

# Project Procurement Strategy for Development Document (PPSD)

## IMPROVING HOUSEHOLD SURVEYS AND ADMINISTRATIVE DATA IN SUDAN: STATISTICAL CAPACITY BUILDING (P 167988)

### Project Overview

<b>Country:</b>	SUDAN
<b>Full Project Name:</b>	STATISTICAL CAPACITY BUILDING PROJECT
<b>Total Finance (\$):</b>	500.000 US\$
<b>Project Number:</b>	P 167988
<b>Summary of Project Development Objectives</b>	The objective of the project is to strengthen the capacity of the Central Bureau of Statistics to improve the quality of household poverty survey data and availability of administrative data in education and health sectors by making existing administrative data more available.

## I. PROJECT DESCRIPTION

### A. Project Components

The proposed project has three core components and a project management component to facilitate project implementation. The core components are designed to help strengthen the statistical capacity of Sudan Central Bureau of Statistics (CBS), thereby strengthening the national statistical systems in general. The project components are: (i) improving the quality of household poverty survey data; (ii) improving capacity for data analysis, report writing and dissemination; (iii) improving availability of administrative data in education and health sectors; (iv) project management. A clear set of activities has been identified under each component which will strengthen the capacity of CBS to improve the quality of poverty and other socio-economic data through a series of trainings and technical assistance. The proposed project components will support these priority areas through building CBS capacity for using ICT in data collection and processing as well as for compiling the data into meaningful statistics to inform policy making.

#### **Component 1: Improving the quality of household poverty survey data (210.000 US\$)**

The Household Budget Survey (HBS) is the official source of poverty and other social indicators in Sudan. CBS implemented HBS 2009 and 2014/15 with funding support by African Development Bank (AfDB). However, significant shortcomings have been identified in HBS 2014/15 that make it non-comparable with HBS 2009. These include the following.

*Seasonality:* The 2009 survey was conducted in a different month than all of the rounds of the new survey. This can introduce a seasonal bias when comparing the 2009 estimates with new estimates. *Food Recall:* The 2014/15 survey has a food recall period of 10 days instead of 7 days.

While attempts can be made to address the quality and comparability issues between the last two surveys, CBS has requested the World Bank to support Sudan with designing and implementing a new household survey that is consistent with international best practices. Discussions are ongoing regarding implementing a new household survey in Sudan, which will become the benchmark survey that follows international best practices (as opposed to the 2014/15 survey).

In preparation for a new survey, a clear set of activities have been identified which will strengthen household survey capacity of CBS. The support through the TFSCB funding will be focused on strengthening CBS capacity to prepare and implement the survey in a more cost-effective manner through a series of technical assistance engagement. The following areas of support have been identified:

**1. Poverty survey and measurement methodology**

**2. Training on multi-topic household survey design.**

**Training on three types of surveys:**

- i. **Household budget and poverty survey** – multi-topic.
- ii. **Community survey.** A community survey will be included to collect key community-level information, which is complementary to the household survey. This questionnaire includes questions that are common to households in the same community (for example, infrastructure, village/town characteristics, and access to services).
- iii. **Market price survey.** Weights and prices for food items will be collected prior to the start of regular household fieldwork so that the data can be used to improve the scope of data checks in the CAPI survey. This would allow for collecting data on conversion factors for non-standard units of measurement. The use of photo reference guides will also be considered, which requires collecting and preparing the photos in advance of regular fieldwork. The market price survey will be prepared and implemented at the community level.

**3. Training on sampling design:**

This is to provide basic understanding of sampling to relevant CBS staff. A sampling expert will be recruited to draw the survey sample.

*Outcome* of the training: developed capacity of NBS to design and implement a multi-topic traditional household survey.

*Output:* upon completion of the training, NBS will develop a methodology and questionnaires for the next household survey (household questionnaire, community questionnaire and market price questionnaire).

4. **Survey modernization using CAPI.** CBS plans to move from paper to modernized surveys. One of the envisaged aspects of modernization of the national systems of survey data collection is the introduction of Computer Assisted Personal Interview (CAPI) system in Sudan. CAPI technology can significantly reduce the time lag between data collection and data analysis, dramatically improve data quality, and reduce survey costs.
  - (i) **CSPro Advanced Training:** CBS is familiar with CSPro. Relevant staff will receive advanced training on CSPro
  - (ii) **Survey Solutions Training:** CBS recently used Survey Solutions for the pilot agricultural production survey in Kassala State. Building on this, more comprehensive training on Survey Solutions will be provided to relevant staff.
  - (iii) **Pre-test survey to choose either CSPro or Survey Solutions.** It was agreed to conduct a small pre-test survey (in Khartoum or somewhere else?) using both CSPro and Survey Solutions. The results of the pre-test will help determine which of the two applications to use for the next household survey.
  - (iv) **Pilot household survey:** A pilot survey will be implemented based on the new (benchmark) methodology. This is to ensure that CBS staff put into practice the skills acquired from trainings received on the various aspects of survey design and implementation using CAPI. The sample size and areas of coverage for the pilot study will be discussed during project appraisal. The preliminary idea is to use a sample that includes both rural and urban areas to verify that the new techniques and methodologies that will be introduced work throughout the country, particularly in rural settings.

The pilot survey will include comprehensive testing of all questionnaires using CAPI

- i. Household budget survey –multi-topic
- ii. Community survey
- iii. Market price survey

## **Component 2: Improving capacity for data analysis, report writing and dissemination (130.000 US\$)**

This component comprises a set of hands-on training activities related to data analysis, writing and dissemination and an advanced training course in English.

### **1) Training on Microsoft Word, Excel and PowerPoint**

This will involve training of CBS new recruits (76 young graduates), existing CBS staff, and 26 staff from the Ministry of Defense (who has asked CBS to train its staff on this area). This training would be a good foundation for report writing, preparing tables, creating graphs, and so on.

- 2) **Basic data analysis and reporting.** Currently, CBS has limited capacity to analyze the data they collect and prepare reports. This will include training in cleaning and compiling the survey data.. CBS staff will also be trained on using ADePT for socioeconomic data analysis.

The following trainings will be delivered:

- (i) **Stata:** Learning how to use Stata, and some commands. CBS staff are now using Stata, in addition to other software that they are more familiar with, particularly SPSS. They seem to prefer Stata and would like to continue using it going forward. It was therefore agreed to invest in improving their skills on working with Stata.
- (ii) **Data cleaning:** This includes training on data cleaning using Stata, to prepare the datasets for analysis

- (iii) Tabulations (analyzing datasets and producing tables)
- (iv) Report writing
- 3) **Poverty measurement.** The project will train CBS in the poverty estimation methodology, including the estimation of the consumption aggregates, price indicators, and poverty line. Analytical softwares will include Stata and ADePT.
- 4) **Training on small area estimation (poverty mapping)**  
CBS staff received some basic training on this early 2018 from the World Bank. This activity will build on that. Small area estimation is important for understanding poverty at lower levels of administration beyond the State level.
- 5) **Data Dissemination: Open access (open data) to anonymized data is key to enable evidence-based policy making and social accountability.** It also helps statistics producers to justify budget allocations, which is essential for the sustainability of the project. The project will support the development of data access and information policies and dissemination practices, especially the dissemination of micro-data by financing: (i) the formulation and adoption of data dissemination and microdata access policies and calendar; (ii) the maintenance of CBS website to include a micro-data portal access in line with open-data principles; (iii) technical assistance and some trainings on micro-data anonymization; (iv) the improvement and maintenance of CBS website; and (v) training on SQL (Structured Query Language), one of the world's most popular data basing language, for mastering the basics of querying databases.

The following activities will be conducted

- (i) Formulation and adoption of data dissemination and microdata access policies and calendar
  - (ii) improvement and maintenance of CBS website to include a micro-data portal access in line with open-data principles, data visualization
  - (iii) Training on micro-data anonymization
  - (iv) Training on SQL (Structured Query Language), one of the world's most popular data basing language, for mastering the basics of querying databases.
- 6) **Advanced English course for CBS staff.** This would help to improve the writing skills of CBS staff, which is useful for report writing. It would also facilitate work on World Bank projects, particularly for staff using World Bank procurement PF and STEP and finance. and Client Connection).

### **Component 3: Improving availability of administrative data in education and health sectors (100.000 US\$)**

CBS leads in the production and dissemination of national official statistics while it guides the sectoral statistical systems in producing high quality statistics in their domains through development of standards in concepts, definitions, classifications and methodologies. CBS focuses on surveys and censuses as sources to generate indicators while it supports government ministries, departments and agencies (MDAs) in developing and improving system of Administrative Statistics.

Administrative registers are essential elements in the statistical production process. Administrative registers contain data records that have been created as a byproduct of an administrative process.

CBS needs assistance to help resolve the coordination problems between CBS and statistics-producing MDAs to produce relevant economic and social statistics (administrative data) and disseminate statistical products and services at the national and subnational levels, that could be used for tracking public programs' performance.

The key objective of this component is to improve the availability of administrative data on selected key indicators in education and health sectors, by making existing administrative data

more available. The main activities and expected outputs include the following.

#### **Activities (and outputs)**

- i. The aim is to focus on two sectors of priority to allow to achieve some benefits quickly in the short term. Discussions with CBS led to selection of education and health as focus sectors.
- ii. Identify related public programs and associated indicators of interest. For example, indicators (based on administrative data) that would allow to monitor progress towards achieving targets of the poverty reduction strategy and Sustainable Development Goals.
- iii. Assess the availability and quality of existing administrative data (for selected indicators), and develop a plan for improvement.
- iv. Document and disseminate administrative data. Selected administrative records will be improved through the application of the DDI standard (already adopted by the CBS) for data documentation (metadata), geographic reference, and the merging with other administrative records when feasible. Basic monitoring tools will be developed to help the Ministries of Education and Health, and the Central Government to track performance of selected public interventions. Tools includes quality assessment of indicators and administrative records, as well as the development of basic score cards systems. A workshop will be organized to share lessons learned from this activity with stakeholders.
- v. Training for capacity building. Training sessions will be provided to CBS and MDAs staff to assess the quality of administrative data and indicator and define improvements plans. Also, identified staff in selected Ministries (and local consultants) will be trained to support this work.
- vi. A User satisfaction assessment will be undertaken by conducting a user satisfaction survey at the beginning and at the end of the project. Individual interviews (e.g. paper questionnaires or online interviews with SurveyMonkey) and focus group discussions will be considered. This will allow to assess the impact of the activity.
- vii. Develop a strategy to scale up improvement in administrative data in the middle to long term. Although this activity will focus on selected programs and/or public services, an expansion to other public interventions may be done by the client through the development of specific guidelines and didactic material and trained civil servants.

Upon completion of the activity, the project is expected to help improve the capacity of CBS to better coordinate administrative data among MDAs.

#### **Component 4: Project Management ( 60.000US\$)**

Effective project management is crucial to attain full project implementation. The success of the project depends on bringing together and coordinating of stakeholders comprising users and producers of official statistics. This component will include funds and activities related to project management. For example, the project will strengthen CBS fiduciary functions (procurement and financial management) and project management capabilities. The project will finance training of CBS project core team including the procurement officer, financial management officer. These officers will ensure compliance with procurement, disbursement, and financial management policies and procedures as well as agreed reporting requirements. This component will also finance operational costs related to project implementation including the use of local consultants as necessary, logistics (transport costs), stationery, workshops/meetings, training of PIU staff, etc.

## 1 Overview of Country, Borrower and Marketplace

### a. Operational Context

- **Governance aspects**

- The Government of Sudan (GoS) had adopted a Five-Year Program for Economic Reforms (2015-2019) and a comprehensive reform program to address the economic and financial situation. There is a need for deep reductions in public expenditures but also for continued public investments for development and growth, as well as for reorienting the economy to agriculture, livestock and industry as the main engines of growth. Investments in human capital and infrastructure have been limited in the past and institutional capacity is low, constraining growth and reforms.
- Sudan suffers from high external indebtedness and sizeable external arrears. At the end of 2013, Sudan's external debt stock stood at \$45.1 billion in nominal terms, about 85 percent of which was in arrears to several creditors, including the World Bank. The country is eligible for debt relief under the Highly-Indebted Poor Countries Initiative (HIPC) and the Government has committed to improve the allocation of budgetary resources with a view to promoting poverty reduction. The Bank, in close collaboration with the IMF and others, is providing advice on the process of debt relief as well as on economic and social policies, but there is need for close monitoring of the implementation of these policies and assessment of their outcomes - mainly social - to convince creditors to move forward with debt relief.

- **Economic Aspects**

After a few years of economic turmoil following the secession of South Sudan in July 2011, Sudan's economy has stabilized somewhat, with Gross Domestic Product (GDP) growing 5.4 percent in 2015 and with an inflation rate of 16.9 percent. Services contributed about half of GDP in 2016, followed by agriculture and industry (31.6 and 17.1 percent respectively). Outside of oil products, agro-processing, such as cotton ginning and the production of sugar and edible oils, is an important contributor to the industry sector. Sudan is considered a lower middle-income country, with annual GDP per capita reaching US\$2,735 in 2016 (PPP). However, resources are unevenly distributed, and the national poverty level is 36.1 percent (2014/15). The current population is approximately 41.98 million (2018 estimate), of which 67 percent lives in rural areas.

- **Sustainability Aspects**

Sustainability is one of the most important factor in the projects funded by the partners, this need intervention from the government to continue in the projects focusing in capacity building. For the this StatCap project the World Bank will finance the second round of the project and we need the Government of Sudan to continue funding the activities.

- **Technological Aspects:**

Sudan is characterized by weak technological aspects and to improve this and lining it with the international trends the project needs to be provided with the best fit-for-purpose technology especially in data collection and data analysis, GIS.

## **b. Client Capability and PIU Assessment**

- **Experience**

Good experience in operating WB projects, The PIU team has good knowledge with the world bank procedure also several trainings have been delivered during the first round of the Stat Cap project especially in financial managements. The only weakness was in the procurement side because of weak performance of the procurement officer. Now we have a new procurement officer

- **Need for hands-on support**

There is need for hand-on support as there is new staff in the PIU

- **Contract management capability and capacity**

There is accumulated experience in contract management and contract drafting

- **Complaints management and dispute resolution systems**

The Government system for complaints and dispute resolution and handling is in place.

## **c. Market Analysis**

- Market sector dynamics

- Understanding the capacity and capability of the Sudan market to supply goods or services influences how method we approach the market. This helps formulate a these procurement strategy for a category of goods or services or an individual procurement and the context for developing our specification and accordingly the supply market will determining how to structure, draft, selecting methods, packaging and managing our contracts.

- Sudan Market capability to meet the Project needs for Works and goods and the supplier famer with World Bank regulations

- For consultancy and non-consultancy services there is a lack of Environmental consultant firms in the local market.

- Financial

The supplier taking consideration the inflation and exchange rate in the payment for national consultant.

- Procurement trends

It is here Identified high level procurement arrangement options to facing the competition of the local market and government policy.

## **2 Procurement Risk Analysis**

<b>Risk Description</b>	<b>Description of Mitigation</b>	<b>Risk Owner</b>
Changing in exchange rate	Prepare the budget in US\$, keep small amount in SDG account	Govt.
Limited Knowledge on WB procurement procedure / PF	Intensive training of CBS Staff	CBS
Lack of Capacities	To ensure having a procurement officer who has the interest	CBS/Bank

## **3 Procurement Objective**

1. Develop CBS staff skills on World Bank procurement process to ensure client will deliver Value for Money (VfM).

2. Ensure the transparency, efficiency, value for money in procurement activities.

3. Create competition, transparency, reasonable prices, efficient capital use and achieve economic-social, poverty reduction, protection of the rights of women and ethnic minorities objectives.

The borrower complies with the WB procurement regulations (PF) for borrowers.

#### 4 **Recommended Procurement Approach for the Project**

1 **National:** for Technical Services and Goods to be procured at federal level following Framework Agreement approach (FA); for recruitment of National Consultants (Individuals).

2 **International:** for of International Consultant (Individuals).

#### **Contract and Estimated Cost:**

- **Procurement Approach** (select from options and complete table below):

<b>Attribute</b>	<b>Selected arrangement</b>	<b>Justification Summary/Logic</b>
<b>Contract Type</b>	A. Lump Sum B. RFQ	Most of contracts are less than US\$100,000 and small consultancy services and goods.
<b>Pricing and costing mechanism</b>	A. Lump Sum	lump sum for Goods and Works. Lump sum and or performance (Time-base) for Consulting services (Individuals)
<b>Price Adjustments</b>	A. None, fixed price	Given the duration of each individual contract would be less than 18 months, all contract prices are fixed
<b>Form of Contract (Terms and Conditions)</b>	B. State any special conditions of contract	N/A
<b>Selection Method</b>	A. Request for Proposals (RFP) B. Requests for Bids (RFB) C. Requests for Quotations (RFQ) D. Direct Selection	RFP: for selection of Individual consultants  RFB: for procurement of Goods and technical Services;  RFQ: for procurement for

		<p>Good and small works (Shopping)</p> <p>DS: for agencies that specialize in a work, that isn't available in the market depends on the market supply</p>
<b>Pre / Post Qualification</b>	A. Post-Qualification	No package of large value and complex nature that would require pre-qualification
<b>Evaluation Selection Method</b>	<p>A. Least Cost Based Selection (LCS)</p> <p>B. Consultant's Qualifications Based Selection (CQS)</p> <p>C. Direct Selection</p>	<p>LCS: for goods and services, after meeting all the requirements, the selection is based on the least cost.</p> <p>CQS: for selection of Consulting firms with cost estimates not above \$100k;</p> <p>Direct Selection depends on market supply.</p>

## 5 Summary of PPSD to be inform the Bank's preparation of the PAD

1	2	3	4	5
Ref. No.	Contract Title, Description, and Category	Category	Estimated Cost (in US\$)	Procurement arrangement
<b>Component 1: Improving the quality of household poverty survey data</b>				
1	Household Survey Specialists: Training on multi-topic household survey design	Consultants	30,000	Individual Consultant
2	Sampling Analyst: Training on Sampling to develop Capacity building for CBS staff.	Consultants	30,000	Individual Consultant
3	Training CBS staff on using CAPI in data collection		150,000	
3-1	CAPI Specialist: CSPro Advanced Training	Consultants	10,000	Individual Consultant
3-2	Survey Solutions Specialist: Training on Survey Solutions	Consultants	30,000	Individual Consultant
3-3	GIS Specialist: GIS and mapping Training	Consultants	20,000	Individual Consultant
3-4	Pre-test and piloting household survey	Non-consulting Services	60,000	Individual Consultant
3-5	Supply of IT Equipment	Goods	30,000	Request for Bids
<b>Total</b>			<b>210,000</b>	
<b>Component 2: Improving capacity for data analysis, report writing and dissemination</b>				
1	MS package Trainer: New staff training in IT	Consultants	5,000	Individual Consultant
2	Data Analyst: Training on basic data analysis and report writing	Consultants	20,000	Individual Consultant
3	Poverty Specialist: Training on poverty measurements	Consultants	20,000	Individual Consultant

4	Poverty Specialist: Training on small area estimation (poverty mapping)	Consultants	15,000	Individual Consultant
5	Data Dissemination Trainings		60,000	Firm or Individual Consultant
5-1	Formulation and adoption of data dissemination and microdata access policies and calendar	Consultants	10,000	Individual Consultant
5-2	Web Designer: Improvement and maintenance of CBS website to include micro-data portal access	Consultants	20,000	Individual Consultant
5-3	Data Analyst: Training on micro-data anonymization	Consultants	15,000	Individual Consultant
5-4	SQL Specialist: Training on SQL	Consultants	15,000	Individual Consultant
6	Advanced English course for CBS staff	Consultants	10,000	Direct Selection
<b>Total</b>			<b>130,000</b>	
<b>Component 3: Improving availability of administrative data in education and health sectors</b>				
1	Administrative records Specialist: Capacity building training for CBS, Ministry of Health and Ministry of Education on assessing the quality of administrative data and indicator and defining improvements plans.	Consultants	30,000	Individual Consultant
3	IT Analyst: Development of Monitoring tools to Ministry of Health and Ministry of Education.	Consultants	20,000	Individual Consultant
2	Administrative records Specialist: Strategy Development to scale up improvement in administrative data in the middle to long term.	Consultants	20,000	Individual Consultant
3	Study tour to country with experience in Admin Data	Non-consulting Services	30,000	Direct Selection
<b>Total</b>			<b>100,000</b>	

**Component 4: Project Management**

1	Project coordinator	Consultants	36,000	Direct Selection
2	Logistics (transport costs, stationery, workshops/meetings, etc)	Non-consulting Services	24,000	Request for Quotations
<b>Total</b>			<b>60000</b>	
<b>Grand Total</b>			<b>500,000</b>	



SD-CBS-105138-CS-QCBS / Advance English Course for CBS staff	TF / A9400	Component 2: Improving capacity for data analysis, report writing and dissemination	Post	Quality And Cost-Based Selection	Open - National		10,000.00	0.00	Pending Implementation	2019-03-20	2019-04-10	2019-05-24	2019-06-21	2019-07-21	2019-08-25	2019-09-29	2020-09-28
--	------------	---	------	----------------------------------	-----------------	--	-----------	------	------------------------	------------	------------	------------	------------	------------	------------	------------	------------

**INDIVIDUAL CONSULTANTS**

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Contract Type	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Terms of Reference		Invitation to Identified/Selected Consultant		Draft Negotiated Contract		Signed Contract		Contract Completion	
										Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
SD-CBS-103277-CS-INDV / Poverty Measurement Methodology (TN)	TF / A9400	Component 1: Improving the quality of household poverty survey data	Post	Individual Consultant Selection	Open		45,000.00	0.00	Under Implementation	2019-02-27		2019-04-17		2019-05-08		2019-06-12		2019-12-09	
SD-CBS-103300-CS-INDV / Household Survey Specialist ; Training on Multi-topic household Survey Design	TF / A9400	Component 1: Improving the quality of household poverty survey data	Post	Individual Consultant Selection	Open		25,000.00	0.00	Under Implementation	2019-03-03		2019-04-21		2019-05-12		2019-06-16		2019-12-13	
SD-CBS-103306-CS-INDV / Sampling Analyst : Training on sampling to develop capacity building for CBS staff	TF / A9400	Component 1: Improving the quality of household poverty survey data	Post	Individual Consultant Selection	Open		15,000.00	0.00	Under Implementation	2019-03-05		2019-04-23		2019-05-14		2019-06-18		2019-12-15	
SD-CBS-103315-CS-INDV / CAPI specialist :Training CBS staff in using CAPI in data collection	TF / A9400	Component 1: Improving the quality of household poverty survey data	Post	Individual Consultant Selection	Open		20,000.00	0.00	Pending Implementation	2019-03-10		2019-04-28		2019-05-19		2019-06-23		2019-12-20	
SD-CBS-103323-CS-INDV / Survey Solution specialist	TF / A9400	Component 1: Improving the quality of household poverty survey data	Post	Individual Consultant Selection	Open		20,000.00	0.00	Pending Implementation	2019-03-10		2019-04-28		2019-05-19		2019-06-23		2019-12-20	
SD-CBS-103330-CS-INDV / GIS specialist to train CBS staff	TF / A9400	Component 1: Improving the quality of household poverty survey data	Post	Individual Consultant Selection	Open		15,000.00	0.00	Under Implementation	2019-03-10		2019-04-28		2019-05-19		2019-06-23		2019-12-20	
SD-CBS-105125-CS-INDV / Consultant to train new recruited CBS staff in MS package	TF / A9400	Component 2: Improving capacity for data analysis, report writing and dissemination	Post	Individual Consultant Selection	Open		15,000.00	0.00	Under Implementation	2019-03-10		2019-04-28		2019-05-19		2019-06-23		2019-12-20	
SD-CBS-105126-CS-INDV / The activity will include training in cleaning and compiling the survey data., quality assurance and fully documented of reports	TF / A9400	Component 2: Improving capacity for data analysis, report writing and dissemination	Post	Individual Consultant Selection	Open		20,000.00	0.00	Pending Implementation	2019-03-23		2019-05-11		2019-06-01		2019-07-06		2020-01-02	
SD-CBS-105127-CS-INDV / Training on Poverty Measurement : To train CBS staff in poverty estimation methodology.	TF / A9400	Component 2: Improving capacity for data analysis, report writing and dissemination	Post	Individual Consultant Selection	Open		20,000.00	0.00	Pending Implementation	2019-03-11		2019-04-29		2019-05-20		2019-06-24		2019-12-21	
SD-CBS-105128-CS-INDV / Training on small area estimation(Poverty Mapping)	TF / A9400	Component 2: Improving capacity for data analysis, report writing and dissemination	Post	Individual Consultant Selection	Open		15,000.00	0.00	Canceled	2019-03-13		2019-05-01		2019-05-22		2019-06-26		2019-12-23	
SD-CBS-105133-CS-INDV / Web designer : Consultant to design A website for CBS	TF / A9400	Component 2: Improving capacity for data analysis, report writing and dissemination	Post	Individual Consultant Selection	Open		10,000.00	0.00	Pending Implementation	2019-03-19		2019-05-07		2019-05-28		2019-07-02		2019-12-29	

SD-CBS-105137-CS-INDV / SQL Specialist : Training on SQL	TF / A9400	Component 2: Improving capacity for data analysis, report writing and dissemination	Post	Individual Consultant Selection	Open		15,000.00	0.00	Canceled	2019-03-19	2019-05-07	2019-05-28	2019-07-02	2019-12-29
SD-CBS-105140-CS-INDV / Training on Econometrics	TF / A9400	Component 2: Improving capacity for data analysis, report writing and dissemination	Post	Individual Consultant Selection	Open		10,000.00	0.00	Pending Implementation	2019-03-25	2019-05-13	2019-06-03	2019-07-08	2020-01-04
SD-CBS-105142-CS-INDV / IT analyst : Develop of monitoring tools	TF / A9400	Component 3: Improving availability and quality of existing administrative data in the education and health sectors	Post	Individual Consultant Selection	Open		10,000.00	0.00	Pending Implementation	2019-03-24	2019-05-12	2019-06-02	2019-07-07	2020-01-03
SD-CBS-105143-CS-INDV / Administrative records specialist : Strategy Developments	TF / A9400	Component 3: Improving availability and quality of existing administrative data in the education and health sectors	Post	Individual Consultant Selection	Open		15,000.00	0.00	Canceled	2019-03-19	2019-05-07	2019-05-28	2019-07-02	2019-12-29
SD-CBS-105147-CS-CDS / Project coordinator salary	TF / A9400	Component 4: Project Management	Post	Direct Selection	Direct		34,000.00	0.00	Under Implementation	2019-03-10	2019-03-20		2019-05-24	2019-11-20
SD-CBS-105129-CS-INDV / Consultant to develop Data Base for CBS	TF / A9400	Component 2: Improving capacity for data analysis, report writing and dissemination	Post	Individual Consultant Selection	Open		10,000.00	0.00	Pending Implementation	2019-03-25	2019-05-13	2019-06-03	2019-07-08	2020-01-04
SD-CBS-105128-CS-INDV / Public Administration Training	TF / A9400	Component 2: Improving capacity for data analysis, report writing and dissemination	Post	Individual Consultant Selection	Open		5,000.00	0.00	Pending Implementation	2019-12-15	2020-02-02	2020-02-23	2020-03-29	2020-09-25
SD-CBS-105135-CS-INDV / Data Analyst ,report writing	TF / A9400	Component 2: Improving capacity for data analysis, report writing and dissemination	Post	Individual Consultant Selection	Open		20,000.00	0.00	Pending Implementation	2019-03-19	2019-05-07	2019-05-28	2019-07-02	2019-12-29
SD-CBS-105141-CS-INDV / Administrative records specialist (Training for CBS ,MoH,MoE	TF / A9400	Component 3: Improving availability and quality of existing administrative data in the education and health sectors	Post	Individual Consultant Selection	Open		30,000.00	0.00	Pending Implementation	2019-03-10	2019-04-28	2019-05-19	2019-06-23	2019-12-20