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IMPLEMENTATION COMPLETION AND RESULTS REPORT

TF082240

ON A

SMALL GRANT

IN THE AMOUNT OF USD1.38 MILLION

TO THE

Ministry of Finance and Economic Development

FOR

Sierra Leone Integrated Household Survey (P157778)

{Date}

Poverty And Equity Global Practice

Africa Region

Regional Vice President: Hafez M. H. Ghanem

Country Director: Pierre Frank Laporte

Regional Director: Asad Alam

Practice Manager: Pierella Paci

Task Team Leader(s): Alejandro De la Fuente

ICR Main Contributor: Alejandro De la Fuente

ABBREVIATIONS AND ACRONYMS

Stats SL	Statistics Sierra Leone
NSDS	National Strategy for the Development of Statistics
SLIHS	Sierra Leone Integrated Household Survey
GoSL	Government of Sierra Leone
NDP	National Development Plan
SDG	Sustainable Development Goal
TFSCB	Trust Fund for Statistical Capacity Building
FQEMPS	Free Quality Education Mobile Phone Survey
FQSE	Free Quality School Education
IPAU	Integrated Project Administrative Unit
MoFED	Ministry of Finance and Economic Development
PFMICP	Project Financial Management Improvement and Consolidation Project
PFMU	Project Fiduciary Management Unit
CAFÉ	Computer Assisted Field Entry
PSIA	Poverty and Social Impact Assessment

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DATA SHEET

BASIC INFORMATION

Product Information

Project ID	Project Name
P157778	Sierra Leone Integrated Household Survey
Country	Financing Instrument
Sierra Leone	Investment Project Financing
Original EA Category	Revised EA Category
Not Required (C)	Not Required (C)

Organizations

Borrower	Implementing Agency
Ministry of Finance and Economic Development	Statistics Sierra Leone

Project Development Objective (PDO)

Original PDO

The overall development objective of this project is to support the Government of Sierra Leone in improving the availability and quality of poverty and other socioeconomic data to inform policy monitoring and planning through the implementation of the 2016 Sierra Leone Integrated Household Survey, and associated capacity building activities.



FINANCING

	Original Amount (US\$)	Revised Amount (US\$)	Actual Disbursed (US\$)
Donor Financing			
TF-A2240	1,388,801	1,388,801	1,386,567
Total	1,388,801	1,388,801	1,386,567
Other Financing			
Borrowing Agency	250,000	0	0
Total	250,000	0	0
Total Project Cost	1,638,801	1,388,801	1,386,567

KEY DATES

Approval	Effectiveness	Original Closing	Actual Closing
15-Mar-2016	15-Feb-2017	31-Mar-2019	31-Mar-2019

RESTRUCTURING AND/OR ADDITIONAL FINANCING

Date(s)	Amount Disbursed (US\$M)	Key Revisions
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KEY RATINGS

Outcome	Bank Performance	M&E Quality
Satisfactory	Moderately Satisfactory	Modest

RATINGS OF PROJECT PERFORMANCE IN ISRs

No.	Date ISR Archived	DO Rating	IP Rating	Actual Disbursements (US\$M)
01	18-Oct-2017	Moderately Satisfactory	Moderately Satisfactory	0.25



ADM STAFF

Role	At Approval	At ICR
Regional Vice President:	Makhtar Diop	Hafez M. H. Ghanem
Country Director:	Henry G. R. Kerali	Pierre Frank Laporte
Director:	Carolina Sanchez	Asad Alam
Practice Manager:	Andrew L. Dabalen	Pierella Paci
Task Team Leader(s):	Kristen Himelein Kastelic	Alejandro De la Fuente
ICR Contributing Author:		Alejandro De la Fuente



I. PROJECT CONTEXT AND DEVELOPMENT OBJECTIVES

Context

1. Statistics Sierra Leone (Stats SL) was founded by the 2002 Statistics and Census Act. **The mission of Stats SL is to “coordinate, collect, compile, analyze and disseminate high quality and objective official statistics** to assist informed decision-making, and discussion within the government, business and the media, as well as the wider national and international community.” This mission was expanded on by the second National Strategy for the Development of Statistics (NSDS) which was finalized in 2016 with support from the World Bank.
2. **The Sierra Leone Integrated Household Survey (SLIHS) is a key component of the above mission, providing key data for the Government of Sierra Leone (GoSL) as well as development partners.** The SLIHS is a nationwide survey that covers multiple topics of interest to society and provides data for a better-informed decision-making process to the government and development partners. The survey is also used as a tool for the monitoring and evaluation of the National Development Plans (NDPs) of the country and the progress towards achieving global development goals, such as the Sustainable Development Goals (SDGs). The data generated by the SLIHS also provides the update to national poverty numbers, but also key indicators to a number of World Bank sector teams, including Social Protection & Labor, Education, Energy, Water & Sanitation, Health, and Agriculture, as well as providing essential inputs to update CPI and national accounts compilations.
3. **Stats SL and its partners had completed two rounds of the SLIHS, in 2003 and 2011, with a third round initially planned for 2015,** to follow immediately the census planned for December 2014. Implementation costs for the previous 2011 SLIHS round were financed entirely from government sources, with donors providing only technical assistance. In 2014-2015, however, Sierra Leone faced the twin shocks of a sharp fall in the international price for its main export, iron ore, which reduced government revenues, and the outbreak of Ebola Virus Disease, which necessitated a large amount of unforeseen expenditure and delayed the implementation of the census to 2015. Budget constraints led to cross-the-board cuts in spending, thus **funding was secured from the Trust Fund for Statistical Capacity Building (TFSCB) to support the third round of the SLIHS,** covering about 93% of the costs, with the government contributing the balance.

Project Development Objectives (PDOs)

4. The overall development objective of this project is to support the Government of Sierra Leone in improving the availability and quality of poverty and other socioeconomic data to inform policy monitoring and planning through the implementation of the 2018 Sierra Leone Integrated Household Survey, and associated capacity building activities.



Key Expected Outcomes and Outcome Indicators

5. The project development objective will be assessed by the relevance and quality of the output/outcome obtained by the NSO. **The main expected outcomes of the project are the following:**
 - a. Improved capacity in Stats SL to design, implement and analyze large multi-topic datasets.
 - b. Strengthening a culture of data-driven development policy by the timely release of relevant socioeconomic statistics.
 - c. Raising the profile of Stats SL as source for quality data for Sierra Leone.
6. **The key results of the project will be assessed through the PDO level indicators:**
 - a. Implementation of the 2018 [originally 2016/2017] Sierra Leone Integrated Household Survey in a timely and high-quality manner.
 - b. Establishment of a robust system of data verification, including real time data checking, field supervision, and headquarters progress and quality monitoring.
 - c. Production of statistical abstract featuring key findings from the report, including updated poverty statistics.
 - d. Release of an anonymized public use dataset within 12 months following the completion of field work.

Components

7. **The project was organized around eight components, covering all aspects of the survey from design to fieldwork to analysis.** These components are as follows:
 - a. questionnaire revision including the addition of questions to capture food consumed away from home
 - b. sample selection
 - c. fieldwork
 - d. data capture
 - e. field supervision and data checking
 - f. weight calculations
 - g. production of a statistical abstract
 - h. dissemination
8. **The CAPI pilot component of the project was realized as the Free Quality Education Mobile Phone Survey (FQEMPS).** This provided an introduction to Survey Solutions for Stat SL and followed up on



a subset of households from the main SLIHS to assess their experiences under the governments Free Quality School Education (FQSE) program which was launched during the course of fieldwork.

Restructuring

9. The grant agreement was signed on 24 March 2016, however the project did not become effective by the 23 June 2016 deadline. This is because the declaration of effectiveness was withheld by the World Bank while an investigation of ineligible expenditures from a previous grant for the project National Strategy for the Development of Statistics (P146726/TF015359) was undertaken. This investigation identified serious lapses in procurement and financial management at Stats SL.
10. The project thus underwent a level 2 restructuring in January 2017. This restructuring designated the Integrated Project Administrative Unit (IPAU) in the Ministry of Finance and Economic Development (MoFED) as responsible for financial management and procurement arrangements for the project. It also required a reallocation of the budget to cover the additional supervision costs. The effectiveness deadline was retroactively extended 28 Feb 2017, and the closing date to 31 March 2019.
11. A second level 2 restructuring was required in September 2017 due to reorganization in the MoFED, and the merging of IPAU with the Project Financial Management Improvement and Consolidation Project (PFMICP) to form the Project Fiduciary Management Unit (PFMU). The PFMU inherited most of the staff from IPAU, and work continued on the project without interruption.

II. OUTCOME

Assessment of Achievement of Each Objective/Outcome

Key Indicator One: *Implementation of the 2018 [originally 2016/2017] Sierra Leone Integrated Household Survey in a timely and high-quality manner.*

12. Implementation of the SLIHS was delayed substantially, mainly due to an investigation of ineligible expenditures on a previous project, and the need to subsequently restructure the SLIHS to avoid a repetition of the same mistakes (see pages 11 and 12 for more details). Once the project finally became effective, progress was rapidly made, and the survey fieldwork was conducted between Jan 2018 and Dec 2018, during one calendar year as planned. This timing allowed for data from the first six months of fieldwork to inform the National Medium-Term Development Plan of the new government which took office in April 2019.
13. The survey was implemented in a high-quality manner. The delay in the commencement of fieldwork allowed for a very thorough process of review and revision of the questionnaire and strategies for fieldwork. This process was managed by an STC who served as Resident Technical Advisor and had extensive experience with the LSMS team, and the Director of Economic Statistics at Stats SL who also served as the SLIHS Coordinator and was involved in both previous rounds of the SLIHS as well as numerous other surveys. Extensive consultations on the content of the questionnaire were undertaken



with a wide range of actors within the GoSL and the WB. The specific design of the questionnaire was carefully calibrated to balance comparability in previous rounds with new recommendations for survey methodology, and to facilitate other uses of the data, such as poverty mapping in conjunction with the census, monitoring of specific indicators for the SDGs and analysis of household expenditure by COICOP code. Extensive systems for ensuring the quality of data were implemented (see next key indicator) and despite the delays, the same team within the World Bank and Stats SL oversaw survey design, implementation, data cleaning and at least the first round of data analysis providing continuity.

Key Indicator Two: *Establishment of a robust system of data verification, including real time data checking, field supervision, and headquarters progress and quality monitoring.*

14. Data verification at all these levels was implemented. Data entry was done using computer assisted field entry (CAFÉ), with a data entry clerk accompanying each team. The data entry program provided extensive checks, and any issues flagged could be immediately resolved by the supervisor or interviewed, which reference to the household if needed. The data was uploaded regularly (daily if connectivity allowed) allowing the team at headquarters to also monitor the data on an ongoing basis. Feedback was provided to teams in real time (through a WhatsApp group) as well as via two sets of midterm review workshops that brought all the field staff together. Extensive field supervision was also put in place. These efforts were mostly satisfactory in ensuring data quality, although a couple of substantial mistakes by two teams in GPS-based measurement of fields and three teams in anthropometry were not caught until after the completion of fieldwork. Overall, however, the measures put in place resulted in much cleaner data coming from the field, and a much quicker turn around in processing and cleaning the data than in previous rounds of the SLIHS.

Key Indicator Three: *Production of statistical abstract featuring key findings from the report, including updated poverty statistics.*

15. Statistics Sierra Leone has completed a first full draft of the statistical abstract, which includes a poverty chapter produced jointly with the World Bank team. They are planning its launch for October 2019. A draft note on the “Methodology for Consumption-Poverty Estimation, 2018 and Poverty Trends, 2011-2018, in Sierra Leone” has been produced and technically peer reviewed.
16. The WB poverty team produced a chapter on poverty for the Medium-Term National Development Plan based on the first 6 months of the data. The first six months of data was also used to produce a Poverty and Social Impact Assessment (PSIA) of fuel price liberalization measures taken by the new government. Within 6 months of the end of fieldwork, the full 12 months of data and the Free Quality Education Mobile Phone Survey (FQEMPS) was used to analyze the immediate effects of the government's new education initiative launched in September 2018.

Key Indicator Four: *Release of an anonymized public use dataset within 12 months following the completion of field work.*

17. A team from the Development Data Group on Indicators and Data Services is currently assisting Stats SL in such a way that they will be able to manage all aspects of the documentation and dissemination of their



surveys through their own platforms. Arrangements are also being made so that with the help of Stats SL with legal agreements the Bank can publish their surveys on the WB Microdata Library Catalog. While the complete data has not yet been made publicly available, Stats SL and the World Bank poverty team have made preliminary versions of the datasets available to a number of groups within the World Bank.

Outcome One: *Improved capacity in Stats SL to design, implement and analyze large multi-topic datasets.*

18. Efforts at capacity building were woven throughout the implementation of the project. The main approach was learning-by-doing, as the Resident Advisor worked closely with the core SLIHS team at Stats SL to design and implement the survey, and liaised with additional experts/research in survey methodology, sampling, and design of various data capture systems (CSPRO and Survey Solutions). In addition, two weeks of hands-on training in the use of Stata to analyze the SLIHS data was provided to about 20 Stats SL staff by the Resident Advisor. Unfortunately, following the inauguration of the new Statistics Council in March 2019, many of the staff at Stats SL, including the SLIHS National Coordinator and personnel who had been key to the data analysis efforts were terminated. Stats SL is in the process of recruiting new staff, and a few of the junior staff who were critical to the SLIHS have been rehired. These actions have undermined some of the capacity building impact of the project.

Outcome Two: *Strengthening a culture of data-driven development policy by the timely release of relevant socioeconomic statistics.*

19. Data from the SLIHS has already been used in a number of analyses, informing the new government's development plan, and evaluations of the first year of its flagship education initiative (see paragraph 23). The data is also contributing to the Country Partnership Framework (currently under-development) as well as upcoming projects in Education and Social Protection. Further dissemination efforts are planned to increase knowledge of and use of the data throughout the various MDAs of the Government of Sierra Leone.

Outcome Three: *Raising the profile of Stats SL as source for quality data for Sierra Leone.*

20. Stats SL has benefited from a dynamic new Statistician General who has been tireless in raising the profile of Stats SL. The close collaboration with the World Bank, and the production of a flagship product such as the SLIHS have both contributed to these efforts.

Overall Outcome Rating

21. The Project is rated Moderately Satisfactory (MS) in achieving its PDO “to support the Government of Sierra Leone in improving the availability and quality of poverty and other socioeconomic data to inform policy monitoring and planning through the implementation of the 2018 Sierra Leone Integrated Household Survey, and associated capacity building activities.” This is justified as the project has met three out of the four key results indicators (the release of an anonymized public use dataset within 12 months following the completion of field work hasn't happened yet, but the team is confident this will take place as well within the stipulated timeline). However, the SLIHS could have been achieved earlier



if the project was not delayed due to financial, procurement and fiduciary hurdles at its early stages of design.

Other Outcomes and Impacts

22. **The timing of the SLIHS meant that fieldwork spanned two major policy initiatives of the GoSL, allowing a unique opportunity to study the effects of these policies with almost real-time data.** In July 2018, the GoSL revised and liberalized the fuel pricing formula, saving significant revenue. The first six months of data from the SLIHS (January to June 2018) was the main input into a Poverty and Social Impact Analysis (PSIA) of the fuel price liberalization, allowing this to be done very quickly (the report was drafted by November 2018 and launched in March 2019) with very up-to-date data.
23. In September 2018, the GoSL launched its flagship education program: Free Quality School Education (FQSE). The SLIHS can thus provide extensive information on the education sector before the introduction of the program (both attendance and education expenditures). To complement this, the Free Quality Education Mobile Phone survey was conducted as part of the SLIHS in February and March 2019. The FQEMPS re-interviewed as many households as possible out of the original 6,840 contained in the SLIHS in the following ways: 1) face-to-face households in Freetown; 2) phone calls to households who provided a cell phone number, and 3) face-to-face visits to some of the households in clusters where no household had a cell phone number (mostly very remote clusters. The follow-up survey updated the household roster and collected information for the first term of the school years 2017/18 and 2018/19 on enrollment status and experience (past enrollment status and experience is already contained in the SLIHS), specific school attended (link to school census), out-of-pocket household expenditures on education in the first term of the current (2018-19) and immediate past (2017-18) school year, perceived quality of education, and experience with textbooks, and the school feeding program (see attached questionnaire). The data from this survey was analyzed and a report presented in June 2019 to key stakeholders within the GoSL and the development partners supporting education. This contributed to understanding how the program had worked over the first term, and to discussions surrounding how the program should evolve and expand in subsequent years.
24. While the World Bank Poverty Global Practice took the lead on the calculation of consumption aggregates and poverty analysis, Statistics Sierra Leone took the lead on the preparation of the general statistical abstract and report on the 2018 SLIHS. To support this, two weeks of intensive, hands-on Stata training was provided to about 20 staff, mostly from Stats SL, but a few from other government MDAs. This training focused on understanding the structure of the SLIHS data and using Stata to perform basic statistical analysis and produce tables and graphs. The training was quite successful and appreciated by Stats SL. Unfortunately, many of the staff trained were fired under the new Statistics Council, meaning that some of that specific capacity is lost to Stats SL and should be regained in the future. The training model developed for this proved quite successful and will be replicated with new staff at Stats SL as well as more technical staff from across the government. This will focus on increasing general capacity for statistical analysis, as well as promoting full use of the SLIHS data specifically across the government.



III. KEY FACTORS THAT AFFECTED IMPLEMENTATION AND OUTCOME

25. **Issues of financial mismanagement and mis-procurement by Stats SL on a previous project and a slow Bank process in addressing this meant that the project was almost two years behind schedule in completing its main activity** – what was initially planned as the 2016 SLIHS became the 2018 SLIHS. The main cause of delay was substantial adverse findings from an investigation into spending from a previous grant to Stats SL for the development of their second National Strategy for the Development of Statistics. Questions about the accounting for of funds from that grant were first raised in April 2016, after the disbursement letter had been signed and some activities had commenced using the GoSL funds, but before the grant had become effective. A complete audit of these funds was undertaken, and the SLIHS suspended. As a result, the SLIHS failed to meet the effectiveness deadline of 23 June, and the project was terminated. As a result of the audit of the NSDS funds, about half of the expenditures were deemed illegible, and the money was refunded. This process took until October 2016. Based on this experience, it was decided to restructure the grant for the SLIHS so that the procurement and financial management would be managed by the Integrated Project Administration (IPAU) of the Ministry of Finance of Economic Development. Completing the various paperwork necessary to restructure the grant this way and reinstate it took many months and the grant was not finally declared effective until May 2017. At this time, there were lapsed loans in the Sierra Leone portfolio, so advances were not allowed as a disbursement letter. Neither Stats SL or MoFED had the funds to pre-finance the survey, so work was suspended again until the issue of lapsed loans could be resolved which took until July 2017. The first funds were received into the designated account in September 2017. At this time, progress began again in earnest on the SLIHS working towards starting fieldwork in January 2018.
26. Following the restructuring of the grant, the Integrated Project Administration Unit (IPAU), later Public Fiduciary Management Unit (PFMU) at the Ministry of Finance took over procurement and financial management responsibilities for the project. Although this was a greatly improved adherence to Bank financial management and procurement procedures, **poor responsiveness of the procurement team at IPAU/PFMU threatened the successful implementation of the project at several points.** The procurement process involved the technical SLIHS team (who provided specifications for what should be procured), the Stats SL procurement team (who did some of the legwork in researching availability and suppliers), the IPAU/PFMU team (who handled any bidding process, contracts etc), suppliers and the Stats SL stores staff who received delivery. Communication between all the different players was not always adequate. Goods needed for the project were frequently supplied at the last minute, or too late despite having worked out a detailed procurement plan of what would be needed when well in advance. The field teams had to start work without all of the required stationary and other items which were only delivered later, and then had to be distributed throughout the country to the teams when they were already in the field.
27. **The SLIHS spanned a period of significant change at Stats SL which disrupted SLIHS preparation and undermined capacity building efforts.** The former Statistician General retired in June 2017, just after the grant was finally declared effective. Four of the senior directors at Stats SL took turns as acting directors for the 9 months until the new Statistician General was in place. This arrangement did not contribute to the smooth functioning of Stats SL, during this period they were disconnected from the national power grid for non-payment of bills, and fuel for the generator had to be purchased from the



SLIHS funds to allow for any work to continue. In addition, the SLIHS national coordinator (already somewhat overstretched given his position as director of economic statistics) was serving as acting Statistician General during the SLIHS training and final preparations for fieldwork, leaving a leadership vacuum for the SLIHS at this critical time. A new government took power in April 2018, and in time appointed new members to the Statistics Council, the oversight body for Stats SL. The new council was inaugurated in March 2019 and of its first actions was to fire many staff at Stats SL, including the SLIHS national coordinator and some of the technical staff who had been working on the data collection, cleaning and analysis. This meant that some of the capacity-building of the project was lost.

IV. BANK PERFORMANCE, COMPLIANCE ISSUES, AND RISK TO DEVELOPMENT OUTCOME

28. **Overall, Bank performance was strong although a very cautious response to irregularities on a previous grant significantly delayed implementation.** Initially, the process of accessing funding for data collection from the TFSCB was much slower than anticipated, resulting in fieldwork not starting in Jan 2016 as originally planned. Then, once irregularities in the accounting for funds from a previous grant were identified, it took 9 months for a full post-review to be conducted, and a decision reached as to how to restructure the SLIHS grant so that these mistakes were not repeated. While this was a lengthy process, the resulting arrangement did prove to be satisfactory and allow for the satisfactory eventual implementation of the project.
29. **A number of Bank personnel provided strong support to the implementation of the project.** Although the TTL for the project changed just as the project became effective, there was a very smooth transition and implementation continued uninterrupted. A Resident Technical advisor was based in Freetown for the duration of the project planning and implementation, working on an almost daily basis with the technical team at Stats SL. Additional support was provided by regular missions by the TTL. Bank staff from the Sierra Leone CO provided ongoing support and training to financial management and procurement staff at IPAU/PFMU, ensuring they were fully trained on all new Bank processes and procedures.



V. LESSONS LEARNED AND RECOMMENDATIONS

30. **The SLIHS needs a dedicated national coordinator.** While it was beneficial to have the Director of Economic Statistics involved closely in the process (and he was an excellent technical counterpart) he was too busy with other responsibilities to most effectively manage the project. Issues of communication within Stats SL hampered the project, and could have been avoided with more dedicated management.
31. **The training strategy was overall effective but could be improved.** A slightly longer training period – perhaps 4 weeks instead of 3 – would be helpful, in particular this could allow a field trip to a rural area to more effectively practice the agriculture sections of the questionnaire. It would be helpful to have one core team of trainers that participate in the fieldtest / pilot and any training of trainers. The training venue / logistics should be arranged so that it is practical for trainees to practice the questionnaire in small groups. Bringing an international CSPro consultant for the training was not necessary, if the data processing staff at Stats SL can be fully trained on the data entry system, they can lead the training themselves.
32. **The process of selecting field staff should be made even more rigorous and transparent.** Potential field staff should be subject to a test to ascertain a basic level of English reading comprehension, logic/basic math and survey completion skills before they partake in a multi-week training. Final selection of candidates should be done on as objective as basis as possible.
33. **PFMU needs increased capacity in procurement in order to satisfactorily implement projects.** The procurement team was not able to stick to the timeline laid out in the procurement plan and made a number of mistakes in the procurement process (some serious, unclear whether these result from a lack of capacity -- either knowledge or man power -- or intention to manipulate the process). If a procurement consultant is to be hired directly by the Bank to support the process, they should sit at PFMU (instead of the WB), but even so are constrained from saying being part of the bid evaluation committee. PFMU may need very close oversight from the project to make sure they are sticking to the timeline set forth in the procurement plan. Clear request forms and lines of request (from SSL to PFMU) should be set up and strictly adhered to.



ANNEX 1. RESULTS FRAMEWORK AND KEY OUTPUTS

A. RESULTS INDICATORS

A.1 PDO Indicators

Objective/Outcome: The key results of the project will be assessed through the PDO level indicators:

(i) Implementation of the 2018 [originally 2016/2017] Sierra Leone Integrated Household Survey in a timely and high

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Number of Integrated Household Surveys conducted	Number	2.00 01-Jan-2016	3.00 01-Jan-2016	3.00 01-Jan-2019	3.00 31-Dec-2018

Comments (achievements against targets):

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
System for quality assurance for SLIHS established	Yes/No	N 01-Jan-2016	N 01-Jan-2016	Y 01-Jan-2019	Y 31-Dec-2018

Comments (achievements against targets):



Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Data Cleaning	Yes/No	N 01-Jan-2016	Y 01-Jan-2016	Y 01-Jan-2019	Y 29-Mar-2019
Comments (achievements against targets):					
Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Consumption aggregates produced from SLIHS	Yes/No	N 01-Jan-2016	Y 31-Mar-2017	Y 01-Jan-2018	Y 29-Mar-2019
Comments (achievements against targets):					
Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Report on key statistics from SLIHS published	Yes/No	N 01-Jan-2016	Y 02-Oct-2017	Y 01-Jan-2018	N 30-Sep-2019
Comments (achievements against targets):					



Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Public use datasets released	Yes/No	N 01-Jan-2016	N 02-Oct-2017	Y 31-Mar-2019	Y 29-Mar-2019
Comments (achievements against targets):					

A.2 Intermediate Results Indicators

Component: SLIHS staff trained on data cleaning and analysis

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Number of key technical staff trained	Number	0.00 01-Jan-2016	0.00 30-Dec-2016	6.00 31-Mar-2019	6.00 31-Dec-2018
Comments (achievements against targets):					

Unlinked Indicators

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised	Actual Achieved at Completion
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				Target	
Finalization of questionnaire based on stakeholder input	Yes/No	N 01-Oct-2015	Y 31-Dec-2015	Y 31-Oct-2017	Y 30-Nov-2017
Comments (achievements against targets):					

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Finalization of data entry program and data verification system	Yes/No	N 30-Oct-2015	Y 29-Jan-2016	Y 28-Feb-2018	Y 28-Feb-2018
Comments (achievements against targets):					

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Generation of key consumption statistics	Yes/No	N 01-Jan-2016	Y 31-Mar-2017	Y 29-Mar-2019	Y 29-Mar-2019
Comments (achievements against targets):					



ANNEX 2. RECIPIENT, CO-FINANCIER AND OTHER PARTNER/STAKEHOLDER COMMENTS

I became the Statistician General and CEO of Stats SL on 3rd April 2018 exactly three months into the implementation of SLIHS 2018. I got quickly fully engaged in SLIHS activities — monitoring of field work, reviewing data collected, engaging coordinators, supervisors and enumerators, updating technical committees, analyzing data, writing specific papers and the final reports and now planning the launch of the report. We also planned a telephone survey immediately after the main data collection in January 2019 to get the impact of the country’s free quality education programme which was introduced in September 2018.

The successful implementation of SLIHS 2018 and the additional assessment of the free quality education was to a large extent due to the effective, efficient, determined, sustained, respectful and collegial involvement of our World Bank colleagues, especially Alejandro De la Fuente and Elizabeth Foster. I have worked with many international development partners in different capacities in many countries in Africa, Asia and the Pacific, but during SLIHS 2018, I was extraordinarily impressed by the exceptional qualities of Alejandro and Liz. I once said to my colleagues, “Alejandro and Liz are changing the face of development assistance from dictating to colleagues in recipient low-income countries to full engagement of what needs to be done and allowing us to sit on the driver’s seat.”

I have personally enjoyed the friendly and respectful interactions between Stats SL and the World Bank colleagues. Crowning things has been the invaluable role of the Country Manager Gayle Martin who provided encouragement and support especially during anxious periods during the course of the survey.

The superb technical expertise of Alejandro and Liz must be recognized. Their willingness to transfer knowledge to all of their colleagues in Sierra Leone is exemplary. Their indefatigable disposition to engage us in all aspects of the survey, at any time and by any means made us feel special and valued in the partnership. All in all, that we are ready to launch the report of a one-year long survey within the following year is a testimony of the successful partnership between the World Bank and Stats SL.

On behalf of the leadership of Stats SL and the Government of Sierra Leone, and on my behalf, I wish to express my heartfelt gratitude to Alejandro, Liz, Gayle and the entire team. I have felt blessed taking over this national institution at the right time with the right partners.

Osman

Prof Osman Sankoh, SG/CEO of Stats SL, Freetown