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Report No: PAD4785

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED LOAN

IN THE AMOUNT OF US\$60 MILLION

TO THE

REPUBLIC OF ANGOLA

FOR AN

ANGOLA STRENGTHENING STATISTICAL CAPACITY PROJECT

March 4, 2022

Poverty and Equity Global Practice  
Eastern and Southern Africa Region

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## CURRENCY EQUIVALENTS

(Exchange Rate Effective January 31, 2022)

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Currency Unit = Angolan Kwanza (AOA)

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AOA 532.04 = US\$1

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US\$0.0019 = AOA 1

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## FISCAL YEAR

January 1 – December 31

## ABBREVIATIONS AND ACRONYMS

AR	Administrative Records	MEP	Ministry of Economy and Planning
CNEST	National Council of Statistics	MINFIN	Ministry of Finance
COVID-19	Coronavirus Disease 2019		
CPF	Country Partnership Framework	MSGI	Minimum Set of Gender Indicators
CPI	Consumer Price Index	NADA	National Data Archive
DA	Designated Account	NDP	National Development Plan
DEC	Development Economics	NGO	Nongovernmental Organization
E&S	Environmental and Social	NSDS	National Strategy for the Development of Statistics
ESCP	Environmental and Social Commitment Plan	NSS	National Statistical System
ESF	Environmental and Social Framework	ODINEs	Delegated Organs of the National Statistical Office
ESRC	Environmental and Social Risk Classification	OHS	Occupational Health and Safety
FAO	Food and Agriculture Organization	PAINE	<i>Plano Anual do Instituto Nacional de Estatística</i> (Annual Plan of the National Institute of Statistics)
FM	Financial Management	PARIS21	The Partnership in Statistics for Development in the 21st Century
FMS	Financial Management Specialist	PASEN	<i>Plano Anual do Sistema Estatístico Nacional</i> (Annual Plan of the National Statistical System)
GAMSO	General Activity Model for Statistics	PDO	Project Development Objective
GDP	Gross Domestic Product	PFM	Public Financial Management
GoA	Government of Angola	PIU	Project Implementation Unit
GRM	Grievance Redress Mechanism	POM	Project Operations Manual
GRS	Grievance Redress Service	PPSD	Project Procurement Strategy for Development
GSBPMP	General Statistical Business Process Model	QCBS	Quality- and Cost-Based Selection
HECRA	Quality Administrative Records Assessment Tool	RAPP	<i>Recenseamento Agro-Pecuário e Pescas</i> (Agricultural and Fisheries Census)
IBRD	International Bank for Reconstruction and Development	REMPE	<i>Recenseamento de Empresas e Estabelecimentos</i> (Enterprise and Establishment Census)
ICR	Implementation Completion and Results Report	SADC	Southern African Development Community
ICRR	Implementation Completion and Results Report Review	SBR	Statistical Business Register
ICT	Information and Communications Technology	SCD	Systematic Country Diagnostic
IDR	<i>Inquérito sobre Despesas e Receitas</i> (Expenditure and Income Survey)	SCI	Statistical Capacity Indicator

IDREA	<i>Inquérito de Despesas e Receitas de Emprego de Angola</i> (Household Income, Expenditure and Employment Survey)	SDDS	Special Data Dissemination Standard
IEA	<i>Inquérito ao Emprego em Angola</i> (Angola Labor Force Survey)	SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
IFR	Interim Financial Reports	SEP	Stakeholder Engagement Plan
ILO	International Labour Organization	SNA	System of National Accounts
IMF	International Monetary Fund	SPI	Statistical Performance Indicators
INE	<i>Instituto Nacional de Estatística</i> (National Institute of Statistics)	SPINES	Statistics Provincial Services
IPF	Investment Project Financing	STEP	Systematic Tracking of Exchanges in Procurement
IPG	<i>Índice Preços Grossista</i> (Wholesale Price Index)	TA	Technical Assistance
IPMC	<i>Índice Preços Materiais de Construção</i> (Construction Materials Price Index)	ToR	Terms of Reference
ISA	International Standards on Auditing	UN	United Nations
IT	Information Technology	UNFPA	United Nations Population Fund
LIC	Low-income Countries	UNSD	United Nations Statistics Division
LMP	Labor Management Procedures	WBG	World Bank Group
M&E	Monitoring and Evaluation	WDR	World Development Report

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## DATASHEET

### BASIC INFORMATION

Country(ies)	Project Name	
Angola	Angola Strengthening Statistical Capacity	
Project ID	Financing Instrument	Environmental and Social Risk Classification
P178043	Investment Project Financing	Low

### Financing & Implementation Modalities

<input type="checkbox"/> Multiphase Programmatic Approach (MPA)	<input type="checkbox"/> Contingent Emergency Response Component (CERC)
<input type="checkbox"/> Series of Projects (SOP)	<input type="checkbox"/> Fragile State(s)
<input type="checkbox"/> Performance-Based Conditions (PBCs)	<input type="checkbox"/> Small State(s)
<input type="checkbox"/> Financial Intermediaries (FI)	<input type="checkbox"/> Fragile within a non-fragile Country
<input type="checkbox"/> Project-Based Guarantee	<input type="checkbox"/> Conflict
<input type="checkbox"/> Deferred Drawdown	<input type="checkbox"/> Responding to Natural or Man-made Disaster
<input type="checkbox"/> Alternate Procurement Arrangements (APA)	<input type="checkbox"/> Hands-on Enhanced Implementation Support (HEIS)

Expected Approval Date	Expected Closing Date
21-Mar-2022	31-Jul-2027

Bank/IFC Collaboration

No

### Proposed Development Objective(s)

The PDO is to improve Angola's statistical capacity, its efficiency in data production, and its use of data for public program monitoring.

**Components**

Component Name	Cost (US\$, millions)
Component 1. Institutional Reform and Statistical Capacity	6.10
Component 2. Data Production	50.40
Component 3. Project Management and Monitoring and Evaluation	3.50

**Organizations**

Borrower:	Republic of Angola
Implementing Agency:	National Institute for Statistics of Angola (INE)

**PROJECT FINANCING DATA (US\$, Millions)****SUMMARY**

Total Project Cost	60.00
Total Financing	60.00
of which IBRD/IDA	60.00
Financing Gap	0.00

**DETAILS****World Bank Group Financing**

International Bank for Reconstruction and Development (IBRD)	60.00
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**Expected Disbursements (in US\$, Millions)**

WB Fiscal Year	2022	2023	2024	2025	2026	2027	2028
Annual	0.00	6.73	12.56	19.50	18.11	3.10	0.00
Cumulative	0.00	6.73	19.29	38.79	56.90	60.00	60.00

**INSTITUTIONAL DATA**



**Practice Area (Lead)**

Poverty and Equity

**Contributing Practice Areas**

**Climate Change and Disaster Screening**

This operation has been screened for short and long-term climate change and disaster risks

**SYSTEMATIC OPERATIONS RISK-RATING TOOL (SORT)**

Risk Category	Rating
1. Political and Governance	● Moderate
2. Macroeconomic	● Moderate
3. Sector Strategies and Policies	● Moderate
4. Technical Design of Project or Program	● Substantial
5. Institutional Capacity for Implementation and Sustainability	● Substantial
6. Fiduciary	● Substantial
7. Environment and Social	● Low
8. Stakeholders	● Moderate
9. Other	● Substantial
10. Overall	● Substantial

**COMPLIANCE**

**Policy**

Does the project depart from the CPF in content or in other significant respects?

☐ Yes ☒ No

Does the project require any waivers of Bank policies?

☐ Yes ☒ No





## Environmental and Social Standards Relevance Given its Context at the Time of Appraisal

E & S Standards	Relevance
Assessment and Management of Environmental and Social Risks and Impacts	Relevant
Stakeholder Engagement and Information Disclosure	Relevant
Labor and Working Conditions	Relevant
Resource Efficiency and Pollution Prevention and Management	Not Currently Relevant
Community Health and Safety	Relevant
Land Acquisition, Restrictions on Land Use and Involuntary Resettlement	Not Currently Relevant
Biodiversity Conservation and Sustainable Management of Living Natural Resources	Not Currently Relevant
Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities	Relevant
Cultural Heritage	Not Currently Relevant
Financial Intermediaries	Not Currently Relevant

**NOTE:** For further information regarding the World Bank's due diligence assessment of the Project's potential environmental and social risks and impacts, please refer to the Project's Appraisal Environmental and Social Review Summary (ESRS).

## Legal Covenants

### Sections and Description

#### Section II. Project Monitoring Reporting and Evaluation

The Borrower shall cause the Project Implementing Entity to furnish to the Bank each Project Report not later than forty-five days after the end of each calendar semester, covering the calendar semester. Except as may otherwise be explicitly required or permitted under this Agreement or as may be explicitly requested by the Bank, in sharing any information, report or document related to the activities described in Schedule 1 of this Agreement, the Borrower shall ensure and shall cause the Project Implementing Entity to ensure that such information, report or document does not include Personal Data.

### Sections and Description

SCHEDULE 2. Project Execution. Section I. Implementation Arrangements. E. Environmental and Social Standards. 6. If sixty (60) days prior to the Closing Date, the Bank determines that there are safeguard measures and actions



which will not be completed by the Closing Date, the Borrower shall cause the Project Implementing Entity to: (a) not later than thirty (30) days before the Closing Date, prepare and present to the Bank, an action plan satisfactory to the Bank on the outstanding measures and actions, including a timetable and budget allocation for such measures and actions; and (b) thereafter, carry out, or cause to be carried out (as the case may be), said action plan in accordance with its terms and in a manner acceptable to the Bank.

**Conditions**

Type Effectiveness	Financing source IBRD/IDA	Description ARTICLE V, Section 5.01. (a) The Subsidiary Agreement has been executed on behalf of the Borrower and the Project Implementing Entity.
Type Effectiveness	Financing source IBRD/IDA	Description ARTICLE V, Section 5.01. (b) The Borrower and the Project Implementing Entity have adopted the Project Operations Manual in form and substance satisfactory to the Bank.
Type Effectiveness	Financing source IBRD/IDA	Description ARTICLE V, Section 5.01. (c) The Project Implementing Entity has established the PIU under terms and conditions acceptable to the Bank, including adequate resources, mandate and staffing
Type Effectiveness	Financing source IBRD/IDA	Description ARTICLE V, Section 5.01. (d) The Borrower has adopted, consulted upon and disclosed the Labor Management Procedures and the Stakeholder Engagement Plan in form and substance satisfactory to the Bank.
Type Disbursement	Financing source IBRD/IDA	Description Section III. Withdrawal of Loan Proceeds. B. Withdrawal Conditions. Withdrawal Period. Under Category (2) no withdrawal shall be made for payment of Eligible Expenditures until and unless the Bank has received from the Borrower: (a) a decree approving the population and housing census and its data collection; (b) evidence that a census commission has been established; and (iii) evidence that a multiannual budget for the implementation of the census has been confirmed by MinFin; all in a manner acceptable to the Bank.



## I. STRATEGIC CONTEXT

### A. Country Context

1. **Angola, one of the largest countries and oil producers in Sub-Saharan Africa, is a highly oil dependent lower middle-income country of 32 million people.** Despite the country's significant oil resources, with the oil sector accounting for 94 percent of exports in 2020, it is estimated that in 2021 more than 53 percent of the population is poor, living on less than US\$1.90 per day (purchasing power adjusted 2011 US\$). Poverty was high even during the boom years and has increased since 2015 due to a combination of loss of employment earnings and higher food inflation. The Coronavirus Disease 2019 (COVID-19) pandemic further exacerbated this trend. Angola is also among the countries with the lowest Human Capital Index – at 0.36 in 2020 - reflecting low levels of schooling and poor health outcomes.
2. **Though there have been significant impacts from the COVID-19 pandemic, infection rates have remained manageable and significant progress has been made on vaccination.** A total of 98,423 confirmed COVID-19 cases, including 1,894 deaths, had been recorded as of February 8, 2022, resulting in an overall case fatality of 1.9 percent. Angola recently experienced a fourth wave of COVID-19 infections, likely boosted by the Omicron variant, with more than 32,000 cases being diagnosed between December 15, 2021 and February 1, 2022. As of February 8, 2022, COVID-19 transmission had decreased, to an average of around 30 cases per day. Angola has made steady progress in vaccinating its population against COVID-19: as of February 01, 2022, 10.4 million people (64.4 percent of the adult population) had received at least one dose and 4.8 million people (29.9 percent of the adult population) had received two doses.
3. **Following a five-year recession, primarily due to the significant fall in oil prices, the Angolan economy is projected to have turned positive in 2021.** During the period of high oil prices in 2005 to 2014, Angola recorded rapid economic growth, although growing oil wealth also resulted in an overvalued currency. When oil prices declined in 2015, Angola fell into a recession, with a cumulative decline of 3.8 percent in real gross domestic product (GDP) from 2015 to 2019. The sharp drop in oil prices in early 2020 brought on by COVID-19, coupled with measures put in place to contain the pandemic, further exacerbated the economic downturn. As such, GDP declined by 5.4 percent in 2020. With higher oil prices and the lifting of mobility restrictions in 2021, growth is expected to have turned modestly positive, at 0.4 percent. The Government of Angola (GoA) instituted several actions in response to the pandemic, including tax relief and liquidity provided to the private sector through lines of credit. The government also implemented a food basket distribution and accelerated the implementation of the 'Kwenda' cash transfer program.
4. **The collapse of oil prices since 2014 resulted in fiscal stress and high debt ratios forcing expenditure cuts.** The falling price of oil and subsequent drop-off in investments into Angolan oil exploration sites resulted in a decline in production, putting a strain on fiscal revenues, 60 percent of which consisted of oil revenues. In 2020, fiscal revenues dropped to 21 percent of GDP, down from 30 percent in 2014. Correspondingly, government spending fell from 36.5 percent of GDP to less than 23 percent. Public debt, much of it in foreign currency, reached 135 percent of GDP in 2020 due to the depreciation of the Kwanza. Higher oil prices in 2021 and 2022 are generating increased fiscal and export revenues, even with falling production. At the same time, tax measures introduced since 2019, including a value-added tax, have resulted in an increase in non-oil revenues, which grew by 45 percent year-on-



year in the second quarter of 2021. Even so, the reduction in public revenues has forced expenditure cuts, including to statistics and other key development areas, including human capital development.

5. **Angola is a young country, with potential to reap a large demographic dividend.** More than half of the population is under 15 years of age.<sup>1</sup> The country's total fertility rate is 6.2 (2016), second only to Niger.<sup>2</sup> By 2030, an additional 30 percent of children will enter primary school, and more than 50 percent of the population will be in the labor market in search of jobs. This represents an opportunity to achieve productivity gains and to reap a demographic dividend. This depends on these new labor market entrants be properly equipped to contribute to the Angolan economy. However, Angola suffers from a significant human capital challenge. The Human Capital Index score of 0.36 is below the Sub-Saharan Africa regional average of 0.40 and well below the expected level given Angola's GDP per capita. Highly alarming are those elements of the index where even low-income countries (LICs) outperform Angola: i.e., in the percentage of children not stunted (62 percent in Angola versus 66 percent in LICs) and learning outcomes (harmonized score of 326 versus 356 in LICs). This indicates that the country is suffering from a learning crisis. As such, Angola's shrinking economy has not generated sufficient opportunities for its rapidly growing population, with women and young people particularly disadvantaged.

6. **There are significant gender gaps in Angola regarding endowments, agency, and economic opportunities.** About half of women (51 percent) over the age of 15 years are literate, compared to more than 80 percent of men. These differences are even more stark in rural areas, where only 25 percent of women are literate compared to 63 percent of men and where 6 percent of girls aged 12–18 attend school, compared to 11 percent of boys. As a result, women's employment outcomes are significantly worse than those of men's when considering median earnings, informal employment, and vulnerable employment. Informality is widespread but more predominant for women (88.5 percent of women work in informal jobs vs. 70.8 percent of men). Similarly, despite having more education than earlier generations, 95.3 percent of employed youth work informally (compared to 75.6 percent for the population aged 25–64), including high rates of unpaid work and subsistence self-employment.<sup>3</sup>

7. **Angola faces growing risks from climate change and is already experiencing climate change impacts, particularly through severe droughts in the South and increased floods.**<sup>4</sup> There is a measurable upward trend in the frequency and the severity of droughts in several parts of the country, with the number of people affected expected to increase in the coming years. While the Southern region has been suffering directly from severe droughts since 2012, food insecurity effects have reverberated nationally. At the same time, Angola suffers annual economic losses due to flooding estimated at US\$94 million (about 0.8 percent of GDP). Vulnerability to climate shocks is further exacerbated by high internal migration to urban centers, especially to the capital region. This has concentrated the population and infrastructure on the coast, increasing vulnerability to sea level rise, erosion, and storm surges. Greater variability in rainfall due to climate change is also expected to increase the potential for water conflict across the country's river basins by 2040. Finally, considering Angola's high dependence on oil, global trends toward decarbonization create additional urgency for the Angolan economy to diversify. However,

<sup>1</sup> National Statistics Institute (*Instituto Nacional de Estatística*, INE) 2014.

<sup>2</sup> Angola Survey of Multiple Indicators and Health (*Inquérito de Indicadores Múltiplos e de Saúde*), 2015–2016.

<sup>3</sup> Statistics reported in these paragraphs refer to the second quarter of 2021. Source: INE. "Employment and Unemployment Indicators. Angola Labor Force Survey. (Indicadores de Emprego e Desemprego. Inquérito ao emprego em Angola.) ." August 2021.

<sup>4</sup> Source: World Bank Angola Climate Change and Development Report (P176917) concept note.



promising sectors for diversification, notably agriculture and fisheries, are highly climate sensitive and are already under stress from climate change.

8. **To address these challenges, the authorities have embarked on an ambitious reform program that aims to address the country's governance, economic, and social challenges.** The reform program focuses on increased transparency and the creation of an environment that is conducive to inclusive, diversified and more resilient economic growth. The reforms are supported by the World Bank through a Development Policy Financing series and complementary lending and non-lending projects, as well as a three-year International Monetary Fund (IMF) Extended Fund Facility, which concluded successfully in December 2021. The government is also heavily committed to job creation, including a push to invest in, and formalize, the heavily informal private sector. At the same time the country is establishing a comprehensive poverty-targeted social protection system that includes the Kwenda cash transfer program.

9. **A lack of timely and reliable data poses a problem for evidence-based decision-making in key areas.** This has constrained the ability of the GoA in the design and implementation of impactful reforms and policies. Improved, regular monitoring across social and economic key indicators is needed for public policies to be put in place that can advance the economic diversification, human capital development, and social protection agendas. Stronger statistics will inform the government's policies and allow monitoring of policies as well as the degree of their efficacy.

## B. Sectoral and Institutional Context

10. **The National Institute for Statistics (INE) is the main official provider of statistics in Angola.**<sup>5</sup> INE is supported by departments in line ministries (ODINs, Delegated Organs of INE), which are the main producers of sectoral statistics, and by regional statistics offices (SPINs, Statistics Provincial Services), which coordinate activities at the province level. Another main stakeholder of the Angolan National Statistical System (NSS) is the National Council of Statistics (CNEST), under the Ministry of Economy and Planning. INE is the managerial agency of the Council, main statistical producer in charge of producing the national accounts, along with other economic, social, and demographic statistics. The Central Bank is the agency that produces monetary, financial, and foreign exchange statistics.

11. **Angola's statistical capacity has increased over the past five years** according to the World Bank statistical performance indicators (SPI), although its score is still lower than the average for Lower-Middle Income Countries (54.9 out of 100 in 2019 for Angola compared to 56.7 for Lower Middle-Income Countries).<sup>6</sup> The Angola Statistics Project (P157671), referred to as StatCap I in this document, made significant progress in filling some of Angola's most critical data gaps (Table 1). Under this project, the 2018/19 Household Income, Expenditure and Employment Survey (IDREA) was collected, followed by the preparation and publication of updated poverty and welfare indicators—the first since 2008–09. The

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<sup>5</sup> The legal framework of the NSS is defined in Law 3/11 from 2011, which establishes the principles and norms of the NSS. Law 3/11 indicates that INE alongside the Central Bank (*Banco Nacional de Angola*) are the official statistics producers in Angola.

<sup>6</sup> The SPI currently collects 51 indicators covering 14 out of the 22 dimensions in the SPI framework. These 51 indicators provide data for each of the five pillars on data use, data services, data products, data sources, and data infrastructure. Yet, there remain major gaps in several pillars because indicators to assess performance still need to be developed, and in some cases, indicators have limited data coverage. This data availability challenge impedes efforts to measure the performance of statistical systems in certain countries.



project also financed Angola's first Agricultural and Fisheries Census (the RAPP) since the early 1970s as well as its first Enterprise and Establishment Census (the REMPE). The project introduced a quarterly Labor Force Survey of Angola (the IEA)—which proved particularly useful during the COVID-19 pandemic as it is one of the country's few sources of household welfare data. StatCap I supported strengthening of institutional capacity through regular statistical coordination meetings between users and producers of data, including meetings of the CNEST. Institutional capacity has been increased through establishing improved coordination mechanisms between INE and sector producers; trainings of INE's staff during the project; investments into modern information and communication technology (ICT) equipment to improve INE productivity at central and province level; and implementation of organizational and managerial best practices, such as data collection through the CAPI software Survey Solution (SuSo) of the World Bank.

**Table 1. Surveys and Censuses Collected under StatCap I**

INE Surveys		Translation	Frequency
RAPP		Agricultural and Fisheries Census	Every 10 years (2020/21)
REMPE		Enterprise and Establishment Census	Every 10 years (2020/21)
IDREA		Household Income, Expenditure and Employment Survey	Every 3 years (2018/19)
<i>Regular monitoring</i>			
IEA		Labor force survey	Quarterly
Economic surveys	Inquérito Trimestral de Avanço e Acompanhamento dos Edifícios em Processo de Construção (ITAEPIC)	Construction sector survey	Quarterly
	Índices de Preços dos bens de Exportação e de Importação (IPEI)	Import-export survey	Quarterly
	Índice de Produção Industrial (IPI)	Industrial Production Survey	Quarterly
	Inquérito Anual Harmonizado às Empresas	Firm survey	Annual
	Conjuntura Económica, Empresas	Producer confidence survey	Quarterly
	Conjuntura Económica, Consumidores	Consumer confidence survey	Quarterly
	Índice Preços do Consumidor Nacional (IPCN)	Consumer prices index	Monthly
	Índice de Preços no Produtor (IPP)	Producer prices index	Quarterly
	Índice Preços Materiais de Construção (IPMC)	Building materials price index	Monthly

12. **Despite these advances, significant challenges remain.** INE's limited capacity to provide official statistics is reflected by Angola's SPI score being lowest in Pillar 4: Data sources (28.9 out of 100). This reflects a lack of administrative and geospatial data, as well as limited census and survey data. The sectoral statistics currently published are insufficient to assess the performance of the economy. Statistics on the informal sector, source of 80 percent of employment in the country, and on labor costs, among other statistics, are either not produced or are of insufficient quality.





13. **These challenges extend beyond INE—for example, the GoA currently monitors progress of strategic public programs through manual data collection.** The Ministry of Economy and Planning (MEP) publishes a quarterly report (*the Relatório de Balanço*) that presents the progress of programs considered key in the 2018–2022 National Development Plan (NDP). Data collection for this work is done manually with inputs from sector-level coordinating and implementing agencies at the national and provincial levels. Results from these indicators have been used in the past to justify revisions to the NDP. Officials from the MEP have identified the lack of uniformization in the production of statistics as a major barrier to their work and to the assessment of Angola’s economic performance in general.

14. **At the same time, survey costs have been high in part due to low capacity, presenting a challenge during StatCap I and posing a risk to the sustainability of Angola’s statistical development.** The need for increased capacity as a tool to decrease costs is reflected in the recent experience of the collection of the RAPP, which suffered from significant delays and a cost overrun of more than US\$10 million relative to the budget originally prepared. This significant cost overrun necessitated a delay of complementary agriculture and fisheries surveys and the planned household budget survey, all of which had been planned under the StatCap I. Approximately half of RAPP’s overrun was due to costs being higher than originally anticipated – reflecting incomplete budgeting coupled with unanticipated costs of COVID-19 safety precautions and delays. However, the other half of the cost overrun appears to be linked to weaknesses in management (including costs incurred due to delays during a change in INE leadership) and inefficient spending (including particularly high training and meal costs, higher than expected staffing level, and costly car maintenance contracts).

15. **Sector statistics in the form of administrative records have the potential to provide cheap and timely information** given that these are already collected by different entities, such as line ministries. As noted in a 2018 World Bank evaluation<sup>7</sup>, interviews with government counterparts in the case studies consistently emphasized that data necessary for policy making and service delivery needs to be sufficiently disaggregated and regularly updated. Surveys are not always sufficient for this purpose. Instead, administrative data collected by line ministries is an important part of the equation. At the same time, the 2021 World Development Report (WDR) notes that there are accuracy concerns for administrative data. For example, the report cites a study showing how low-quality administrative records led to vaccination rates being overreported by about 5 percent and primary school enrollment being inflated by a third.<sup>8</sup> The lesson is that, though these data already exist, they still need to be developed carefully and transparently in order for them to be used for accurate statistical means.

16. **The Angola National Strategy for the Development of Statistics (NSDS; 2015–25) defines a strategy toward a modern NSS in Angola, with one of the three main strategic directions being to develop the technical capacity of all NSS stakeholders, including line ministries, to improve the quality of official statistics.** However, data quality in administrative data systems in Angola is often low and the data are underutilized. These data are frequently collected without any independent monitoring or quality control. Line ministries have insufficient technical capacity and either employ inappropriate methods to produce these statistics or the statistics produced do not cover the whole country. Currently, statistics

<sup>7</sup> World Bank. 2018. “Data for Development: An Evaluation of World Bank Support for Data and Statistical Capacity.” Independent Evaluation Group, Washington, DC: World Bank.

<sup>8</sup> World Bank. 2021. World Development Report 2021: Data for Better Lives. Washington, DC: World Bank. doi:10.1596/978-1-4648-1600-0. License: Creative Commons Attribution CC BY 3.0 IGO



obtained from administrative sources represent an underutilized and underdeveloped source of regularly available information to support monitoring. These include vital statistics, education, crime, and health.

### C. Relevance to Higher Level Objectives

17. **The proposed project is aligned with the World Bank's engagement strategy for Angola, including the 2018 Systematic Country Diagnostic (SCD) and the 2020 Poverty Assessment.** The recession that began in 2015 - triggered initially by shocks in oil price and production, and then more recently exacerbated by the global COVID-19 pandemic - has dramatically changed the country's economic context. This has altered the country's need for support, and thus the partnership between Angola and the World Bank over the past five years. The SCD, finalized in December 2018, identified critical data gaps in terms of availability, quality, and timeliness of data, which have undermined the potential to make comprehensive evidence-based policies. The Poverty Assessment used the IDREA household survey 2018/19 carried out under StatCap I to establish a new poverty baseline. The FY2014-2016 World Bank Group Country Partnership Strategy (Report No. 76225) discussed by the Board on September 26, 2013, extended through FY2019 by the 2018 Performance and Learning Review (Report No. 125072,) discussed on April 25, 2018, included the objective of strengthening evidence-based and transparent policy making, and the recommendation to improve Angola's national statistical capacity.<sup>9</sup> This proposed project aims to cover some of the key gaps and includes the improvement of administrative data to inform policy-making. It also includes the next round of the IDREA, which is needed to monitor progress in poverty reduction. Additionally, by improving quality and frequency of the information needed for well-targeted and well-designed public policy implementation and monitoring (including new surveys on the informal sector and agricultural sectors), the proposed project directly supports the two pillars of Country Partnership Strategy (2014-2016), namely: (a) economic diversification with a priority on revitalizing rural economies (through improvements in economic data, particularly statistics related to the critical sectors of agriculture and fisheries); and (b) improving the quality of service delivery (through improved monitoring and through data needed for better targeting).

18. **This project is also aligned with Angola's 2018–2022 NDP and will directly support the monitoring of Angola's upcoming NDP.** It will invest in better and more regular monitoring of programs in the upcoming NDP through its support for improving the quality of administrative data. It also directly addresses the need to fill data gaps as prioritized in the 2018–2022 NDP in agricultural and forest sectors (for example, Program 2.3.2 Supporting Agricultural Production, and Program 2.3.4 Improving the Exploration and Sustainable Management of Forest Resources).

19. **The project also contributes to progress toward the achievements of international standards and development commitments, such as the Sustainable Development Goals and the World Bank corporate mandates: climate change, gender, citizen participation, and data privacy.** Consistent with the fundamental idea that multi-topic household surveys inform policy making, the project will contribute to improving the availability and reliability of critical statistics for tracking progress toward the achievement of the SDGs and the World Bank's twin goals of ending extreme poverty and boosting shared prosperity. This includes gender-informed statistics supported by the production and dissemination of sex-disaggregated data based on international standards. The World Bank Group (WBG) Gender Strategy

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<sup>9</sup> Country Partnership Strategy (FY14–FY16) for the Republic of Angola Report No. 76225-AO and Performance and Learning Review of the Country Partnership Strategy for the Republic of Angola for the Period FY14–FY16 Report No. 100984-AO.





(2016 to 2023) calls for better country-level diagnostics on gender gaps to “highlight how closing the key gender gaps in endowments, economic opportunities, and voice and agency would boost the attainment of the WBG twin goals.” Finally, the project will directly support the collection of data and preparation of statistical reports designed to inform Angola’s climate change mitigation and adaptation strategies, including in agriculture. As part of this endeavor, the project will include updated maps for monitoring of subnational vulnerability to the population and infrastructure.

20. **This project is fully aligned with the current NSDS (2015–25).** Besides the focus on administrative records already discussed, other project activities are intricately linked to the objectives defined in the NSDS. For example, the project will strongly promote the coordination among NSS users and producers, which represents one of the goals of the strategy. Additionally, the implementation of a quality framework is specifically in line with the objective of “creating at INE an organic unit for methodology, sampling and control of quality, with the appropriate means.” The project will also support in assessing the progress of the actual NSDS and be used as an opportunity to reinforce and relaunch this strategy.

## II. PROJECT DESCRIPTION

### A. Project Development Objective

#### PDO Statement

21. The Project Development Objective (PDO) is to improve Angola’s statistical capacity, its efficiency in data production, and its use of data for public program monitoring.

#### PDO Level Indicators

22. **The achievement of the PDO level results will be measured by three high-level indicators.** The proposed indicators assess (a) the progress in the overall statistical capacity in the production and use of core and quality statistics by the national statistical system, (b) the dissemination of statistics for program monitoring, and (c) the efficiency of data production:

- (a) Improvement in statistical capacity as measured by composite score derived from the World Bank SPI methodology (number). Baseline (3.37) Target (8.0)
- (b) Increased usage of data for monitoring as measured by the number of public programs of the National Development Plan that are monitored following established standards and protocols (number). Baseline (0) Target (12)
- (c) Efficiency gains in data production as measured by reduction in per-interview cost of surveys (percent). Baseline (0) Target (10 percent)

23. **The first PDO indicator measures the overall capacity improvements in the production and use of core statistics, the second PDO measures its use for policy monitoring, and the third measures efficiency gains in their production.** As part of the core statistics, the first PDO indicator includes quality measures specifically for the System of National Accounts (SNA) (this indicator is described below). The second PDO indicator is directly linked to this project’s support to improving access to frequent and relevant indicators through development of Angola’s administrative record agenda under Subcomponent



1.2. Revised and upgraded indicators will be sourced from administrative records. The target is for this to result in 12 indicators, based on the inclusion of two to three programs each from the five ministries included in the pilot. The third PDO indicator is focused on measuring the gains in efficiency in survey data production in INE, taking survey costs from the StatCap I as the baseline against which to improve.<sup>10</sup>

24. **The PDO indicators build on experience from earlier Statistical Capacity Building projects as compiled in the World Bank’s 2021 report “A Review of ICRs and ICRRs of a Selected Sample of Statistical Capacity Building Operations.”**<sup>11</sup> It cautions that World Bank indicators of statistical capacity should be within projects’ results framework. Notably, the use of indicators such as the SPI (and the Statistical Capacity Indicator [SCI] before it) has proven problematic in earlier projects due to frequent volatility in the measurement of the indicator arising from changes external to the project itself. While the SPI is expected to have lower volatility as compared to the SCI, there will still be some large annual changes. A technical analysis found annual volatility reaching, at the extremes, a 30 percent increase in the case of Guyana between 2017 to 2018 and a nearly 20 percent decline in São Tomé and Príncipe between 2018 and 2019. In the case of Angola, specifically, volatility risk can be seen in the number of SPI indicators not yet available (22 out of 51). Change in the availability of these indicators implies a volatility risk. Given the magnitude of these potential shifts in the overall SPI year to year, the report does not recommend the SPI for use in the results frameworks of future projects related to statistical capacity building.

25. **Rather than directly using the SPI, the project proposes to use a simplified composite score created specifically for this project that will be measured and monitored in real time by the project team.** Composite indicators like the SPI are useful for international benchmarking and monitoring, but their complexity presents a significant risk to effective project monitoring. The proposed indicator is the sum of 10 sub-indicators included in the SPI, covering four out of the five pillars (Table 2). Its baseline score, obtained from the 2019 SPI, is 3.75 out of 10. The project is expected to directly improve or maintain the score of each of these indicators, achieving an end of project target of 8.0.

**Table 2. List of SPI Indicators Included in the PDO Indicator**

Pillar	Indicator	Baseline (2019)	Target
Pillar 1 (data use)	Availability of comparable poverty headcount ratio at US\$1.90	0.50	1.0
	Labor force participation rate by sex and age	0.50	1.0
Pillar 2 (data services)	Special Data Dissemination Standard (SDDS)/e-GDDS subscription	0.00	0.5
	Metadata available score	0.25	0.6

<sup>10</sup> The per-interview cost of a set of surveys collected under StatCap I, specifically the IDREA, the economic surveys, and the IEA, will be calculated as part of that project’s Implementation Completion Report and used as the baseline. This project will target a reduction of 10 percent relative to that cost, adjusting for inflation. Specifically, a set of surveys that will be collected in the coming five years will be selected for monitoring—specifically, the continuous economic surveys, the IDREA, and the IEA - to estimate an average interview cost. The unit cost will be estimated considering direct and indirect costs and will apply accrual accounting methods such as depreciation of capital goods and other adjustments. The methodology applied under the productivity assessment tool (IPNOS initiative) implemented by the World Bank will be used for this estimation. The unit cost for the surveys will be estimated annually during the implementation of the project. The unit cost will be measured over the duration of the project while quality of these products will be monitored based on the quality standards implemented by this project.

<sup>11</sup> World Bank. 2019. “A Review of ICRs and ICRRs of a Selected Sample of Statistical Capacity Building Operations.” ICR = Implementation Completion and Results Report; ICRR = Implementation Completion and Results Report Review.



Pillar	Indicator	Baseline (2019)	Target
	NADA metadata	1.00	1.0
Pillar 4 (data sources)	Household survey	1.00	1.0
	Agricultural survey	0.00	1.0
	Labor force survey	0.00	1.0
Pillar 5 (data infrastructure)	System of national accounts in use	0.50	1.0
	National accounts base year	0.00	0.5
<b>Total</b>		3.75	8.6

Note: NADA = National Data Archive.

## B. Project Components

26. **The project will be structured in three components:** (1) Institutional Reform and Statistical Capacity, (2) Data Production, and (3) Project Management and Monitoring and Evaluation. The project components and subcomponents were identified through discussions with INE. During preparation, input and feedback is being sought from a sample of intended primary project beneficiaries with a view to confirming whether the proposed project activities are relevant and appropriate, and to identifying if there are any additional potential risks associated with the proposed project. Consultations are also being conducted with other key stakeholders during the project's preparation, including with CNEST, ministerial partners (particularly those that will have a role during implementation), civil society and nongovernmental organizations (NGOs), and development partners. This will strengthen citizen ownership to support the sustainable implementation of the project. 3

27. **The project components are described below:**

### Component 1: Institutional Reform and Statistical Capacity (US\$6.1 million)

28. **The first component builds on the progress made under StatCap I to support the modernization of INE and the national statistical system of Angola.** As part of the StatCap I, specific assessments were undertaken on human resources, information technology, statistical norms and regulations, and organizational structure and management. StatCap I supported a subset of follow-up actions recommended by these assessments, including a large investment in the ICT of INE, targeted trainings across technical and project management areas, and improvements in managerial processes and organizations. This project will build on earlier investments by continuing the modernization of INE and by increasing collaboration across the national statistical system. The specific activities considered under this component are informed by the results and recommendations from the assessments already undertaken, especially the institutional assessment and the recently completed legal assessment.

#### *Subcomponent 1.1. Institutional modernization and capacity (US\$3.5 million)*

29. **Activity 1.1.1 Statistical planning and NSS coordination.** The project will provide assistance in the preparation of an update of the national strategy of the NSDS and the Annual Plan of the National Statistical System (PASEN) as well as support improvement to the coordination mechanisms of the statistics system. The PASEN includes the annual plan of INE (PAINE). These updates are framed in the strategy for the harmonization of statistics in Africa (SHaSA), as well as the Southern African Development



Community (SADC) regional strategy of statistical development and would be coordinated with PARIS21.<sup>12</sup> The project will also support the preparation of a technical note (informed by the assessment financed under StatCap I) that will serve as an input for developing regulations to complement the 2011 Statistical Act, including in the area of data privacy protection and how these relate to open data initiatives.<sup>13</sup> These activities reinforce the NSS coordination role of INE under the context of the approval process of the new statistical act. INE's coordination role will also be supported by the continued financing of CNEST's meetings under this component. Financing will also be provided to support INE's participation in international cooperation missions and knowledge-sharing events.

30. **Activity 1.1.2 Organizational modernization.** Several activities are aimed at modernizing INE's internal organization. These include preparation of dashboards for monitoring the PAINE (with a planned expansion to system-wide monitoring of PASEN at a later stage). The technical assistance will also support the implementation of the General Statistical Business Process Model (GSBPM), the General Activity Model for Statistics (GAMSO), and the General Statistical Information Model (GSIM) to complete the INE's organizational redesign under the NSDS and INE's Strategic Plan. Critically, these modifications include improvements to costing and budgeting, allowing INE to improve its ability to estimate unit costs for data production and to enhance its planning and budgeting systems. Additionally, these three models will support the modernization of INE through the following: (a) resource planning and management, (b) enhancement of the system of risk management, (c) implementation of an updated business model, and (d) measuring and communicating the value of activities derived from the modernization of statistics. An organizational and managerial assessment of INE will be carried out before the implementation of these models to evaluate its readiness to implement different aspects of modernization and identify managerial bottlenecks, inadequacies in the organizational structure, and budgeting inefficiencies among others. Finally, this component also includes financing for training in cost control tools, internal control, and enterprise resource planning.

31. **Activity 1.1.3 Quality Framework.** A quality framework for INE will be designed and implemented based on the United Nations (UN) statistical principles and international best practices. This project will finance technical assistance to increase the capacity of INE's quality control staff. The project will include technical assistance to prepare a quality framework that will develop principles, guidelines and toolkits for guaranteeing quality control of specific basic and aggregated statistics. These guidelines and toolkits will be implemented for the surveys financed under Component 2 as well as the activities to improve administrative records under Component 1.2. The framework will also implement statistical quality third-party certification, such as the international standard organization (ISO) protocols. The implementation of this framework is an integral part of building a 'center of excellence' for statistics in Angola through the certification of data quality using the principles, tools and methodologies derived from this quality framework.

32. **Activity 1.1.4 ICT modernization.** An integrated data platform will be designed and implemented to host official statistics from across the NSS, including selected administrative records from Component 1.2 – this will be a "one stop shop" for Angolan official statistics. The platform will start with a conceptual

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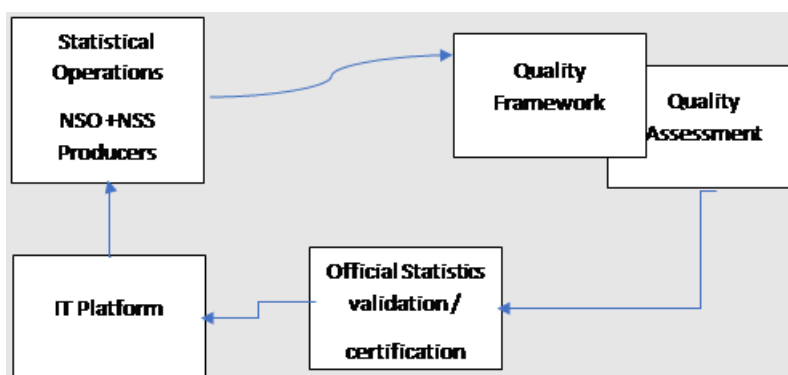
<sup>12</sup> PARIS21 = The Partnership in Statistics for Development in the 21st Century.

<sup>13</sup> Specifically, the note will include an assessment of digital data protection and security provisions in relation to the Statistical Act and Angola's data privacy laws with the objective of verifying that such provisions are in accordance with international standards and of making recommendations if needed.



design defining the main agencies, processes, data flows, government indicators and datasets at the level of individual programs, governmental managerial systems, and sectors. Based on the conceptual framework, a functional design will be developed that considers all data management approach layers (data security; integration; preservation; and so on). This platform will also host the outputs from the improved data verification process that will result from the quality framework. The platform's implementation will begin with the administrative records and surveys collected through the project (Figure 1). This subcomponent also provides some financing for necessary ICT equipment and technical assistance for effective and secure data and server management in INE's data center.

Figure 1. Integrating Quality Assessment into the Data Platform



33. **Activity 1.1.5 Capacity building.** This subcomponent also supports investments in human capacity in INE. The project will finance the development of a learning plan and implement the priority trainings identified. This includes trainings in data science and statistics (including trainings in relevant data management and statistical programs, and programs for managing data online).<sup>14</sup> Training will include informed actions to support capacity and training of technical staff in gender sensitive issues related to data collection and analysis.<sup>15</sup>

#### *Subcomponent 1.2. Improvement of administrative data (US\$2.6 million)*

34. **The key objective of this subcomponent is to improve the quality and availability of data from administrative records (AR) for monitoring of public programs and for statistical use in select sectors.** This work is divided into four activities, described below, with four main outputs: (a) preparing an inventory of AR in pilot ministries, performing a quality assessment on these and developing strategies for improving them; (b) preparing a set of indicators based on AR sources of relevant programs of the NDP based on quality assessed and improved data; (c) preparing a set of inputs for statistical products using these improved AR sources to complement survey data in national accounts, agriculture and fisheries and vital statistics, among others; and (d) training staff from INE and line ministries in the use of the toolkit for quality assessment and improvement of AR.

35. **Given the resource intensity of working with AR, the need existed for strategic prioritization.** The prioritization was based on existing capacity in the line ministry as well as the policy importance of

<sup>14</sup> For example, Excel, SPSS, STATA, R, ArcGIS, POSTGRE SQL, MAPOTECA, and WEBGIS.

<sup>15</sup> These activities build on lessons generated and guidance material currently under production by the (global) Strengthening Gender Statistics Project (P175880).



the indicators that will be produced. The selected ministries for inclusion in the pilot phase are the Ministries of Agriculture and Fisheries; Culture, Tourism and Environment; Justice and Human Rights; Transport; and Energy and Water. Specifically, these activities will be done jointly between INE and the ODINES in each of these ministries. Table 4 outlines the ministries considered, the type of information that will be prioritized for improved statistical products (Activity 1.2.4), and examples of current public interventions based on the current NDP to be monitored (the list of programs for which improved monitoring will be done under Activity 1.2.3 will be based on the new National Development Plan 2023–2028 that is currently under development).

**Table 4. Proposed Sources of Administrative Records**

Ministry	Type of Information	Main Public Interventions
<b>Agriculture and Fisheries</b>	Agricultural and fishing production for SNA; Enterprises for Business Register	<p>Program 2.3.2: Fostering Agricultural Production</p> <p>Program 2.3.3: Fostering of Livestock Production</p> <p>Program 2.3.4: Fostering the Sustainable Exploration and Management of Forest Resources</p> <p>Program 2.3.5: Improved Food and Nutritional Security</p> <p>Program 2.3.6: Sustainable Development of Fresh and Saltwater Resources</p> <p>Program 2.3.7: Sustainable Aquaculture Development</p>
<b>Culture, Tourism and Environment</b>	Tourism and environment inputs for SNA	<p>Program 2.3.12: Hotel and Tourism Development</p> <p>Program 2.4.1: Climate Change</p> <p>Program 2.4.2: Biodiversity and Conservation Areas</p> <p>Program 2.4.3: Marine Spatial Planning and Ecosystem Health</p> <p>Program 2.4.4: Risk Prevention and Environmental Protection</p>
<b>Justice and Human Rights</b>	Vital and civil statistics; Inputs for population projections	<p>Program 1.1.2: Protection and Promotion of Children’s Rights</p> <p>Program 4.2.1: Strengthening the Reform of Public Administration</p> <p>Program 4.2.3: Reform and Modernization of the Administration of Justice</p> <p>Program 4.2.4: Strengthening the Fight against Economic, Financial Crime and Corruption</p>
<b>Energy and Water</b>	Inputs for SNA and SDG monitoring	<p>Program 3.2.1: Expansion of Access to Electricity in Urban Areas, Municipalities and Rural Areas</p> <p>Program 3.2.2: Consolidation and Optimization of the Electric Sector</p>



Ministry	Type of Information	Main Public Interventions
		<p>Program 3.3.1: Expansion of Water Supply in Urban Areas, Municipalities and Rural Areas</p> <p>Program 3.3.2: Water Sector Development and Consolidation</p> <p>Program 3.3.3: Basic Sanitation</p>
Transportation	Statistics on the flow of passengers in all areas of transport (rail, road, and maritime).	<p>Program 3.1.1: Modernization and development of Transportation Activities</p> <p>Program 3.1.2: Development and Improvement of Transportation Infrastructure</p> <p>Program 3.1.3: Expansion of Public Transportation</p> <p>Program 3.1.4: Development of Logistics and Distribution</p>

36. **Activity 1.2.1 Inventory, quality assessment, and improvement of administrative records.** The goal of this activity is to prepare an inventory of the different AR in each of the pilot ministries, assess their quality, and define and implement improvement plans. This activity will finance the hiring of a small team of consultants to work directly with INE and each of the pilot ministries to undertake these activities.

37. **Activity 1.2.2 Definition and measurement of targets and indicators of selected public programs.** Enhancing the link between data management and the monitoring of the NDP is critical for promoting an evidence-based policy approach; an imperative that extends beyond INE's survey collection. This project will support INE and the ODINES among its ministerial partners to prepare indicators and targets for selected programs to be monitored under the updated NDP. The resulting indicators and targets will be quality assessed and improved through the project. The performance monitoring approach will produce reports on the efficacy, efficiency, and quality of the goods and services delivered by the programs selected. The World Bank will coordinate training courses and workshops along with the African Monitoring and Evaluation Learning Center (CLEAR).

38. **Activity 1.2.3 Improving statistical products through use of administrative records.** This subcomponent also supports the use of AR from the selected pilot sectors for improvement of different statistics. This includes the use of AR as inputs into INE's business and economic statistics. Specifically, a set of AR from relevant sectors of the SNA will be identified, quality assessed, and improved. AR will also be used to reinforce the demographic information system, civil statistics (mainly deaths and births) will be quality assessed and an action plan for improving civil registration and vital statistics will be implemented.<sup>16</sup> The use of administrative records for monitoring agribusiness and fisheries to supplement the value of the supported surveys will also be explored.<sup>17</sup> A final priority comprises indicators related to

<sup>16</sup> This activity is linked to improving the quality of the population count (Subcomponent 2.4). The World Bank will provide TA on the design of the ex-post quality check approach in terms of coverage and accuracy as well as data inputs external to the census—in particular, the civil statistics. These can then be used to validate and cross-check the census results after it is collected.

<sup>17</sup> This activity will be coordinated with the World Bank financed Angola Agricultural Transformation Project (P177305) supporting the Ministry of Agriculture.





gender (including gender disaggregated indicators) that already exist in these sector ARs but are not publicly available at present.

39. **Activity 1.2.4 Tools and lessons from the pilots.** Lessons learned from the improvement of administrative records will be documented and a guideline to improve the usage of administrative records for public programs monitoring will be produced. This guideline, together with associated case studies, will be presented in a workshop. A scaling up process will also be explored to disseminate the production of statistical information through AR and to promote its use for monitoring the performance of public programs. The toolkit implemented in pilot ministries to assess indicators and targets will be distributed via workshops and presentations to the Ministries that did not participate in the pilot. This subcomponent's objective is to demonstrate how to improve the quality of a selected group of administrative data that directly informs monitoring activities. Based on the lessons learned from this pilot, the project will lay the foundation and set the road map for the long-term possibility of implementing a system following the Nordic approach. This road map would be discussed by CNEST in its adoption of a long-term strategy for improved use of administrative data.

## **Component 2: Data Production (US\$50.4 million)**

40. **The second component aims to build a sustainable and affordable system of surveys to provide the country with up-to-date and high-quality socioeconomic information.** This is accomplished by building on the foundation of surveys and censuses prepared under the StatCap I (Figure 2). This component is made up of five subcomponents: (a) Economic data and national accounts, (b) Regular welfare monitoring, (c) Agricultural and Fisheries monitoring system, (d) Preparation for the demographic census, and (e) Dissemination and communication.

41. Table 5 reports all survey activities that are proposed to be financed by this project. In addition to collecting these data, INE will increase dissemination of information from these surveys. This will involve preparing and disseminating detailed and timely reports, as well as investing in open data by publishing indicators and tabulations and making freely available the anonymized datasets from each of these subcomponents in INE's micro-data library.





Figure 2. Mapping of Project's Survey Collection to StatCap I

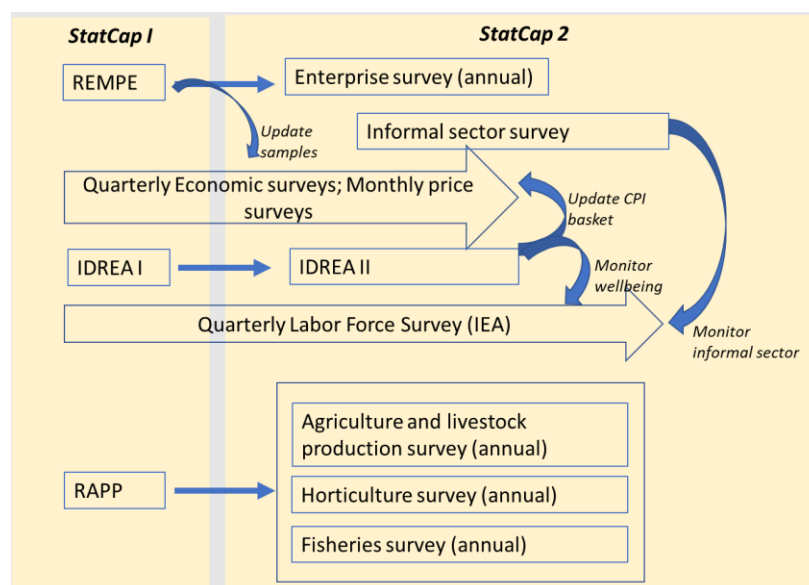


Table 5. Description of Survey Activities Financed under Project

Surveys		Frequency	Description of Activities Supported by Project
2024 Demographic census preparation		Every 10 years (2020/21)	Design and planning; Cartographic update
IDREA 2022/23		Every 3 years (previous was 2018/19)	Update of questionnaire, including to use as consumer price index (CPI) basket update; 12 months of data collection
Informal sector survey		Every 3 to 5 years	This is a new survey. Project will finance all design and data collection activities; 1 round of data collection
Agricultural and livestock survey		Annual	These are new surveys. Project will finance all design and data collection activities; 1 round of data collection each.
Horticulture and arboriculture survey		Annual	
Fisheries and beekeeping survey		Annual	
Regular monitoring			Project will finance data collection and dissemination for each of the surveys used for Regular Monitoring
Labor force survey (IEA)		Quarterly	Update of questionnaire, including to monitor welfare and informal sector (informed by IDREA 2022/23 and Informal Sector Survey)
Economic surveys	Construction sector survey	Quarterly	Update of sample; Revisions to questionnaires, methodology, and reporting
	Annual Enterprise Survey	Annual	Update of sample based on REMPE; Revisions to questionnaires, methodology, and reporting
	Industrial Production Index	Quarterly	Update of sample based on REMPE; Revisions to questionnaires, methodology, and reporting
	Producer Confidence Survey	Quarterly	Update of sample based on REMPE; Revisions to questionnaires, methodology, and reporting
	Consumer Confidence Survey	Quarterly	Revisions to questionnaires, methodology, and reporting



Surveys	Frequency	Description of Activities Supported by Project
Consumer Price Index	Monthly	Update of basket based on IDREA 2022–23; technical assistance (TA) comparability and quality of the CPI series
Producer Price Index	Quarterly	Update of sample based on REMPE; Revisions to questionnaires, methodology, and reporting
Building materials price index	Monthly	Update of basket based on National Accounts; update methodology to improve quality of the IPMC series
Wholesale Price Index	Monthly	Update of basket based on National Accounts, Export and Import Statistics and quality of the IPG series

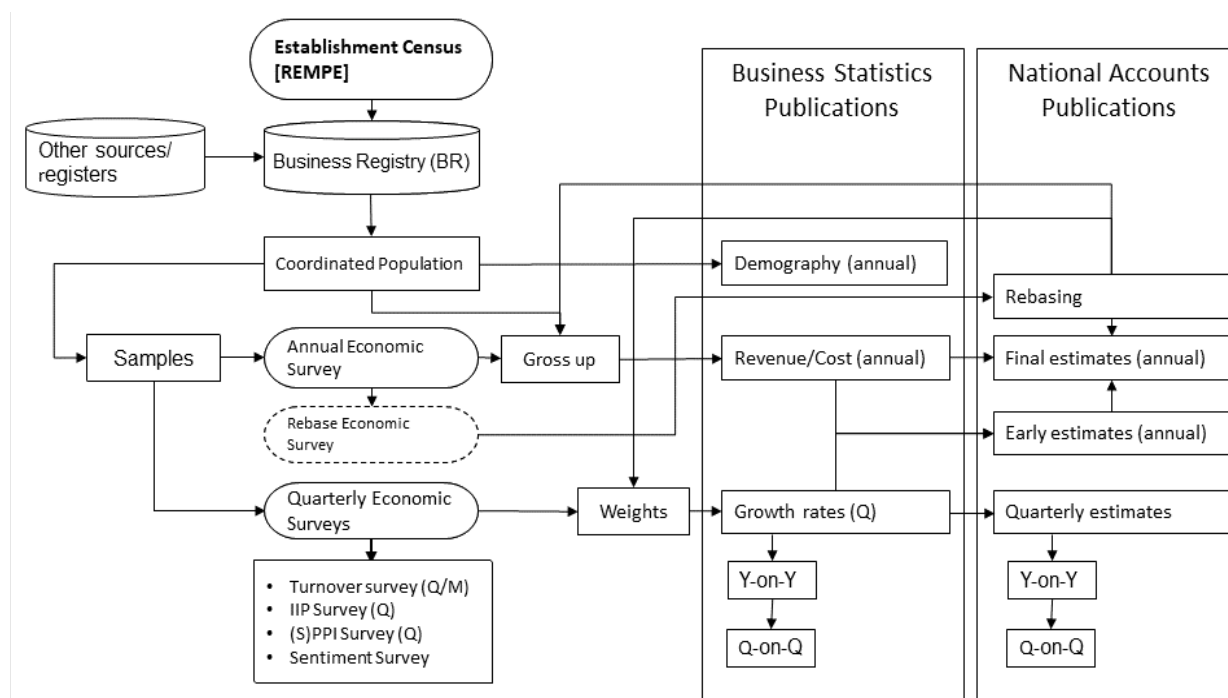
*Subcomponent 2.1. Economic data and national accounts (US\$10 million)*

42. **Activity 2.1.1. Updates to the Statistical Business Register (SBR).** Building on the collection of the REMPE in 2021, this subcomponent will support INE's ongoing task of measuring the private sector through the updating of the SBR based on the REMPE, administrative records, and the annual enterprise survey. A maintained SBR is a fundamental building block for modern business statistics and high-quality national accounts (Figure 3). It requires inputs from statistical operations like the REMPE as well as more frequent inputs from administrative data records. Angola's SBR is built on business registration certifications collected directly by INE (as part of registering a business), a process that was terminated by Presidential Decree in 2020 because of the pandemic. The project will finance technical assistance to guide the update of the SBR with the REMPE data and support the development of regular updates based on AR (under Activity 1.2.3) and the annual enterprise survey (under Activity 2.1.4).<sup>18</sup> Since the REMPE was collected during the COVID-19 pandemic, it is likely that it undercounted economic activity happening before and after the pandemic. How best to address this issue to increase its usefulness for building the SBR is one of the areas being discussed internationally as it affects many countries. This is because many national enterprise censuses in the field during 2020 and 2021. This project will finance the development of a strategy for addressing this issue effectively. This may require inputs from the annual enterprise survey and/or improved use of administrative data sources.

<sup>18</sup> Relevant administrative records are those from the tax administration (MINFIN), the social security system (INSS), and the Ministry of Commerce.



Figure 3. A Generic Structure for Business Statistics and National Accounts



43. **Activity 2.1.2 Modernizing Quarterly and Annual National Accounts Compilation Framework.**

The backbone of the national statistical system is the SNA—an area in which Angola has improved significantly over the past five years but which still requires additional improvements. In coordination with the IMF, the project will continue improvements in methodology to the SNA. This includes the adoption of the most important recommendations of the 2008 SNA for the economy of the country including inputs from new surveys such as the Informal Sector Survey, as well as completing and publishing the update of the current base year of the national accounts (annual and quarterly) to 2019.<sup>19</sup> The technical assistance to the SNA will pay special attention to the national accounts figures estimated since the onset of the COVID-19 outbreak (beginning in 2020 Q1), given the implications of the pandemic for the availability and quality of the source data that are commonly used to compile the national accounts. The strategies that will be employed are aligned with best international practices for measuring the impact on the estimates of non-market economic activities (those undertaken by public administration and non-profit institutions serving households) that arose from steps put in place to reduce the spread of COVID-19, such as restrictions on mobility and non-essential economic activities.

44. **Activity 2.1.3 Better price measurement.** This subcomponent will also finance technical assistance to update the various price indices. These will benefit from some of the surveys being implemented under other activities: samples for the price index surveys will be updated using information from the REMPE and updated SBR while the CPI basket and weights will be updated based on the IDREA

<sup>19</sup> The broader agenda for modernization of the SNA includes the following activities: (a) updating the base year; (b) updating classifications; (c) extrapolation and retropolation of new series for continuity; (d) improvement of quarterly GDP estimates; (e) improvement of estimates of public sector; (f) updating the input-output matrix; and (g) trainings and knowledge exchange activities.



(financed through Subcomponent 2.2).<sup>20</sup> This activity will also include an update of the CPI methodology, including a likely decrease in the necessary level of product detail used for constructing the index,<sup>21</sup> and technical assistance to investigate comparability and quality of the CPI series once the new CPI basket is prepared. This last step will also serve to build public confidence in the CPI numbers, as these have suffered from skepticism in recent years.

45. **Activity 2.1.4 Regular monitoring through economic surveys to firms and consumers.** Finally, this subcomponent will finance the continued data collection of economic surveys used for SNA and price index updates. Most of these surveys, including the construction survey, price surveys, consumer and producer confidence surveys, and others, are already being collected by INE under the StatCap I. This project will continue their collection and finance an update to questionnaires and methodologies as needed. Notably, an important step in continuing to fill Angola's data gaps will be the improvement of its annual enterprise survey, which provides a regular update to Angola's business statistics. Continuity (sustainability) and quality are important elements of the design of the new annual enterprise survey and its sampling. This implies among others that the questionnaire needs to be short, concentrate on the main economic variables, include routing and quality controls, and be deployable as an online questionnaire. Online questionnaires reduce data collection costs significantly for enterprises that are willing to fill the online questionnaire. Furthermore, the sample and the methodology should be regularly updated as needed. Explicit methodological choices will need to be made on the statistical entity or entities to be included in the survey and the sampling technique - for instance, using a Probability Proportional to Size (PPS) methodology and considering the diversity of firms within industries.

#### *Subcomponent 2.2. Regular welfare monitoring (US\$12.5 million)*

46. **The StatCap I successfully established a system of regular welfare monitoring, financing both a household budget survey and a regular labor force survey.** This project continues improving this system with a focus on efficiency gains to increase the resiliency and sustainability of these core products within constrained fiscal envelopes. The StatCap I built the system on a comprehensive household budget survey - the IDREA - to be collected every three years combined with a continuous quarterly labor force survey, the IEA. Under the project, efficiency gains in survey design and collection will be prioritized and accomplished in at least three ways.

- (a) First, designing surveys to be multi-purpose: the IDREA will take over the former functions of the Income and Expenditure Survey (IDR) and the IEA can be used for regular welfare monitoring.
- (b) Second, INE will explore ways to reduce sample sizes by strategic adjustments to level of representability when possible. Currently, IDREA has representation nationally with indicators statistically representative at the provincial level and at the urban/rural level *within* each province. This level of representability could be adjusted by joining similar

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<sup>20</sup> INE updated the CPI basket in 2021 using data from a 2018–19 bridge survey (the IDR). However, analysis of the IDR reveals significant underreporting of certain types of household purchases, likely due to inadequate field supervision. Unfortunately, the IDREA 2018–19 was not collected at the level of disaggregation that the NSS requires for a CPI calculation.

<sup>21</sup> Initial World Bank analysis and international comparisons suggest the level of disaggregation used in Angola is unnecessary for accurate CPI monitoring.



provinces into statistical regions, as is frequently done in other countries.<sup>22</sup> Another approach is to design IEA samples so that annual results have greater geographical representability than quarterly results (as is done in Brazil's labor force survey, the PNAD-C). These approaches should be discussed and decided jointly with CNEST.

- (c) Third, this project will support the piloting of more efficient data collection approaches, including phone-based quality control, changes to enumerator training (which has represented significant costs in some earlier operations), and the use of new technologies to reduce the amount of on-field monitoring by the headquarter-based team (another source of significant fieldwork expense during StatCap I).
- (d) Fourth, the agricultural surveys and the informal sector survey, combined with the REMPE and the updated Business Registry, will be used to map and estimate sectoral vulnerability to climate change and disaster shocks.

47. **Activity 2.2.1 Household Survey IDREA 2022–23.** The project will finance the implementation of the IDREA 2022–23, which will be the first survey to allow for direct comparison of poverty and welfare trends over time in Angola, as poverty numbers comparable to an earlier survey will be available for the first time. It also represents an efficiency gain by replacing a second household budget survey (the IDR) as the official source of CPI basket information (Subcomponent 2.1). In this way, it will no longer be necessary to collect two nationally representative household surveys as was done in 2018–19. This project builds on the technical assistance provided under StatCap I which has financed some of the initial preparation for the IDREA, such as questionnaire design and budget planning. The project will also explore and support implementation of cost saving methodologies in the design and collection of the IDREA, including exploring approaches to reducing the sample size, automating data quality checks and verifications, and adding phone-based interview verification using INE's newly installed call center. In addition to measuring poverty, the IDREA 2022–23 will also be used to update a vulnerability map and prepare a report on household's exposure to climate change (including droughts, floods, and increased temperature). It will also update household indicators related to women's access to assets, food insecurity, inadequate housing, and access to basic services. Technical assistance will be provided for this purpose as well as to prepare new reports on poverty trends.

48. **Activity 2.2.2 Labor force survey (IEA).** This project will continue to finance the collection of the continuous IEA and provide technical assistance to improve methodologies, including the capacity to monitor welfare more effectively. Introduced in 2019 as part of StatCap I, the IEA has become an increasingly important part of the Angolan statistical infrastructure during the COVID-19 pandemic as the only source of labor force and nationally representative data on household wellbeing. Taking advantage of its on-going collection, INE also added questions directly related to the impact of the pandemic on households and workers and mitigation strategies. Even so, there is significant scope for improving the quality of its information and for increasing its utility to measure well-being beyond employment indicators. Methodologies based on survey-to-survey imputation (for example, the World Bank's Survey of Wellbeing via Instant and Frequent Tracking (SWIFT) methodology) can allow the IEA's reduced questionnaire to serve as a regular welfare and poverty monitoring tool by linking it to the IDREA. In this way, Angola will be able to have annual (or even quarterly) poverty estimates between the collection of the full year expenditure and budget surveys. Additionally, improved labor force indicators and rotating

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<sup>22</sup> For example, the rural areas of neighboring provinces can be joined into one rural region if the populations are small.



sets of questionnaires in the IEA will allow for timely and regular monitoring of more specialized topics (such as higher education, COVID-19 impact, youth inactivity, microenterprise formation, gender issues including care of young children, and so on). The project will support a quality assessment of the IEA (under Subcomponent 1.1) and finance technical assistance to improve its quality. It should be noted that, as the importance of the IEA increased, so too has it drawn significant public interest and some criticism.

49. **Activity 2.2.3 Informal sector survey.** The project will also finance Angola's first informal sector survey which will also serve to update the IEA, national accounts methodology, and support the GoA's strategy to increase formalization of the labor market. An informal sector survey, which had been planned under StatCap I but not carried out due to delays related to the pandemic, will be implemented to provide a more complete characterization of the informal sector. The results will inform updates to the IEA, which is the source of informal sector productivity in the SNA, and the construction of informal activity indicators for the SNA, including reweighting to reflect the structure of this sector. This project will provide technical assistance and training to support INE in improving the IEA's coverage of informal firms and level of detail related to the informal sector—a request directly linked to the analytical needs of GoA's formalization strategy.

*Subcomponent 2.3. Agricultural and fisheries monitoring system (US\$7 million)*

50. **Agriculture and fisheries have been highlighted as an important area for Angola's economic diversification away from an oil-based economy—critical for reducing the country's vulnerability to oil price shocks.** These sectors are also exceptionally vulnerable to climate change and the planned efforts will contribute to assessing these sectors' vulnerability and designing adaptation strategies. The StatCap I supported the collection of the RAPP—the first since Angola's independence in 1975. Under this component the project will also publish new information on women's access to land ownership, an important asset, and an indicator of access to opportunities for women.<sup>23</sup>

51. **Activity 2.3.1 Agricultural and Fisheries Surveys.** The project will finance technical assistance to design the surveys, samples, and fieldwork strategies and finance the first annual data collection for each of the planned surveys. While the RAPP is a crucial building block of the monitoring system for these sectors, surveys are necessary for digging into more details and monitoring the evolution of the sector. This project will design and collect the first round of data for follow-up sample surveys necessary to monitor production annually in three subsectors: agriculture and livestock; horticulture and arboriculture; and fisheries and beekeeping. The samples will be designed to be representative of the relevant sectors based on the RAPP, with geographical disaggregation expected to be at the regional level (as opposed to provinces). INE will coordinate activities in this subcomponent closely with the Ministry of Agriculture and the Food and Agriculture Organization of the United Nations (FAO), which will provide the institutional assurance for the quality of the results. Subsequent collection of these surveys beyond those included in this project will be conducted by the Ministry of Agriculture with technical assistance from INE. The agriculture production and fisheries surveys will include a module to assess the extent to which recent weather and climatic shocks have affected production. The questionnaires will also aim to capture information on reliance on particularly vulnerable crops or species. Using these data, the project will

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<sup>23</sup> Including the collection of the following indicators which are not currently measured in Angola: Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; and share of women among owners or rights-bearers of agricultural land, by type of tenure.



provide INE with technical assistance to prepare a report on the state of climate change vulnerability in agricultural and fishery production in Angola.

*Subcomponent 2.4. Preparation for the Demographic Census (US\$12 million)*

52. **Activity 2.4.1 Census planning, methodology, and preparation activities.** Angola's first and most recent population census was collected in 2014. Following international best practices, Angola will need to begin preparing a new population census for collection in 2024 or shortly thereafter. This is a significant and costly undertaking well beyond the scope of this project. Under this activity, the project will finance two key technical consultants: an ICT consultant and a principal consultant, who will provide technical support throughout the process of preparation, collection, and analysis.<sup>24</sup> This project prioritizes support related to quality, innovation, and efficiency: for example, experimenting with multimodal collection approaches (web and post, aligned with international best practices, will be piloted in urban areas with good internet connection; use of mobile and tablets for data collection).

53. **Activity 2.4.2 Cartography update.** The project will also finance the cartography update (including training, data collection, and purchase and use of satellite data). This activity will result in updated mapping of all housing, forests, parks, and roads of the country. This information would be used to prepare and share geocoded maps of high-risk areas - those exposed to localized shocks, enabling better and more targeted policy response in the event of a climatic shock or natural disaster.

*Subcomponent 2.5. Dissemination and communication (US\$8.9 million)*

54. **Activity 2.5.1 Document, anonymize, and disseminate.** This subcomponent combines various dissemination, communication, and outreach activities with the intention of securing more attention and budget to these critical activities. This subcomponent finances the documentation, publication, and dissemination activities for each of the main surveys (reported in

55. Table 5) and statistical products financed by this project. Though these activities are an integral part of the survey production cycle, they are included in a separate subcomponent so that they have protected budgets and independent monitoring. This is a strategy to protect these final steps from cost-overruns incurred earlier in the survey collection process which have, in the past, forced inadequate dissemination. This activity will finance training for INE's team both in the documentation and anonymization of data and provide external support to guide the implementation of these approaches in initial surveys collected under this project. Special attention will be paid to events and short reports with data and analysis on vulnerability of population and private sector to climate change based on the data collected in the different surveys.

56. **Activity 2.5.2 Communication strategy.** In order to improve the value of INE's products by increasing trust in the institution and its work, this subcomponent supports the implementation of communication strategies targeting two key groups: survey respondents to decrease non-response rates, and users of data to increase use of products. This subcomponent finances communication activities designed to increase response rates and public trust in INE and its surveys. INE's communication strategy

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<sup>24</sup> Technical support will be provided for a subset of pre-census activities including the development of the census work plan; multi-year budget and procurement plan; questionnaire design and tabulation plan; design of mechanisms to assess quality both in field work (coverage and accuracy of data).





targeting respondents includes interviews for TV, radio and publicity in newspapers, social networks, TV and radio ads, and the preparation of videos about ongoing field work. In certain parts of the country, more traditional methods like flyers, posters, and distribution of merchandising will also be used. Press releases and interviews about new data and survey results are part of the strategy to increase knowledge of INE's products among statistics users (financed under 2.5.1). The project will also finance the preparation of the census communication strategy, though its implementation is outside the scope of this project.

57. **Activity 2.5.3 Open Data.** This subcomponent also includes a push toward Open Data and improved sharing of indicators and microdata. The initial task of this activity will be the implementation of the Open Data Readiness Assessment developed by the World Bank. This assessment will inform the roadmap to adopt the Open Data initiative. This assessment includes interviews with key stakeholders and an analysis of regulations on data dissemination. Based on the assessment's results, specific training will be carried out, and a specific Open Data catalog will be designed. At the first stage of implementation, the Open Data catalog will be populated by INE's data production and the administrative records involved in the pilot of Component 1 and will be published on INE's website in the data platform financed under Subcomponent 1.1. To verify the relevance and quality of the Catalog the Quality Assessment of Open Data tool (HEDA by its Spanish Acronym) will be implemented. Finally, the project will finance a hackathon to support INE in the development of innovative and interactive data products to be included in the platform, in areas such as employment, health, and education. A relevant example is the IEA, a rich dataset that is currently underutilized. Basic guidelines for the adoption of the Open Data initiative will be produced and presented in workshops to ODINES.

58. **Activity 2.5.4 Outreach and user education.** Finally, this subcomponent will also support improvements in citizen engagement and building data literacy in Angola that will be accomplished through educational outreach and monitoring user satisfaction. There is only one college degree program in statistics in Angola and INE is working actively to increase interest in statistics and data. Events and outreach to educate data users will be planned under this activity, including continuing to foster relationships with local universities and secondary schools to teach more data literacy and support training in statistics under the program "INE nas escolas" (INE in the schools). As recommended by World Bank (2018),<sup>25</sup> INE will also develop and implement a biannual user satisfaction survey to gauge the value of their products to users and use these surveys to improve outreach, publications, and dissemination activities. The key respondents of this survey will include ministerial departments, international organizations, civil society representatives including academia, NGOs and faith-based organizations, and the private sector. The results from these surveys will inform the areas where more work needs to be done and will help improve the work program of INE in subsequent years. The results of this survey will be published on INE's website and shared directly with MEP (the Ministry that oversees INE), the Ministry of Finance (MINFIN), and the World Bank along with an action plan resulting from the results. This will be monitored by an intermediate indicator which will ensure that a feedback loop is established between the results of the user surveys and updates to the communication strategy, publications, and outreach activities of INE.

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<sup>25</sup> World Bank. 2018. *Data for Development: An Evaluation of World Bank Support for Data and Statistical Capacity*. Independent Evaluation Group, Washington, DC: World Bank.





### Component 3. Project Management and Monitoring and Evaluation (US\$3.5 million)

59. **Project planning and management will be supported by the provision of technical advisory services, training, operation costs, and the acquisition of goods.** Successful implementation of the project requires a dedicated PIU staffed with a project coordinator as well as specialists in financial management (FM), procurement, social and environmental standards, and monitoring and evaluation (M&E). Based on lessons learned from a review of ICRs from earlier Statistical Capacity Building projects,<sup>26</sup> it is “recommended to pay particular attention to M&E and where possible, utilize M&E mechanisms located outside the project. Using multiple sources of information which are external to the project helps with ‘triangulation’... [this] provides a richer, more robust and accurate assessment of achievement of the objectives or outcomes.” The project will also require regular financial auditing, both internal and external. The unit will be supported by international consultants, as needed, with a focus on building the capacity of the PIU over the initial phase of the project.

60. **The project will build on the lessons learned of StatCap I and put into place a process of learning and capacity building focusing on building capacity in the PIU staff** to be able to eventually implement the project successfully without needing full-time consultant support in the long run. That is, a key objective of these consultancies will be to build up the necessary internal capacity of staff in the PIU. As such, all ToRs will include PIU training activities and monitoring of learning. To facilitate and guide day-to-day operations, a Project Operations Manual (POM) will be developed and adopted prior to project effectiveness. The PIU will review and update the POM annually to reflect changing needs and realities of the project.

#### C. Project Beneficiaries

61. **INE is the main direct beneficiary of the project.** INE will benefit from direct investments in its human capital and equipment, receive training and technical assistance, and receive financing to undertake statistical operations and prepare and publish updated statistics. Other project beneficiaries will be the producers of administrative statistics, especially those supported in the pilot financed under Component 1.2, decision- and policymakers in ministries and agencies, and other members of the CNEST. These beneficiaries will participate in the preparation of project outputs (quality data and statistics and M&E indicators) needed by the Governments to inform and/or underpin planning and decision-making processes; monitor performance; and evaluate the impact of public projects and programs.

62. **Other beneficiaries of the project will be a diverse group of data users.** These include data users in the public and private sector; the civil society and media which needs statistical information and economic analysis for advocacy and holding governments to account; academia for research and teaching purposes; development partners to assess requirements for assistance and/or participation in development initiatives; international organizations interested in the statistical field; and the public at large for a variety of purposes. Interested and engaged citizens will also benefit from better access to data and statistics. Finally, as part of the SADC, Angola is aligned with the regional strategy of statistical development, and this project contributes to the regional and continental strategy on data harmonization.

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<sup>26</sup> World Bank. 2019. *A Review of ICRs and ICRRs of a Selected Sample of Statistical Capacity Building Operations*.



#### D. Results Chain

63. **As this is the second statistical capacity building project for Angola, its focus shifts from filling fundamental data gaps, the role of the StatCap I, toward one of enhancing and improving statistical products while increasing their efficiency and affordability.** The long-term objective of World Bank's support to Angola's statistical system is to increase efficiency and quality of statistical products so that these activities become more affordable and integrated into public planning such that they will no longer require external financing. Part of getting there is an initial investment in capacity and methodology and fundamental data inputs like the RAPP and REMPE—activities supported by StatCap I. Another necessary step is to increase the efficiency of regular data production for monitoring purposes so that costs are reduced to a level that is sustainable. Improvements in field work, reductions in consulting fees, enhanced usage of already existing data, particularly administrative records, increasing the linkages between key surveys to reduce redundant data collection, improved sample and survey design, technological adoption, and streamlining training are effective ways to accomplish this objective. This will be a primary objective of this project.

64. **The project follows a clear model of theory of change to support Angola's national statistics (Figure 4).** Specifically, it begins with the identification of key challenges: A limited capacity to monitor economic progress and inform national policy decisions; data production gaps; obstacles to implementing updated statistical framework; weak systems of administrative data; unsustainably expensive data collection; and limited use of data for monitoring. The activities supported by this project, detailed in section B, tackle these challenges from multiple angles – beyond financing necessary surveys, the project also invests in increased capacity in INE and more generally in the statistical infrastructure of the country. This broader approach is reflected in the improvement of administrative data for the use of regular monitoring. These activities will generate key outputs designed to increase capacity and inform policy. Expected outcomes are improvement in statistical capacity, increased efficiency in data production and increased availability and dissemination of statistics. These will increase public confidence in official statistics and improve their use for policy and decision making.

65. **To accomplish the three key outcomes of this project, activities and outputs are organized in two main pillars.** The first is the improvement of the country's statistical production function through an improvement in INE's strategy and the organizational and managerial models, the improvement of coordination between INE and other data producers particularly line ministries that produce administrative records relevant for program monitoring. The second is the enhancement of the data collection through modern and innovative data collection, processing, and dissemination processes to continue building an effective system of socioeconomic monitoring. The first pillar is based on the modernization of INE, needed updates to the NSDS and the Annual Plans of the NSS and of INE (PASEN and PAINE), and continued investments in INE's capacity to reinforce its statistical quality framework. The second pillar is based on increasing the efficiency and effectiveness of surveys data collection and statistical production in INE, including designing and implementing interlinked survey instruments; efficient field work planning; innovative techniques of data collection, processing, and dissemination (multimodal platforms, use of satellite imagery, microdata catalogs, among others).

66. **The activities proposed as part of this project contribute to Angola's strategies of poverty reduction and economic diversification by supporting informed policy-making and regular monitoring both through the welfare and economic lenses.** Agriculture and fisheries surveys supported by this



project will be used to inform policies in these sectors, critical to diversification away from an oil-financed economy. The survey on the informal sector is an important piece of information to design interventions to increase productivity and formalization. Increasing the productivity of workers in the informal sector and agriculture is critical for tackling the country's high poverty. The household and labor force survey, which provide regular welfare monitoring, will be used to identify and map areas of higher vulnerability to poverty and improve targeting of social spending.

67. **The project also provides inputs necessary for the successful implementation of climate change mitigation and adaptation strategies in Angola.** Specifically, the project supports the preparation of survey instruments designed to assess household vulnerability to climate change (including droughts, floods, and increased temperature). It also supports the preparation of outputs and reports to inform mitigation and response strategies, including the preparation of an updated vulnerability map (under Subcomponent 2.2), agricultural and fishery vulnerability to climate change and adaptation actions (under Subcomponent 2.3); and updated household map of the country (prepared as part of the cartography update supported under Subcomponent 2.4). This will result in updated housing maps to be used to identify number and location of households exposed to localized shocks, enabling better and more targeted policy response in the event of a climatic shock or natural disaster. This project also aims to improve monitoring of vulnerability to climate change and mitigation strategies in the new NDP by including key ministries and programs in the pilot for improving administrative records (Subcomponent 1.2).<sup>27</sup> Increasing the quality of administrative data in these topics will help track the progress made in these programs and also potentially bring to light new data that can systematically be used to identify vulnerability of different regions and sectors to climate disaster and inform targeted policy and response. This outcome will be measured by an intermediate indicator tracking the preparation and publication of reports and briefs directly relevant to climate change adaptation and mitigation strategies.

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<sup>27</sup> Examples from the current NDP include Programs 2.3.4 (Fostering the Sustainable Exploration and Management of Forest Resources) and 2.3.6 (Sustainable Development of Fresh and Saltwater Resources) in the Ministry of Agriculture and Programs 2.4.1 (Climate Change), 2.4.2 (Biodiversity and Conservation Areas), 2.4.3 (Marine Spatial Planning and Ecosystem Health) and 2.4.4 (Risk Prevention and Environmental Protection) in the Ministry of Culture, Tourism and Environment.



Figure 4. Theory of Change





## E. Rationale for Bank Involvement and Role of Partners

68. **The World Bank Group has a comparative advantage as an established global leader in the funding of large statistical capacity building projects and the design and implementation of effective national statistical systems.** The World Bank Group leads efforts to develop statistics that meet international quality standards (for example, the World Development Indicators) and supports PARIS21 which produces NSDS guidelines. Through the design, implementation and review of previous statistical capacity building operations, the World Bank Group has deep knowledge on what works, what does not and what it will take to successfully support regional and national statistical projects in the developing world. Additionally, the World Bank has a proven track record in convening development partners to discuss and unite efforts in pushing forward the agenda on national, regional, and global statistics.

69. **The World Bank is uniquely placed to support the GoA to continue its agenda of building statistical capacity and improving the quality of its information.** The World Bank has worked actively with INE and Angola's NSS to support statistical capacity building in recent years, primarily under the StatCap I project. As such, it has a strong dialogue and significant insight in how best to support INE and the GoA in this agenda. More broadly, the World Bank's engagement in data and statistics is well articulated in the WDR "Data for Better Lives",<sup>28</sup> World Bank (2018),<sup>29</sup> and World Bank (2021).<sup>30</sup>

70. **This project is coordinated with the IMF and the FAO and builds on international experience obtained from INE's partnerships.** Beyond its engagement with the World Bank, INE has ongoing and sector-specific engagements with other international partners. INE receives regular TA from the IMF for the SNA and related publications. Subcomponent 2.1's support to SNA improvements is closely coordinated with the IMF's ongoing TA. INE also has partnerships with relevant United Nations agencies, including the FAO (which has provided technical assistance to the RAPP under StatCap I), International Labour Organization (ILO), and the United Nations Population Fund (UNFPA). The FAO will provide technical assistance to Component 2.3 to monitor agricultural production in the country. As part of the Community of Portuguese-speaking Countries (CPLP), INE participates in knowledge exchange activities with other Lusophone National Statistics Offices, including INE Portugal and the Brazilian Statistics Office (IBGE). These knowledge exchanges are reflected in the design of this project. For example, Angola undertook a study visit to INE Portugal in September 2019 to learn about the Portuguese model of surveying user satisfaction and promoting statistical literacy, two areas that will be financed by this project.

## F. Lessons Learned and Reflected in the Project Design

71. **Building on the experience of the StatCap I project, this project will be implemented with enhanced supervision, including close collaboration with the MEP, the ministry overseeing INE, and the MINFIN.** Beyond the cost overruns and delays related to the RAPP, the performance of the StatCap I suffered more broadly from a lack of timely information sharing with the World Bank— especially during the COVID-19 pandemic which limited supervision missions. This has been mitigated through the

<sup>28</sup> World Bank. 2021. *World Development Report 2021: Data for Better Lives*. Washington, DC: World Bank.

<sup>29</sup> World Bank. 2018. *Data for Development: An Evaluation of World Bank Support for Data and Statistical Capacity*. Independent Evaluation Group, Washington, DC: World Bank.

<sup>30</sup> World Bank. 2019. *A Review of ICRs and ICRRs of a Selected Sample of Statistical Capacity Building Operations*.



implementation of two weekly meetings between the World Bank and INE: The first is on the topic of procurement and is led by the PIU; the second is on more general project performance topics, and is led by the directorship of INE, with the participation of representatives of MEP and MINFIN. Regular meetings and other strategies to maintain a regular flow of information, including close technical engagements on each of the components through World Bank technical assistance, will also be implemented as part of this project. Close coordination, monitoring, and management with MINFIN also remains critical for speedy approval and validation of large contracts by the Audit Office (*Tribunal de Contas*). Additional measures detailed in Annex 1 have also been influenced by the lessons learned during the implementation of StatCap I. Even so, risks remain as reflected in a rating of Substantial for risks associated with Institutional Capacity for Implementation and Sustainability.

**72. The implementation experience and lessons from earlier projects will inform the capacity building approach that will be taken in this project.** This includes helping in the training and awareness creation on social and environment risk management including grievance redress mechanism (GRM), basic occupational health and safety (OHS) including road safety measures, and consultations. The World Bank also offers training of relevant staff in these areas, in addition to providing implementation support throughout the launch and roll-out of the project. Steps will also be taken to build more staff capacity and reduce dependence on international consultants for project implementation as very high consultant fees reduced budget availability for project activities and caused challenges with INE staff during StatCap I.

**73. Although the quality of data collection has improved, the cost of the field work during StatCap I has been higher than anticipated and efforts are needed to reduce these costs.** During StatCap I, INE staff improved substantially their abilities and skills for data collection, including using CAPI software. This is reflected in low sampling and non-sampling errors. The new project will build on this technical capacity to implement data collection activities. Cost savings will come from both technical changes to survey design and implementation as well as improvements in project management, which has been responsible for costs arising from unnecessary delays. The cost overrun in the RAPP has led to INE implementing important changes to better control survey costs.<sup>31</sup> These include (a) careful analysis of service provision contracts such as vehicle maintenance, trainings, and consultancies to avoid overvalued contracts; (b) efforts to establish contacts with suppliers offering more competitive prices; (c) the standardization of unit costs of budget items across activities with the objective to increase transparency; and (d) the implementation of a procurement tool for improving the monitoring of ongoing contracts, including regular check-ins with the responsible technical teams. A concerted effort will be needed to continue applying these lessons learned to new activities.

**74. Poor disbursement of funds and inconsistent budgeting have also been challenges to Statcap I that have been considered in this project's preparation.**<sup>32</sup> Bettering the disbursement of funds is

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<sup>31</sup> Cost overruns were incurred due to incomplete budgeting during the planning phase (for example, during the RAPP motorcycles and other transportation costs had not been included), excessive costs of data collection (high supervision travel costs, high vehicle maintenance fees, larger than anticipated data processing staffing), very high expenses with training (including from having to repeat training due to delays), and increases in costs related to COVID-19. RAPP cost overrun required the cancellation of surveys initially included in the project: the second IDREA and three sectoral surveys to follow up on the RAPP.

<sup>32</sup> Significant weaknesses in the internal system relating to fiduciary management during Statcap I were identified, including a series of unaccounted expenses, audit reports not submitted in time, problems with the completion of the financial manual of





particularly important to help boost and streamline the process of acquisition and rollout of the surveys. Recommendations are to continue strengthening the PIU and its FM, improve the process of acquisition and disbursement of funds for the questionnaires and censuses implemented and improve the transparency and overall FM of the PIU. The PIU is also working on improving information on realized expenses for common items/tasks and sharing with technical teams so that they can prepare better informed draft activity budgets.

### III. IMPLEMENTATION ARRANGEMENTS

#### A. Institutional and Implementation Arrangements

75. **INE will be the agency responsible for implementing the project.** As the official provider of statistics in Angola, INE is the main beneficiary of the project. Therefore, INE is the implementing agency for the project to ensure ownership as well as an efficient project implementation and on-the-job capacity building for project management. This same approach was taken under the StatCap I, resulting in strong ownership of the project by INE as well as notable learning and improvements in project management. INE management will have overall responsibility over the project while the PIU will implement its day-to-day activities. Annex 1 provides more detail on implementation arrangements.

76. **Coordination will be necessary both within INE and across various institutions.** INE's senior directorship coordinates directly with the Ministry of Finance and MEP and represent INE in the CNEST, an important structure that has been established to discuss and decide on key strategic issues and ensure multi-agency coordination in the area of official statistics. The CNEST will also support the project implementation, especially activities to strength the NSS through agile mechanisms of coordination. INE's management and technical teams will also coordinate with the SPINES (the provincial statistical offices) to implement survey collection and training across the country. INE's technicians also work in close partnership with ten ministries through the system of designated agencies known as delegated organs of the National Statistical Office (ODINEs) that coordinate technical activities related to sectoral statistics. INE will also coordinate and collaborate on activities supported by this project with development partners, including the IMF (supporting the SNA), the ILO (related to the labor force survey), the FAO (for agricultural surveys), and the UNFPA (related to the population census).

77. **INE's capacity to implement the project and fulfill its fiduciary responsibilities will be strengthened by support from external specialists and continuous implementation support from the World Bank.** The objective is to reduce the necessity of these external specialists during the life of the project as INE staff continue to improve their project management and fiduciary skills. While INE has experience with implementing Bank projects, neither environmental and social safeguards operational policies were triggered, nor the ESF applied for StatCap I. As such the institution has no experience with applying environmental and social (E&S) management requirements or developing a GRM. Therefore, in addition to technical, FM, and procurement expertise, the proposed project will build environmental and social risk management capacity in the PIU.

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procedures, as it did not cover some of the main areas of the finance management cycle, and issues with the planned budget, that is, the amount disbursed being lower than planned.



## B. Results Monitoring and Evaluation Arrangements

78. **The PIU will regularly monitor the number of intermediate outcome indicators, covering the progress of the project, and to monitor progress in achieving the desired results in accordance with the results framework developed during the preparation of the project.** In addition, the project progress and the achievement of the project objectives will be evaluated during regular missions and the Mid-Term Review and agreed corrective actions will be taken, if necessary.

79. **Regarding the financial reporting and auditing, the World Bank standard requirements for Investment Policy Lending apply.** INE will provide interim unaudited financial statements as per the form and substance acceptable to the World Bank, covering the periods indicated in the agreement. INE will also organize an external independent review of project resource management in accordance with audit standards acceptable to the World Bank during the periods specified in the agreement. Audits will be conducted at the expense of the project. These requirements are detailed in Annex 1.

## C. Sustainability

80. **The long-term sustainability of the efforts financed by this project and the StatCap I depends on the implementation of affordable models of statistical production.** The project continues to build a solid statistical infrastructure that can be maintained with limited resources after project closure. To this end, an emphasis on efficient and modernized statistical operations is included throughout the activities supported in this project. The project will further contribute to sustainability by building user demand for statistics in Angola within and outside the Government. The IEA, CPI, and quarterly GDP estimates already garner substantial attention in the media and from data users, pushing for more information and better dissemination strategies which this project will support. Increased user demand will help justify additional funding from the Government to sustain funding of statistics beyond the end of the project.

## IV. PROJECT APPRAISAL SUMMARY

### A. Technical, Economic and Financial Analysis (if applicable)

81. **Statistical capacity building projects are not easily quantifiable for a detailed cost-benefit analysis.** Official statistics are a public good necessary for effective policy design, implementation, and monitoring. This project continues the StatCap I effort to fill critical data gaps and continues the push toward a modern and effective national statistical system. The project design is in line with international best practices and takes into accounts lessons learned from the StatCap I and statistical capacity building projects in other countries.

82. **Project outcomes include enhanced and improved statistics on economic growth, prices, labor market, employers, agriculture, fishing, and household welfare.** These will enhance evidence-based policy making by providing information on priority areas of intervention as well as the ability to monitor the GoA's policy agenda. Good quality data is expected to also contribute to improved governance and accountability.





## B. Fiduciary

### (i) Financial Management

83. **The overall FM was assessed to be adequate with substantial residual risk (Annex 1).** FM assessment was conducted to evaluate whether the project meets the World Bank's minimum FM requirements in Directives and Policy for Investment Project Financing (IPF). The assessment was done on the PIU within the National Institute of Statistics INE's premises established to work closely with INE. This PIU/INE has experience in implementing World Bank financed projects, including, the Statistics Project (P157671). In addition, INE through the PIU will be the implementing agency that shall be responsible of FM arrangements of the proposed project.

### (ii) Procurement

84. **A procurement assessment has been carried out to evaluate the adequacy of the proposed project procurement arrangements (Annex 1).** INE has experience in the use of World Bank's Procurement procedures and has two procurement assistants working under the ongoing Angola statistics project since its commencement. The new project shall take advantage of the experienced gained by INE's officials and continue to build capacity with the support of a part-time senior procurement consultant. INE's procurement officials shall be ready to take full responsibility of the procurement activities full time upon effectiveness. Under StatCap I, the performance of the procurement activities has improved but appropriate measures have to be taken to ensure contracts will continue to be executed and closed in accordance to the World Bank's prevailing procurement Procedures. The procurement performance is therefore considered Moderately Satisfactory.

## C. Legal Operational Policies

	Triggered?
Projects on International Waterways OP 7.50	No
Projects in Disputed Areas OP 7.60	No

## D. Environmental and Social

85. **The Environmental and Social Risk Classification (ESRC) is Low with Environmental Risk Rating as Low and Social Risk Rating as Low as no civil works are anticipated, and the identified E&S risks can be managed effectively with the implementation of appropriate mitigation measures.** Potential environmental risks associated with project activities are limited to road safety for survey administrators, enumerators, and communities. Potential social risks associated with project activities are risks of exclusion of vulnerable groups, sexual exploitation and abuse/sexual harassment amongst project workers and contractors. Other potential E&S risks include COVID-19 transmission amongst communities and workers from activities requiring face-to-face interaction. The successful management of E&S risks will require the installation of capacity within the PIU and the training of project personnel, particularly survey enumerators. The main E&S risks identified for the project relate to the deployment of survey enumerators in the field, with potential risks for both survey enumerators and respondents. Codes of



Conduct to prevent sexual exploitation and abuse/sexual harassment (SEA/SH) will be required for project workers and a GRM must be developed and implemented to address any grievances that may arise from citizens, project workers, or other affected and interested parties. The implementation of appropriate OHS measures, and other measures to protect project workers, will also be necessary. A draft Labor Management Procedures (LMP) has been developed and will be finalized by project effectiveness date. During project implementation, the PIU will develop the terms of reference (ToR) for technical assistance activities. E&S aspects in the ToR will be assessed for the technical activities to be in line with the ESF. The PIU has developed an Environmental and Social Commitment Plan (ESCP) outlining commitments and actions to management environmental and social risks (disclosed on the INE site on March 2, 2022).

**86. Gender. Angola has already filled many of its gender data gaps, in part through the support of the StatCap I project.** This project will continue to build on this foundation and extend it to the quality of administrative data. The StatCap I supported and monitored the publication of statistical reports with gender disaggregation as well as the training of INE staff in technical skills (both statistical and software) and project management skills, monitoring for gender inclusion. As of October 2021, the UN reports that Angola has data for 36 out of 52 indicators in its Minimum Set of Gender Indicators (MSGI).<sup>33</sup> Closer inspection reveals that some of the indicators marked as not currently fulfilled in fact have regular or recent measurement in Angola's existing surveys.<sup>34</sup> The project will support the tabulations and publications of these indicators, and design planned surveys and improvements to administrative data sources to increase the number of these indicators published and monitored by Angola. Specific modules and/or questions on gender inclusion in the IDREA, IEA, and agricultural surveys as well as on the administrative data work will be introduced to fulfil this objective. An example of indicators not yet collected that can be obtained from administrative data that already exists is the number of female judges and police officers that appear in Minister of Justice and Human Rights staff records. Progress toward this goal will be monitored by an intermediate indicator based on increasing the number of indicators for Angola in the MSGI.

**87. The project will also support gender-informed training activities under Subcomponent 1.1 and fair and safe working conditions for women.** This is done in two ways. First, the project will continue to monitor all training activities to guarantee inclusion of female staff and contractors (such as enumerators). Second, there is the potential for sexual exploitation and requests for sexual favors stemming from individuals responsible for selecting staff for training and recruitment of enumerators, as well as enumerators themselves engaged in administering questionnaires to respondents. This risk is being considered within the Environmental and Social Framework (ESF) assessment and mitigation measures will be implemented as needed. For example, the project will ensure transparency and communication on eligibility for staff training, provide training on harassment and gender-based violence, have enumerators and program staff sign a code of conduct, and implement a communication and grievance redress process adapted to risk of gender-based violence.

**88. Citizen Engagement. The project is designed to ensure relevant stakeholder participation and feedback.** Consultations with stakeholders were part of the project design phase and will continue during

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<sup>33</sup> Source: <https://genderstats.un.org>; accessed 10/13/2021.

<sup>34</sup> Specifically, the IEA can be used to measure the following indicators that are currently missing in the analysis: Proportion of employed working part-time; Employment rate of persons aged 25–49 with a child under age 3 living in a household and with no children living in the household; Average number of hours spent on total work (total work burden).



the various stages of implementation (these are detailed in the Stakeholder Engagement Plan [SEP]). INE will also introduce a biannual user satisfaction survey to gauge the value of their products to users and use these surveys to improve outreach and preparation of outputs. Two intermediate level results indicators will measure citizen engagement: Biannual publication of user satisfaction score with the statistical products produced by INE (based on web and telephone surveys) and Number of user-producer consultations workshops and feedback reports with relevant feedback integrated in project interventions.

89. **Grievance Redress Mechanism.** A simple GRM will be developed and implemented to receive and address grievances from affected households or other citizens and specific procedures shall be developed to receive and address grievances from all project workers (including consultants, PIU specialists, and field teams, as described in the Labor Management Procedure). The household and citizens GRM will contain procedures to address (a) grievances related to SEA/SH with provisions for confidentiality and support to survivors and (b) address the cultural specificities of Indigenous People/Sub-Saharan African Historically Underserved Traditional Local communities. The worker GRM will be made available to project workers to ensure that concerns or grievances related to working conditions, wages, or issues of discrimination can be presented to the project and addressed. Both mechanisms will follow the standard seven steps for grievance submission and resolution. The SEP and LMP already have a description of the GRM.

## V. GRIEVANCE REDRESS SERVICES

90. Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit [www.inspectionpanel.org](http://www.inspectionpanel.org).

## VI. KEY RISKS

91. **The Overall project risk is rated Substantial in view of the following risks and mitigation measures.** The risk with respect to institutional capacity for implementation and sustainability is rated Substantial due to low capacity and ICT challenges. The difficulty of carrying out field operations in Angola due to inadequate infrastructure results in technical design being rated Substantial. The fiduciary risk is rated Substantial, requiring close monitoring and implementation support. And finally, the uncertainty due to the ongoing COVID-19 pandemic presents a Substantial risk if new restrictions on movement or shutdowns are needed in the future.



92. **Institutional Capacity for Implementation and Sustainability risk is rated Substantial.** INE has limited human and infrastructure capacity needed for successful project implementation. This risk has been mitigated as a direct result of the StatCap I which has invested in building capacity, including in the PIU, and in critical ICT infrastructure to allow for better coordination with field teams, and centralized data processing and archiving. Additionally, INE now has direct, hands-on experience in project implementation, including its directorship who have been working closely on project implementation under the StatCap I. Even so, institutional capacity and ICT challenges continue to be present in the implementation of StatCap I project.

93. **Technical design risk of project is rated Substantial.** Three aspects of the technical design may pose risks to the project. Field operations may be affected by two risks noted in other parts of this risk assessment: overall instability due to protests and civil unrest, particularly around the 2022 elections and potential mobility restrictions due to COVID-19. They also face a third difficulty due to inadequate roads and a lack of related infrastructure (such as gas pumps, electricity, internet) in some parts of the country. Fieldwork design, sample design, timing of field work, and interview protocols will take these potential restrictions into account. This risk is partially mitigated by INE's decentralized field teams based at the province level and recent experience collecting the RAPP, which tackled significant transportation challenges. A final important mitigation strategy is the proposal that this be a five-year project, based on the findings of a review of ICRs by the World Bank<sup>15</sup> that found that the average Statistical Capacity Building project was planned for three years but required five years. Given the delays experienced in the StatCap I, both from foreseen and unforeseen events, a longer project horizon allows for more realistic timelines. Since the project will provide TA and funding for the pre-census activities of the population census, there is a reputational risk for the World Bank if data collection fails because of lack of adequate quality control or a shortage or delays in funding collection activities through fiscal resources, provoking low-quality population census supported by the World Bank. As mitigation action, all supervision quality control mechanisms for data collection activities will be properly installed.

94. **Fiduciary risk is rated Substantial.** In 2021, the Transparency International ranked Angola as 136<sup>th</sup> out of 180 countries in its Corruption Perception Index. INE, the implementing agency, suffers from capacity constraints at central, provincial, and local level. However, INE has experience implementing World Bank projects and has made progress in both FM and Procurement capacity during the StatCap I. The FM risk rating is Substantial due to the country fiduciary risk, the decentralized nature of the project, and low capacity at provincial level. In view of (a) INE's experience in the execution of procurement activities in accordance with the World Bank's procurement procedures, (b) the nature of activities foreseen under the project, and (c) the market readiness that has been affected by the COVID-19 pandemic, the procurement risk is considered Substantial.

95. **Other (COVID-19 related) risk is rated Substantial.** A potential rise in COVID-19 cases is a significant threat that may delay preparation and implementation. INE has substantial experience collecting data and undertaking statistical tasks during the COVID-19 pandemic, including collecting both the RAPP and the REMPE in 2020 and 2021. Even so, the possible emergence and spread of more transmissible variants means that new restrictions on movement or shutdowns outside the control of INE are possible. Hence, risks related to COVID-19 impacts remain Substantial.



## VII. RESULTS FRAMEWORK AND MONITORING

### Results Framework

COUNTRY: Angola

Angola Strengthening Statistical Capacity

#### Project Development Objectives(s)

The PDO is to improve Angola's statistical capacity, its efficiency in data production, and its use of data for public program monitoring.

#### Project Development Objective Indicators

Indicator Name	PBC	Baseline	Intermediate Targets	End Target
			1	
Statistical capacity				
Improvement in statistical capacity as measured by a composite score derived from the World Bank SPI methodology (Number)		3.37	4.50	8.00
Usage of statistics for program monitoring				
Increased usage of data for monitoring as measured by the number of public programs of the National Development Plan that are monitored following established standards and protocols (Number)		0.00	6.00	12.00
Use of statistics				
Efficiency gains in data production as measured by per-interview costs of surveys (Percentage)		0.00	5.00	10.00



### Intermediate Results Indicators by Components

Indicator Name	PBC	Baseline	Intermediate Targets	End Target
			1	
Component 1: Institutional Reform and Statistical Capacity				
The number of staff in INE and other data producers of the NSS trained as part of the integrated training plan, disaggregated by gender (Number)		0.00	200.00	400.00
Implementation of the general statistical business process model (GSBPM), the General Activity Model for Statistics (GAMSO), a data quality framework, and an Integrated NSS data hosting platform (Number)		0.00	2.00	4.00
The quality of administrative data will be increased as a result of the project as measured through the Word Bank’s quality administrative records assessment tool (HECRA) (Number)		1.00	10.00	20.00
Component 2. Data production				
Number of surveys (microdata or metadata) available in the INE NADA portal (Number)		14.00	18.00	24.00
Number of UNSD Minimum List gender indicators available using data collected within the past 5 years. (Number)		36.00	42.00	47.00
Biannual publication of user satisfaction score with the statistical products produced by the INE (based on web and telephone surveys) (Number)		0.00	3.00	6.00
Publication of new indicators, maps, and/or reports measuring exposure to environmental shocks or implementation of mitigation measures. (Number)		0.00	3.00	5.00



Indicator Name	PBC	Baseline	Intermediate Targets	End Target
			1	
Increase in number of downloads of datasets and reports supported by the project in the most recent six-month period relative to the 6 months before project start date (Percentage)		0.00	15.00	30.00
<b>Project management and monitoring and evaluation</b>				
Number of user-producer consultations, workshops, and feedback reports with relevant feedback integrated in project interventions (Number)		0.00	2.00	5.00

#### Monitoring & Evaluation Plan: PDO Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Improvement in statistical capacity as measured by a composite score derived from the World Bank SPI methodology	The proposed indicator is the sum of 10 sub-indicators included in the Statistical Performance Indicator (SPI), covering 4 out of the 5 pillars. Its baseline score is obtained from the 2019 SPI and is out of a maximum score of 10.	Annual	World Bank DEC, PIU, and Task Team.	This simplified composite score is based on the SPI published by the World Bank, but includes manual updates from information gathered by the PIU and task team to better reflect the current status of each indicator included in the composite score.	INE/PIU and World Bank



				They are the following: Availability of comparable poverty headcount ratio at \$1.90; Labor force participation rate by sex and age; SDDS/e-GDDS subscription; metadata available score; NADA metadata; Household Survey; Agricultural survey; Labor Force survey; System of National Accounts in use; and National Accounts base year. The total score is based on the sum of the values of each indicator, rated 0, 0.5, or 1 as defined by the World Bank SPI methodology.	
Increased usage of data for monitoring as measured by the number of public programs of the National Development Plan that are monitored following established standards and protocols	This indicator measures the number of programs in the National Development Plan that are monitored using indicators that were prepared based on standards and protocols	Biannual	PIU	INE and the PIU will report on the number of programs that are monitored using indicators that were improved as a result of the project. These	INE/PIU





	established through this project.			indicators are expected to be sourced from administrative data sources in the ministries included in the pilot under Component 1.	
Efficiency gains in data production as measured by per-interview costs of surveys	Measuring increases in efficiency by per-interview average real cost as compared to the average per-interview cost under the first statistical capacity building project. This project will target a reduction of 10 percent relative to the baseline average cost, adjusting for inflation.	Annual	INE	The per-interview cost of a set of surveys collected under the first project and that will also be collected under this project will be calculated as part of the earlier project's Implementation Completion Report and used as the baseline. This set of surveys will be used to estimate an average interview cost during project implementation. The unit cost will be estimated considering direct and indirect costs and will apply accrual accounting methods such as depreciation of capital goods and other	INE/PIU



				adjustments. The methodology applied under the productivity assessment tool (IPNOS) implemented by the WB will be used for this estimation. The unit cost for the surveys will be estimated annually during the implementation of the project. The unit cost will be measured over the duration of the project while quality of these products will be monitored based on the quality standards implemented by this project.	
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**Monitoring & Evaluation Plan: Intermediate Results Indicators**

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
The number of staff in INE and other data producers of the NSS trained as part of the integrated training plan, disaggregated by gender	Number of female and male staff that participate in trainings financed by the Bank with positive	Biannual	PIU	The PIU will collect and compile the names, genders, institutions, and assessment scores	INE/PIU



	performance based on training-specific assessments.			of all participants in the trainings to be financed by this project. The total number of participants with positive assessment scores (defined for each training) will be reported to the World Bank, disaggregated by gender.	
Implementation of the general statistical business process model (GSBPM), the General Activity Model for Statistics (GAMSO), a data quality framework, and an Integrated NSS data hosting platform	Number of modernization tools satisfactorily implemented, from the four listed in the indicator.	Biannual	INE/PIU	The PIU will share with the World Bank adequate documentation to confirm that the model has been satisfactorily implemented.	INE/PIU
The quality of administrative data will be increased as a result of the project as measured through the Word Bank's quality administrative records assessment tool (HECRA)	A baseline will be established with the initial assessment and normalized to 1; the target is a 20% increase. Scores will be comparable with national statistical systems that have similar features.	Biannual	INE	The PIU will compile information on the necessary indicators following the HERCA methodology	INE/PIU
Number of surveys (microdata or metadata) available in the INE NADA portal	Number of datasets (including metadata) financed by this project or the StatCap I that is	Biannual	INE	PIU will collect and compile the number of surveys financed by StatCap I or this project	INE/PIU



	published in the NADA portal.			published in the NADA catalogue.	
Number of UNSD Minimum List gender indicators available using data collected within the past 5 years.	Score of UNSD Minimum List indicator as reported by the UN	Annual	United Nations, Minimum Set of Gender Indicators Dashboard <a href="https://genderstats.un.org/countries#!data-availability">https://genderstats.un.org/countries#!data-availability</a>	Baseline [36 out of 52 indicators] Target [47 out of 52 indicators]	World Bank
Biannual publication of user satisfaction score with the statistical products produced by the INE (based on web and telephone surveys)	Biannual publication on INE's website of user satisfaction score with the statistical products produced by the INE	Biannual	INE website	PIU will collect and compile scores from web and phone based user satisfaction surveys implemented as part of the Project.	INE/PIU
Publication of new indicators, maps, and/or reports measuring exposure to environmental shocks or implementation of mitigation measures.	This indicator will monitor the publication of the following outputs: an updated vulnerability map based on IDREA 2022-23; updated housing map that can be used for disaster response based on the national cartography update that will be undertaken for	Annual	INE	INE will provide documentation showing the publication/dissemination of reports and other publications related to disaster risk and climate change resulting from data collection financed by	INE/PIU



	the population census; report on climate change vulnerability in agriculture based on the Agriculture and Livestock Survey; report on climate change vulnerability in fisheries based on the Fisheries Survey; and a report on household vulnerability to climate change based on the IDREA 2022-23.			this project.	
Increase in number of downloads of datasets and reports supported by the project in the most recent six-month period relative to the 6 months before project start date	The indicator is a percent increase in downloads of data products (datasets and reports) supported by this project relative to the baseline of downloads before the beginning of the project. On one side the indicator is dependent on an increase in the number of key statistics datasets quality controlled and fully documented uploaded in the INE data catalog, as well as statistics reports; on the other side, the indicator will measure the extent to which dissemination activities lead to increased downloads of these data	Biannual	INE	INE will compile and report the number of data downloads and document downloads from their web presence during the six months prior to project effectiveness to calculate a baseline. INE will continue to gather this information for every six months and calculate the percent change relative to the baseline.	INE/PIU



	products.				
Number of user-producer consultations, workshops, and feedback reports with relevant feedback integrated in project interventions	Cumulative count of the number of user-producer consultations (and resulting reports and implementation strategies) implemented by INE during the project	Biannual	PIU	PIU will prepare and submit regular reports for consultations held during each six month period, including information on who participated in the event, main feedback, next steps based on feedback, and status of steps that had been identified in earlier reports (as relevant).	INE/PIU



## **ANNEX 1: Implementation Arrangements and Support Plan**

### **COUNTRY: Angola** **Angola Strengthening Statistical Capacity**

#### **Project institutional and implementation arrangements**

1. **INE will be the implementing agency responsible for the project.** INE's senior directorship will have overall management and oversight responsibilities of the project (Figure 1.1). They are supported by the PIU and the technical teams that implement the activities financed under this project. INE's senior directorship also coordinate directly with the Ministries of Finance and MEP and represent INE in the CNEST, an important structure that has been established to discuss and decide on key strategic issues and ensure multi-agency coordination in the area of official statistics. INE's management and technical teams will also coordinate with the SPINES, the provincial local offices, to implement survey collection and trainings across the country. INE also work in close partnership with ten ministries through the system of designated agencies known as ODINEs that coordinate technical activities related to sectoral statistics.<sup>35</sup> INE will also coordinate and collaborate on activities supported by this project with development partners, including the IMF (supporting the SNA), the ILO (related to the labor force survey), the FAO (for agricultural surveys), and the UNFPA (related to the population census).

2. **The coordination model to support the implementation of this project takes into consideration lessons learned during the StatCap I as well as the activities that will be included in the current project.** This is particularly notable in the proximity of coordination between INE and MINFIN and MEP. To address challenges in StatCap I, regular meetings are maintained between INE, the World Bank, and the two ministries. These meetings increase accountability and ownership of the different stakeholders in this discussion. Close coordination between technical teams overseeing consultants and activities and the PIU overseeing the contracts and budgets was also established under the StatCap I. In particular, the PIU developed a monitoring tool for technical teams to provide regular updates on the status of contracts and deliverables in order to improve its ability to undertake fiduciary and monitoring activities. A simplified version of this tool would be applied for activities under the new project.

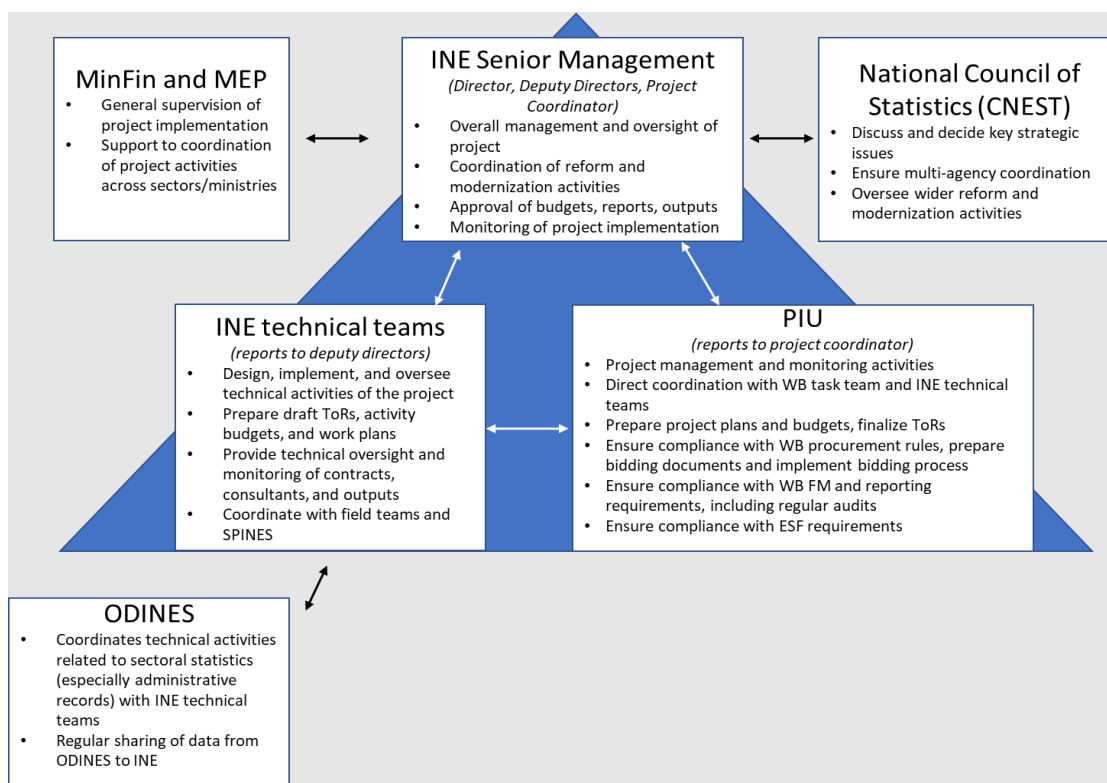
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<sup>35</sup> The ODINEs are found in the following Ministries: Public Administration; Labor and Social Security; Agriculture and Fisheries; Social Protection, Family and Women's Promotion; Culture, Tourism and Environment; Education; Higher Education, Science, Technology and Innovation; Justice and Human Rights; Mineral Resources, Oil and Gas; Health; and Transportation.





Figure 1.1. Implementation Arrangements



## Financial Management

3. The overall FM was assessed to be adequate with substantial residual risk. A FM assessment was conducted to evaluate whether the project meets the World Bank's minimum FM requirements in Directives and Policy for IPF. The assessment was done on the PIU within The National Institute of Statistics INE's premises established to work closely with the INE. This PIU/INE has experience in implementing World Bank financing projects, including, the Statistics Project (P157671). In addition, INE through the PIU will be the implementing agency that shall be responsible of FM arrangements of the proposed project. The assessment revealed that there are acceptable FM arrangements for PIU/INE, established over the time on implementation of the World Bank-financed operations (Table 1.1). The budget preparation and execution monitoring, accounting, and financial reporting are considered adequate but there is room for improvement. Detailed procedures for the verification protocol, accounting, reporting, and documentation of eligible expenditures will be outlined in the POM.



Table 1.1. Project FM Risk Assessment and Mitigation Measures

Risk	Risk Rating	Risk Mitigating Measures Incorporated into Project Design	Conditions for Effectiveness (Yes/No)	Residual Risk
<b>Inherent risk</b>	H	—	—	H
<b>Country level.</b> PFM system: Weaknesses in the budget execution, internal controls, capacity development, and general oversight.	H	The Government is committed to implement PFM reforms and improve governance with support of the development partners. The World Bank is supporting PFM reform initiatives through various ASAs and other International donors are also supporting the various country's reforms. There is a PFM project in pipeline.	No	H
<b>Entity level.</b> Decentralized nature of the project covering all 18 provinces may pose a serious fiduciary challenges to the project given the overall limited capacity in the country.	H	The PIU will recruit two qualified and experienced project Accountants to strengthen the current FM team composed of 4 staff, to ensure the appropriate management of the project funds. The Financial Management Manual will be adopted for this project.	No	S
<b>Project level.</b> INE may fail to ensure an acceptable project FM environment, especially at the provincial level due to lack of FM capacity and the decentralized nature of the project as it covers 18 provinces.	H	The PIU is composed of qualified and experienced project FMS and other finance staff. In addition, two more accountants will be recruited to handle project FM matters. Project FM Manual and guidelines will be adopted by INE for project implementation and simplified guidelines will be used by the accountants at provincial level. Accountants in the provinces have experience but will be retrained on the FM procedures.	No	S
<b>Control Risk</b>	S			S
<b>Budgeting.</b> Weak budgetary execution monitoring may lead to budgetary overruns or inappropriate use of project funds.	H	The FM will spell out the budgetary control arrangements to ensure appropriate budgetary oversight. The IFR will include analysis/explanation on the budget execution. The World Bank will review the draft budget as well as the quarterly IFR and provide comments.	No	S
<b>Accounting.</b> The current accounting software used by the PIU might be not able to accommodate the project's funds and expenses.	H	PIU will update its automated accounting package to account for project funds, expenditures and resources. Though INE/PIU has experienced financial staff onboard, FM's capacity will be strengthened through the recruitment of	No	S



Project expenditures and resources might not be properly accounted for, due to decentralized nature of the project, and timely and accurate consolidation of data and dissemination of information might be a challenge.		two accountants. The existing staff at provincial level will be regularly trained and these will provide the necessary information of the decentralized funds through monthly reports.		
<b>Internal control.</b> Noncompliance with internal control activities at INE such as project expenditures authorization and proper supporting documentation.	H	Financial and administrative procedures to be employed by INE/ PIUE in project implementation will be documented in the Financial Management Manual. Simplified guidelines will be used by the Province Directorates.	No	H
<b>Funds flow.</b> The failure by commercial banks to make payments in foreign currency may impact negatively the implementation of project activities	H	Disbursements of project funds will be handled by PIU as finance staff are familiar with Bank's disbursement procedures. To facilitate payments the project will make use of Direct payment.	No	S
<b>Financial reporting.</b> Delay may be noted in the submission on time of project IFRs produced by PIU due to delays in submission of financial reports by the Provincial Directorates	S	PIU will update the existing automated accounting package to accommodate this project and it will enable timely generation of financial information. Finance staff will undertake frequent visits to the provinces to oversee the project and provide support as needed.	No	S
<b>Auditing.</b> Quality of the audit; delay in submission of audit reports or in implementing the audit recommendations.	H	Additional accountants will be recruited to prepare project financial statements on time. An independent and qualified external audit firm will be hired to carry out the annual audit.	No	S
<b>Governance and accountability.</b> Possibility of corrupt practices, including bribes, abuse of administrative and political positions, mis procurement and misuse of funds, and so on, are a critical issue.	H	Project FM arrangements (designed to mitigate the fiduciary risks in addition to the PIU overall internal control systems. PIU has procurement specialist in place and recruitment of two accountants will mitigate these risks.	—	S
<b>OVERALL FM RISK</b>	<b>H</b>	<b>—</b>	<b>—</b>	<b>S</b>

Note: H = High; M = Moderate; S = Substantial. handled and financed with due consideration to efficiency and economy.

4. **Budgeting.** The INE/PIU will prepare annual budgets based on the annual work plans and the approved procurement plan. Activities for the various components have been discussed and it is expected



that the PIU will prepare annual budgets that cover activities proposed to be carried out in each fiscal year.

5. **Staffing.** The PIU/INE will be responsible for fiduciary aspects of the project. The overall responsibility of project FM matters rests with the project FMS reporting to the coordinator and supported by finance staff.

6. **Accounting.** The implementing agency will account for all project funds, expenditures, and resources using a computerized accounting software and the basis of accounting will be financial reporting under cash basis. The computerized accounting package will be updated and installed within two months after the effectiveness date. Throughout project implementation the implementing agency should maintain a sound computerized accounting software that enables key controls, records project transactions correctly, and can produce timely and reliable financial information.

7. **Internal control.** The Inspectorate General of Finance (*Inspecção Geral das Finanças*), based at the Ministry of Finance, is responsible for the internal audit functions across the entire government. However, the inspectorate general of finance has limited capacity (in terms of number and skills of its staff), and therefore, the project may not benefit from its review of this operation. To mitigate risks, in addition to the regular supervisions through desk review and field visits (that include expenditures and asset reviews) to be carried out by the World Bank, the INE/PIU has an internal auditor who will review the internal control systems in place and provide quarterly reports. The finance and administrative procedures to be employed by the implementing agency will be documented in the POM to be finalized and adopted by effectiveness. The FM procedures should include the following: institutional arrangements, budget and budgetary control, disbursement procedures and banking arrangements, receipt of goods and payment of invoices, internal control procedures, accounting system and transaction records, reporting requirement, and audit arrangement.

8. **Auditing.** The project will be audited annually by a private qualified audit firm on a basis of ToR acceptable to the World Bank. The report should be submitted to the World Bank within six months following the end of the fiscal year. The audit will be conducted in accordance with ISA as issued by the IAASB.

9. **Supervision plan.** The project will be supervised on a risk-based approach. The FM supervision will be carried out by the World Bank FMS. The initial supervision will focus on review of implementation progress of the agreed FM action plan. Subsequently, the FM supervision missions will also include a review of quarterly progress reports and audit reports and follow up on material accountability issues by engaging with the Task Team Leader, client, and/or auditors. Based on the assessment, the FM risk is Substantial and field visit supervision will be twice during the fiscal year and adjust when the need arises.

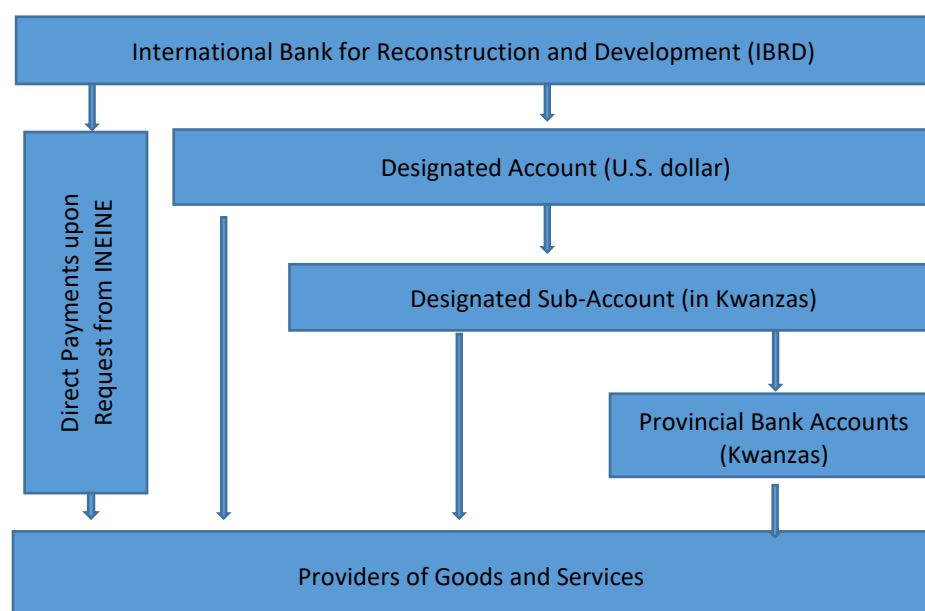
10. **Governance.** INE Board Committee meets annually to discuss the strategy of the Institution. There is a risk of INE not following proper recruitment rules in the recruitment of enumerators, therefore there is need to have a complaint mechanism in place. In addition, management of devices provided to enumerators should follow clear written procedures and these should be closely managed.



## Disbursement

11. **Flow of Funds and Disbursement Arrangements.** INE will establish and maintain a segregated Designated Account (DA) in U.S. dollars at the commercial bank under terms and conditions acceptable to IBRD. Funds in the DA will be used to finance eligible project expenditures in accordance with the Loan Agreement and Disbursement Letter. From the DA, the PIU will (a) make payments for foreign consultants and suppliers of goods and services and (b) transfer funds to the DA sub-account in local currency to facilitate payments of local eligible project expenditures and transfer funds to separate provincial bank accounts (to facilitate payments of eligible project expenditures to be incurred at provincial and local levels). Figure 1.2 below depicts the funds flow mechanism for the project activities to be financed under the traditional disbursement methods.

Figure 1.2. Flow of Funds Mechanism



12. **Disbursement of IBRD will be done on a transaction basis (statement of expenditures).** The proposed project will make use of the following disbursement methods: advance, direct payment, reimbursement, and special commitment. The World Bank will offer the flexibility of lowering the threshold for direct payment to facilitate payments to foreign providers of goods and services due to some challenges for commercial banks based in the country to make payments to foreign providers of goods and services and contractors. The implementing agencies will prepare quarterly unaudited interim financial reports (IFRs) and provide such reports to the World Bank within 45 days of the end of each quarter. The project financial statements will be audited by the independent external auditor of the ongoing project in accordance with International Standards on Auditing (ISA) as issued by the International Auditing and Assurance Standards Board (IAASB) within the International Federation of Accountants (IFAC). The overall FM arrangements were assessed to be adequate. handled and financed with due consideration to efficiency and economy.



## Procurement

13. **Applicable procurement procedures.** Procurement of input-based (procurable) items under the project will be carried out in accordance with the World Bank's 'Procurement Regulations for IPF Borrowers' (Procurement Regulations) dated November 2020 and as modified from time to time; the 'Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants', dated July 1, 2016; and other provisions stipulated in the Financing Agreement.

14. **Procurement arrangements.** INE has experience in the use of the Bank's Procurement procedures and has two procurement assistants working under the ongoing Angola statistics project since its commencement. The new project shall take advantage of the experienced gained by INE's officials and continue to build capacity with the support of a part-time senior procurement consultant. INE's procurement officials shall be ready to take full responsibility of the procurement activities full time upon effectiveness. Under StatCap I, the performance of the procurement activities has improved but appropriate measures have to be taken to ensure contracts will continue to be executed and closed in accordance to the World Bank's prevailing procurement Procedures. The procurement performance is therefore considered Moderately Satisfactory.

15. **Procurement Strategy.** The borrower has prepared the Project Procurement Strategy for Development (PPSD). The Borrower shall comply with the PSD requirements for all contracts.

16. **Procurement approaches for the required goods, works, and services under the proposed Angola Building Statistical Capacity Project.** Based on the project requirements, technical solutions, and supply base, the procurement strategy for the proposed project is as follows:

- (a) **Works.** The project does not include procurement of works contracts.
- (b) **Goods and non-consulting services.** Most of the goods should be packaged into national market approach, request for bids, and single stage bidding, including the information and communication technology equipment, communication equipment, textile equipment for field agents, products for awareness campaign. Other items such as office equipment and furniture for the PIU, if needed, will be packaged into limited market approach, Request for Quotations.
- (c) **Procedures for selection of consultants.** Most of the key PIU staff of Statcap I will be retained, and therefore will be hired through the direct selection method. The new staff for the PIU will be hired on the open or limited individual consultant selection, as well as the individual consultants required for specific technical assistance. For consulting assignments with some complexity and estimated to cost above the prior-review threshold for firms, Open International market approach and Quality- and Cost-Based Selection (QCBS) will be used. For assignments below the prior-review threshold, open national market approach and QCBS or Selection Based on Consultants' Qualification for very small assignments (below US\$200,000) will be used.

17. **The procurement plan for the activities will be managed through the World Bank's tracking system, Systematic Tracking of Exchanges in Procurement (STEP).** During project implementation, the Procurement Plan will be updated as required, but, at a minimum, on an annual basis, to reflect actual program implementation needs and improvements in institutional capacity.



18. **Capacity of the agency to implement procurement.** As mentioned above, INE has two procurement officials with experience in implementing procurement activities in line with Bank's procedures. However, the new project will be implemented under the Procurement Regulations while the previous one was executed under the Procurement Guidelines. Hence, capacity strengthening actions would be required, including (a) recruitment of qualified procurement specialist to implement an on-the-job working methodology to ensure transfer of knowledge, (b) knowledge of Procurement Regulations, and (c) procurement of works. The POM will contain clear and detailed procurement and contract management sections and shall clearly establish internal approval processes and information sharing to keep procurement decisions at the operational level as much as possible.

19. **Review by the World Bank of procurement decisions.** Table 1.2. indicates the initial values for prior review by the World Bank for activities in the Procurement Plan (input-based window). Activities estimated to cost below these amounts shall be treated as post review and will be reviewed by the World Bank during the implementation support mission under a post-procurement review exercise. Direct Contracting/Single Source will be subject to prior review only above the amounts given in Table 1.2. The World Bank may, from time to time, review the amounts based on the performance of the implementing agency.

**Table 1.2. Prior Review Thresholds**

Procurement type	Prior Review (US\$)
Works	10,000,000
Goods and non-consulting services	2,000,000
Consultants (firms)	1,000,000
Individual consultants	300,000

20. **Approach to market.** Based on the size of the contracts under this project and granted the procurement risk profiles, open international bidding will be followed; however, generally, the thresholds shown in Table 1.3. will be used for open national/international market approach and Request for Bids/Quotations procurement methods under this project.

**Table 1.3. Thresholds for Procurement Approaches and Method (US\$, millions)**

Category	Works			Goods, IT, and Non-Consulting Services			Short List of National Consultants	
	Open International ≥	Open National <	Request for Quotation ≤	Open International ≥	Open National <	Request for Quotation ≤	Consulting Services ≤	Engineering and Construction Supervision ≤
Angola	10	10	0.2	1	1	0.1	0.1	0.3

21. **Frequency of procurement reviews and supervision.** The World Bank's prior and post reviews will be carried out based on thresholds indicated in Table 1.3. The World Bank will carry out implementation support missions every six months and annual post-procurement reviews; the standard post-procurement reviews by World Bank staff should cover at least 20 percent of contracts subject to post review. Post reviews consist of reviewing technical, financial, and procurement reports on project





procurement actions by World Bank staff or consultants selected and hired by the World Bank according to procedures acceptable to the World Bank. Project implementation support missions shall include a World Bank procurement specialist or a specialized consultant. The World Bank may also conduct an independent procurement review at any time until two years after the closing date of the project.

22. **Training, workshops, and conferences.** Training (including training material and support), workshops, and conference attendance will be carried out based on an approved annual training and workshop/conference plan. A detailed plan providing the nature of training/workshop, number of trainees/participants, duration, staff months, timing, and estimated cost will be submitted to the World Bank for review and approval before initiating the process. The appropriate methods of selection will be derived from the detailed schedule. After the training, beneficiaries will be requested to submit a brief report indicating what skills have been acquired and how these skills will contribute to enhance his/her performance and contribute to the attainment of the project objective.

23. **Operational costs.** Operating costs financed by the project are incremental expenses, including salaries of enumerators and other local survey staff, office supplies, vehicles operation and maintenance, maintenance of equipment, communication costs, and supervision costs (that is, transport, accommodation and per diem). They will be procured using the procurement procedures specified in the Procedures Manual (administration, finance, and accounting).

24. **Assessment of national procedures.** The Angola Procurement Regulation, Law no. 9/16 of June 2016, has been assessed as required under the World Bank's Procurement Framework, based on the nine requirements for national open competitive procurement (clause 5.4 of the Procurement Regulations). Despite recent improvements, the World Bank has decided that the Angola Procurement Law will not apply for procurement under this project. This assessment will be updated based on the new Public Contract Law 43/20, of December 2020. Therefore, the World Bank's 'Procurement Regulations for IPF Borrowers' (Procurement Regulations) dated November 2020 and as modified from time to time will apply for all procurement under this Project.

25. **Procurement information and documentation - filing and database.** Procurement information will be recorded and reported as detailed below. All this information shall be made available in the physical archive and filed and/or uploaded in the STEP for audit and/or post-procurement review carried out by the World Bank.

- (a) Complete procurement documentation for each contract, including bidding documents, advertisements, bids received, bid evaluations, letters of acceptance, contract agreements, securities, related correspondence, and so on, will be maintained at the level of respective ministries, in an orderly manner, and will be made readily available for audit.
- (b) Contract award information will be promptly recorded and contract rosters, as agreed, will be maintained.
- (c) Comprehensive quarterly reports will indicate
  - (i) Revised cost estimates, where applicable, for each contract;



(ii) Status of ongoing procurement, including a comparison of originally planned and actual dates of the procurement actions, preparation of bidding documents, advertising, bidding, evaluation, contract award, and completion time for each contract; and

(iii) Updated Procurement Plans, including revised dates for all actions.

26. All this information shall be made available in the physical archive and filed and/or uploaded in the STEP for audit and/or post-procurement review carried out by the World Bank.

27. **Advertising procedures will include the following:**

- General Procurement Notice, Specific Procurement Notices, Requests for Expression of Interest, and results of the evaluation and award of contracts should be published in accordance with the advertising provisions in the Procurement Regulations.
- Requests for Bids and Request for Proposals that involve international consultants, and contract awards, shall be published in United Nations Development Business in line with the provisions of the Procurement Regulations.

28. **For goods and works, information to be published shall specify** (a) the name of each bidder who submitted a bid; (b) bid prices as read out at bid opening; (c) the name and evaluated prices of each bid that was evaluated; (d) the name of bidders whose bids were rejected and the reasons for their rejection; and (e) the name of the winning bidder, and the price it offered, as well as the duration and summary scope of the contract awarded.

29. **For consultants, the following information must be published:** (a) the names of all consultants who submitted proposals; (b) technical points assigned to each consultant; (c) the evaluated prices of each consultant; (d) the final point ranking of consultants; and (e) the name of the winning consultant and the price, duration, and summary scope of the contract. The same information will be sent to all consultants who submitted proposals. For other contracts, the information should be published in the national gazette periodically (at least quarterly) and in the format of a summarized table covering the previous period with the following information: (a) name of the consultant to whom the contract was awarded, (b) price, (c) duration, and (d) scope of the contract.

### **Strategy and approach for implementation support**

30. **The PIU that will be responsible for the day-to-day implementation of the project.** The PIU was established to implement the StatCap I project. It is headed by a director, an INE staff member at the level of department head and counts on the support of designated PIU staff including in procurement and accounting. The PIU also counts on the support of international consultants in the areas of FM, procurement, and auditors (both internal and external). For the implementation of this project, the PIU will add a monitoring and evaluation specialist and a social and environmental standards specialist.<sup>36</sup> The

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<sup>36</sup> During the new project the PIU staff will include a procurement officer, a financial management specialist (FMS), two accountants, a safeguards specialist, and a monitoring and evaluation specialist in addition to the Project Director.



PIU staff coordinate directly with technical leads overseeing each of the statistical activities and with the Director and Deputy Directors of INE. The PIU will fulfil the following key functions:

- (a) Project management and monitoring activities
- (b) Direct coordination with World Bank and INE technical teams
- (c) Prepare projects plans and budgets, finalize TORs
- (d) Ensure compliance with World Bank procurement rules, prepare bidding documents and implement bidding process
- (e) Ensure compliance with World Bank FM and reporting requirements, including regular audits
- (f) Ensure compliance with ESF requirements.

31. **The Project will be implemented following the POM which will be developed and adopted before project effectiveness.** The POM will lay out the Project's overall implementation arrangements, operating, fiduciary and decision-making procedures and its results monitoring arrangements. The POM will set the framework of rules based on which INE will manage the Project according to the World Bank regulations for FM and procurement. The POM will also include written job descriptions for each member of the PIU team that clearly define responsibilities, lines of supervision, and limits of authority. The POM will be revised throughout the life of the project as necessary. Other operating costs such as office supplies, communications, and so on will also be covered by the project.

#### **Implementation Support Plan and Resource Requirements**

32. **As part of an enhanced supervision engagement begun under StatCap I, the World Bank will complement the Project's technical and implementation support with additional technical assistance.** The World Bank task team will include a Luanda-based full-time consultant who will be providing local implementation support and follow-up. This consultant, an economist by training, will work closely with INE technical teams on survey design, implementation, and analysis particularly for the household and labor force surveys. The consultant will also work closely with the World Bank team to ensure close communication is maintained between INE and the World Bank. The Task Team will provide implementation support through bi-annual supervision missions and regular meetings between missions, including project management check-ins with the PIU and Directorship of INE to ensure that timelines and budgets are being followed, as well as regular ESF, procurement and FM supervision. The World Bank will also continue to provide technical assistance, including continuing the support started during StatCap I on national accounts, business statistics, and labor force survey activities.