in time with numerous uses and users typical of international public goods. In summary, the report provides comprehensive data on the activities and structure of the Malawian economy during the reference period, as well as the impact of the statistical initiative at national, regional, continental and global impacts. The report that has since been placed in public domain and will inform the future conduct of the CEA in Malawi.

Whilst the conduct and conclusion of the CEA may be viewed as an event, its objectives like the provision of a comprehensive frame of establishments for all economic surveys that will be updated from time to time confirms the CEA as an investment with returns spanning well into the future benefiting the NSS between the latest CEA and the next. Similarly and as equally forward looking the CEA laid a solid foundation for significant improvement of other economic statistics by way of subsequent general rebasing of different economic indices like the Producer Price Index (PPI), as well as the Index of Industrial Production (IIP) in keeping with international best practice.

Other significant objectives met as at the conclusion of the CEA with clear benefits set to accrue to Malawi and beyond include the measurement of Value Added (GDP) of the Malawi economy, the improved availability of basic data enabling the NSO compile a full set of national accounts (NAs) (in put out put tables, Gross Fixed Capital Formation, investment etc).

The CEA report is aligned or responds to the Bank’s famous and continuous Statistical Capacity Building effort that consistently endeavours to strengthen the evidenced based dialogue culture with all the RMCs as well as an all round response to various development agendas. In other words, the successful conduct of the CEA resonates with the objective of strengthening NSSs respond to support national, regional, continental and international development agendas.

The statistical assets or resources in the form of methodological descriptions as detailed in the Methodology and Field Operations chapter as well as up to date data accumulated from the CEA provide low hanging fruits that should be used to demonstrate the efficacy of such large statistical operations to the quality of decision making to the government. Special emphasis should be on the merit of adequate funding for specific surveys and censuses as a necessary and sufficient condition underlying improved decision making going forward. There should be a clear indication that if the census and survey program is not maintained following the momentum built through the CEA, the quality and quantity of relevant data will decrease. From a policy perspective, “if you cant measure it, you cant manage it”(Kaplan&Norton), such an instrumental point requires a common understanding or interpretation by measurement statisticians and development practitioners.

In the introductory part of the CEA there is reference to outdated IIP whose weights are based on an enquiry conducted in 2012 with clear acknowledgement that the economy has evolved since then. The successful conduct and conclusion of the CEA fills the void. Practical demonstrations using studies or empirical evidence can be conducted using relevant data at the overlap stage (using old and new weights) to demonstrate the impact of adherence to best practice and its implications to policy decision making. Quantitative results from such informative applied work should be shared with influential policy makers who should appreciate the necessity of adherence to best practice and what it takes to do the same financial resource wise.

## 2. Outcome reporting

Outcome indicators (as per RLF; add more rows as needed)	Indicator (including CSI)	Baseline value (Year) (A)	Most recent value (B)	End target (C) (expected value at project completion)	Progress towards target (% realized) B/A	Narrative assessment (indicative max length: 50 words per outcome)	Core Sector Indicator (Yes/No)
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<p><b>Out come 1</b> Improved availability and quality of economic statistics at national level, subregional and regional level.</p>	<p>Malawi able to report on the revised indicators: (a) Industrial Production. (b) National Accounts.</p>	<p>No comprehensive economic statistics data based on a fully fledged or comprehensive CEA in 2016/2017</p>	<p>The weight reference period for the IIP was 2012 prior to the CEA and relevant data from the CEA makes it possible to rebase such indices to current realities. The same applies to rebasing GDP to the latest possible period.</p>	<p>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)</p>	<p>100%</p>	<p><b>Satisfactory:</b> 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.</p>	<p>Yes</p>
<p><b>Outcome 1</b></p>	<p>Coverage of economic activities in GDP.</p>	<p>70%</p>		<p>85%</p>	<p>121.4%</p>	<p><b>Satisfactory:</b> The project has contributed towards value added intermediate consumption and gross output data for all economic sectors (except agricultural, financial and government services).</p>	

<b>Outcome 2:</b> Improved reporting on GDP.	Frequency of GDP reporting.	Annual GDP reporting		Annual and Quarterly GDP reporting.	Annual is 100%; Quarterly is 50%	The project provided means for GDP rebasing and twice per year reporting; August/September and February/March.	
<b>Outcome 2</b>	Proportion of informal sector activities in GDP.	None	None	None	0%	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.	
<b>Outcome 3:</b> Improved Statistical Capacity of the Malawi Statistical System.	Statistical Capacity Indicator (SCI) published by the World Bank.	60		80		The overall 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.	
Rating* (see IPR methodology)		<b>Narrative assessment</b>					
3		The CEA objectives and justifications were largely met as confirmed by the publication of the report that contains entirely everything as planned. Typical of applied statistical work some of the data is used for other statistical activities beyond the standard report. This evolves with time beyond the key CEA activities, this among other issues includes the general rebasing of index numbers like the Producer Price Index (PPI) and the Index of Industrial Production (IIP) and GDP rebasing. In otherwords the CEA provided input data to subsequent activities which should be at varying degrees of implementation as the same activities are dependent on the successful conclusion of the CEA.					

### 3. Output reporting

Output indicators (as specified in the RLF; add more rows as needed)	Most recent value (A)	End target (B) (expected value at project completion)	Progress towards target (% realized) (A/B)	Narrative assessment (indicative max length: 50 words per output)	Core Sector Indicator (Yes/No)
<b>Component 1: Capacity Building at NSO enhanced.</b>					

<b>Output 1:</b> Number of staff categories trained as planned.	Achieved.	44 staff of which Male were 32 and 12 were Females were trained as planned.	100%	<b>Satisfactory:</b> 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%.
<b>Component 2: Conduct of the Economic Census.</b>				
<b>Output: Economic Census Produced.</b>				
Economic Census Conducted.	Achieved.	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.	100%	Economic Census field work operations successfully executed and overall reporting done to satisfaction as desired or planned.
National and regional stakeholder consultation workshop.	Achieved	Consultative User-Producer sessions like workshops are an integral part of applied statistical work in particular where consensus matters and the subject matter requires inputs from as many stakeholders as possible.	100%	<b>Satisfactory:</b> 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).
Economic Census Report.	Achieved.	The production and dissemination of the CEA Report 2016 and 2017 demonstrates the overall success of the project.	100%	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.
Rating* (see IPR methodology)	<b>Narrative assessment</b>			
3	The project delivered the CEA data in Malawi as planned, the main report and relevant data being utilised for varied applications consistently with the objectives and justification for the statistical initiative characterise a highly successful statistical endeavour which should over time inform national, regional, continental and the global development agendas. However, an update will always be necessary at the appropriate time as the economy evolves.			

#### 4. Development Objective (DO) rating

DO rating (derived from updated IPR)*	Narrative assessment (indicative max length: 250 words)
3	<p>The Development Objective was met following not only the publication of the CEA Report but also the potential use of the resultant data over a wide range of uses and applications. This is adequately amplified and demonstrated by the report. Chief among the applications is the ongoing rebasing of Gross Domestic Product (GDP) that should improve the estimates on the size of the economy, sharpen relevant derived statistics, and better inform the policy dialogue.</p> <p>The dissemination workshop by the NSO prior to the publication of the CEA report provides quick highlights in brief and sets the tone for the details as espoused in the main report.</p>

#### 5. Beneficiaries (add rows as needed)

Actual (A)	Planned (B)	Progress towards target (% realized) (A/B)	% of women	Category (eg. 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.

#### 6. Gender equality

Assessment on the performance of gender equality in the operation (indicative max length: 250 words)
NA

#### 7. Unanticipated or additional outcomes (add rows as needed)

Description	Type (eg. gender, climate change, social, other)	Positive or negative	Impact on project (High, Medium, Low)
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.	Institutional	Positive	High

#### 8. Lessons learned related to effectiveness (add rows as needed)

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. The execution of the CEA overlapped with the National Population and Housing Census creating competition for human resources during the implementation period.	By its nature the national Population and Housing Census absorbs a relatively large share of human resources across the NSO and the NSS. The overlap presented practical challenges that should best be avoided by way of improved scheduling of activities going forward.	Government and NSO.
2 Effective and all inclusive publicity of the CEA like any other statistical operation is always and everywhere recommended. It was not at its strength in Malawi.	Successful appreciation of the CEA value chain is of paramount importance to all stakeholders. It reduces the refusals and raises the response rate during the data collection stage. Collective effort across all stakeholders raises awareness across the board. Across the board appreciation of statistics as a strategic resource vital to sensible economic management, to good public policy design is as key as clean water and sound money to any modern society.	NSO
3. Creation of a viable Business Information Register (BIR) is critically dependent on reconciliation of business registration information across the Malawi Revenue Authority (MRA) and the Registrar General and Registrar of Companies.	Inconsistent business registration data across the MRA, Registrar General and Registrar of Companies impacted negatively on the preparation of a SBR that could have been used as a population sampling frame. Cohesion based on the merit of collective effort amplifying how important the SBR is to the NSS should be intensified going forward in keeping with international best practice.	Bank, NSO, Government.

## C Efficiency

### 1. Timeliness

Planned project duration – years (A) (as per PAR)	Actual implementation time – years (B) (from effectiveness for 1st disb.)	Ratio of planned and actual implementation time (A/B)	Rating*
18 months	29 months	0.6	3
<b>Narrative assessment</b> (indicative max length: 250 words)			
Based on the date of the project effectiveness (July 2017 – December 2018), implementation was set as 18 months. However, actual implementation was over 29 months (August 2017 – December 2019). The overlap in 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			

### 2. Resource use efficiency

Median % physical implementation of RLF outputs financed by all financiers (A) (see II.B.3)	Commitment rate (%) (B) (See table 1.C – Total commitment rate of all financiers)	Ratio of the median percentage physical implementation and commitment rate (A/B)	Rating*
<b>Narrative assessment</b> (indicative max length: 250 words)			

The CEA achieved all its results except where the scope of implementation was generally untenable within the relevant period like the outstanding practical challenge of including or capturing the informal sector in the GDP measurement in Malawi. Whilst the endeavour was to take advantage of the CEA, the process has always been a challenge and efforts are underway to get it done.

### 3. Cost benefit analysis

Economic Rate of Return (at appraisal) (A)	Updated Economic Rate of Return (at completion) (B)	Ratio of the Economic Rate of Return at completion and at appraisal (B/A)	Rating*
NA	NA	N/A	N/A
Narrative assessment (indicative max length: 250 words)			

### 4. Implementation Progress (IP)

IP Rating (derived from updated IPR) *	Narrative comments (commenting specifically on those IP items that were rated Unsatisfactory or Highly Unsatisfactory, as per last IPR). (indicative max length: 500 words)
3	Whilst the conduct of the CEA as confirmed and evidenced by the publication of the CEA, placement of the same in public domain, was largely positive, delays in turning in expenditure justifications could have easily been done on time.

### 5. Lessons learned related to efficiency

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. Project duration at planning	The duration of the CEA at planning should have factored 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.	NSO/Government/Bank
2. Fiduciary compliance.	Substantial time was spent on reminders to the NSO ensuring procurement, expenditure justifications and the audit report were prepared and submitted on time.	NSO/Bank

## D Sustainability

### 1. Financial sustainability

Rating*	Narrative assessment (indicative max length: 250 words)

3	The training process 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. In other words the process of implementing vital processes leading to a successful CEA activities is currently resident within the NSO and will remain useful provided another CEA is undertaken as soon as possible. Should there be delays between the latest CEA and the next, memory decay will set in and an expensive restart will be inevitable typical of knowledge driven activities. Continuous sensitization of high level officials on the importance of statistics as a strategic resource that should be budgeted for is fundamental in ensuring good quality data over time.
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## 2. Institutional sustainability and strengthening of capacities

Rating*	Narrative assessment (indicative max length: 250 words)
3	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. 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.

## 3. Ownership and sustainability of partnerships

Rating*	Narrative assessment (indicative max length: 250 words)
3	The technical know how to undertake the CEA at country level as well as providing practical advice to other countries cultivates potential and useful partnerships that sustain methodological know how transfer with the potential of improving the quality of statistics as international public goods across countries and the continent. The essence of advocating for adequate national resources from the fiscus for the same statistical operations is also heightened as partnerships take effect.

## 4. Environmental and social sustainability

Rating*	Narrative assessment (indicative max length: 250 words)
N/A	N/A

## 5. Lessons learned related to sustainability

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. Mainstreaming the CEA into regular statistical programs of the NSS.	It is important to acknowledge the impact of the CEA as a project that was successfully implemented and achieved. The process of ensuring it is done regularly as part of international best practice is the challenge that needs to be faced and resolved by relevant authorities in Malawi. There is no doubt that it stimulated the improvements in the measurement of specific statistical domains as mentioned elsewhere. Sustaining the process and keeping the fire burning and avoid a possible restart of all processes remains a challenge.	NSO/Government/B ank.
2. Using the CEA results to alert relevant decision makers on the importance of conducting the CEA regularly in line with international best practice is key.	Effective and repetitive demonstration of the quantitative impact of the conduct of the CEA through the utilization of relevant data to improve specific statistical domains like the IIP is not only fundamental but also convincing.	NSO

1. Bank performance

Rating*	Narrative assessment by the Borrower on the Bank's performance, as well as any other aspects of the project (both quantitative and qualitative). See guidance note on issues to cover. (indicative max length: 250 words)	
3	<p>Consistent practical guidance was rendered by the Bank 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.</p>	
	<p><b>Comments to be inserted by the Bank on its own performance (both quantitative and qualitative). See guidance note on issues to cover. (indicative max length: 250 words)</b></p> <p>On the statistical side 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. 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.</p>	
Key issues (related to Bank performance, max 5, add rows as needed)	Lessons learned	
Continuous communication between the project staff at country level and Bank on all aspects of the project including financial management throughout implementation phase.	The minimum conditions related to communication on the key aspects of the project were met, however, sharing critical details with the sector department was erratic. Improvements are encouraged going forward.	
Statistical appreciation of the CEA and its merit should be entrenched across the Bank to cultivate potential ground for similar projects resulting in improved evidence based policy dialogue across RMCs .	There is limited and uneven awareness on the importance of continuous investment on statistical capacity building activities as a necessary and minimum condition to ensure compliance with international best practice. Engagement between the Bank and Malawi should be consistent and anchored on principles and international guidelines and norms. In other words the Bank as one of the major users of Malawi data should be able to make quick objective assessments on the degree of compliance with best practice or lack of it for specific statistical domains like the Consumer Price Index (CPI) based on its compliance with best practice or lack of it - a CPI with expenditure weights over five years old has a tendency to over state the index and the rate of inflation with time.	

2. Borrower performance

Rating*	Narrative assessment on the Borrower performance to be inserted by the Bank (both quantitative and qualitative, depending on available information). See guidance note. (indicative max length: 250 words)	
3	<p>On the statistical outputs from the borrower performed fairly well during the implementation period , this is evidenced by 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. However, some fiduciary issues were characterised by delayed responses and specific weaknesses. The timely preparation and submission of expenditure justifications was a specific area that requires improvement in future projects.</p>	
	<p><b>Comments to be inserted by the Borrower on its own performance (both quantitative and qualitative). See guidance note on issues to cover. (indicative max length: 250 words)</b></p>	

Key issues (related to Borrower performance, max 5, add rows as needed)	Lessons learned
1. Financial Reporting and Audit Reports: Delays in submitting expenditure justifications and audit report on demand or as and when due.	It is crucial to comply with legal agreements by preparing complete and comprehensive financial reports as and when due following the Bank rules.

### 3. Performance of other stakeholders

Rating*	Narrative assessment on the performance of other stakeholders, including co-financiers, contractors and service providers. See guidance note on issues to cover. (indicative max length: 250 words)		
3	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. As a matter of fact 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.		
Key issues (related to performance of other stakeholders, max 5, add rows as needed)	Lessons learned (max 5)	Target audience (for lessons learned)	
1. Collaboration between the MRA, NSO and the Department of Register General requires consolidation.	Building on the notable collaboration by the NSO, MRA, and the Department of Registrar General concerted effort is recommended by way of consolidation to produce a functional SBR/SBR a potent statistical asset for any NSS.	NSO / NSS.	

## IV Summary of key lessons learned and recommendations

### 1. Key lessons learned

Key issues (max 5, add rows as needed)	Key lessons learned	Target audience
1. Demonstrating that the Malawi NSS could have been worse off without the recently concluded CEA.	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	NSO/NSS

	fundamental to policy design, implementation, monitoring and evaluation.	
2. Mainstreaming the CEA project into regular statistical programs of the NSO as part of best practice.	Whilst the objective of implementing the CEA is unquestionable, it is part of best practice for the NSO to endeavor or to work diligently towards getting the process embedded as part of regular statistical activities and ensuring it is sustainable and funded using resources from the fiscus.	NSO/Government
3. Strengthening the Malawi NSS on enabling technical work (methodological research) utilizing the practical utility that comes with the successful conduct of statistical endeavours like the CEA and related data.	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.	NSO/Government
4. High level sensitization on the essence of predictable national budgetary allocations for statistical capacity building at country level.	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.	NSO/Bank

## 2. Key recommendations (with particular emphasis on ensuring sustainability of project benefits)

Key issue (max 10, add rows as needed)	Key recommendation	Responsible	Deadline
1. Elevated advocacy work to ensure the CEA is funded as and when due using national resources.	1.1 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.	AfDB/NSO	As a continuous process.
2. Improved scheduling of the CEA in relation to other significant statistical operations as managed by the NSO.	2.1 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.	NSO	At a time when a similar CEA is planned.
3. Polishing data collection procedures to capture informal sector activities in relevant	3.1 it is recommended that the process be developed as part of methodological improvements and advancement with implementation being a formality subject to incremental	NSO	As soon as possible.

surveys and censuses as a continuous process	value addition as and when data collection possibilities arise as presented by the CEA among other statistical operations.		
4. Continuous dissemination of CEA results and amplification of its downstream data uses within the NSS.	4.1 Continuous engagement between users and producers of data and the instrumental role of the CEA requires continuous amplification as and when necessary.	NSO	As a continuous process.
5. Enhanced fiduciary responsibility in view of delayed submission of audit reports and expenditure justifications.	5.1 Introduce submission of audit reports and expenditure justifications as indicators in performance KPI.	NSO/AfDB	Continuous process

## V Overall PCR rating

Dimensions and criteria	Rating*
<b>DIMENSION A: RELEVANCE</b>	
Relevance of project development objective (II.A.1)	4
Relevance of project design (II.A.2)	3
<b>DIMENSION B: EFFECTIVENESS</b>	
Development Objective (DO) (II.B.4)	3
<b>DIMENSION C: EFFICIENCY</b>	
Timeliness (II.C.1)	3
Resource use efficiency (II.C.2)	-
Cost-benefit analysis (II.C.3)	N/A
Implementation Progress (IP) (II.C.4)	
<b>DIMENSION D: SUSTAINABILITY</b>	
Financial sustainability (II.D.1)	3
Institutional sustainability and strengthening of capacities (II.D.2)	3
Ownership and sustainability of partnerships (II.D.3)	3
Environmental and social sustainability (II.D.4)	N/A
<b>AVERAGE OF THE DIMENSION RATINGS</b>	<b>3.1</b>
<b>OVERALL PROJECT COMPLETION RATING</b>	<b>S</b>

## VI Acronyms and abbreviations

Acronym (add rows as needed)	Full name
AFDB	<i>African Development Bank</i>
CEA	<i>Census of Economic Activities</i>
COICOP	<i>Classification of Individual Consumption According to Purpose.</i>
CPI	<i>Consumer Price Index</i>
GDP	<i>Gross Domestic Product</i>
IIP	<i>Industrial Index of Production</i>

ISIC	<i>International Standard Industrial Classification of all Economic Activities.</i>
MCCCI	<i>Malawi Confederation of Chambers of Commerce and Industry.</i>
MRA	<i>Malawi Revenue Authority.</i>
NSO	<i>National Statistical Office</i>
NSS	<i>National Statistical System</i>
PPI	<i>Producer Price Index</i>
RBM	<i>Reserve Bank of Malawi.</i>
SCI	<i>Statistical Capacity Indicator</i>
SNA	<i>System of National Accounts</i>

**Required attachment:** Updated Implementation Progress and Results Report (IPR)– the date should be the same as the PCR mission.