Implementation Update

January 2013

2012: A Critical Year

2012 has been a critical year for SDI. The advisory and oversight structures as well as the implementation machinery are now in place. Tools, templates and technologies have been developed to ensure that the most time-consuming part of implementation—survey execution—can be scaled up in 2013 and country-level implementation can take place simultaneously on multiple fronts. A highly visible SDI launch is planned for May 2013, in addition to other country-specific data launches. These events will build on strategic partnerships that have been forged for influential dissemination and outreach to government agencies, think tanks and NGOs to nurture more effective data use.

> *"A project of this nature –using data, or the "power of numbers", to improve incentives and accountability—is arguably one of the most important initiatives for external partners when political economy is at the heart of development failures. In my assessment, what you are undertaking here has (relatively) less to do with giving policymakers technocratic advice on how to improve services, and more to do with changing the incentive environment within which policies are implemented. That is, the main underlying driver of poor public services and inefficient public spending that is being addressed is weak incentives rather than lack of knowledge."*
>
> *Peer Reviewer Comments, December, 2011.*

This Update provides a summary with links to more detailed information.

SDI Governance Structures Established

Steering Committee. At the global level a Steering Committee has been assembled with broad representation from various stakeholders. Its current membership reflects funders (Hewlett Foundation), the SDI partners (African Economic Research Consortium, African Development Bank and the World Bank) as well as institutions and individual who are prominent in advocacy for improved accountability for public spending (see full list with biographies). Additional donors will be represented as new commitments are made. The Steering Committee has had its first meeting in May 2012 and at this stage of implementation a key area of guidance was with regard to the choice of SDI countries.

> *"Measuring the quality of service delivery in health and education is a challenge of the highest priority. The proposed program could play a transformative role in Africa by generating comparable set of indicators across countries/time, intelligently disseminating the information and strengthening local capacity to measure and assess the performance of service delivery institutions."*
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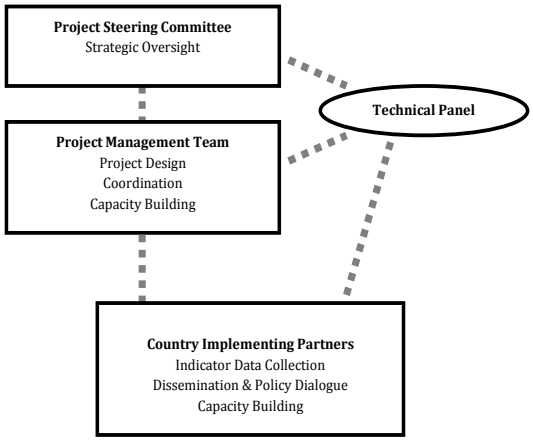
> *Peer Reviewer Comments, December, 2011.*

Technical Panel. The current members of the Technical Panel include prominent researchers leaders—from Africa and elsewhere—in relevant technical fields and known for their rigor and innovative research on service delivery (see full list

with biographies). Over the past year the Technical Panel has worked closely with the SDI Team on issues such as the choice of indicators, survey design and implementation, and data analysis, with special emphasis on quality and technical integrity of the indicators. The full Technical Panel met in May 2012, in addition to ongoing communications and virtual meetings throughout the year.

Project Governance Structure



SDI Team. The SDI Team is charged with implementation. The team is led by Gayle Martin, senior economist; three full-time economists with specialized survey expertise: Obert Pimhidzai, Shireen Mahdi; Christophe Rockmore, Waly Wane (see biographies), as well as a part-time communications specialist; administrative assistant and operations officer.

Implementation Progress: R&D

Technical Review of SDI. Following the Consultation meeting in December 2010 an internal Bank review of the SDI concept was conducted (a pre-requisite for setting up the multi-donor trust fund) in November 2011 (see report). The review was chaired by Shantayanan Devarajan (World Bank Chief Economist, Africa region) and the lead peer reviewer was Ariel Fiszbein (World Bank Chief Economist, Human Development Network). A summary of the comments and helpful suggestions are included in the meeting minutes (see comments matrix).

Following the Tanzania and Senegal pilot surveys in 2010 to test the SDI methodology and the technical merit of the survey instruments, specific recommendations were made for their fine-tuning before implementation in the third SDI country, Kenya. The Kenya survey experience yielded more lessons that will be used toward the further refinement of survey instruments and methods. The need for some additional work was also highlighted, and commissioned and have been incorporated into the most recent SDI surveys.[i]

Efficiency Enhancements to Facilitate Scale-up— Tools, Templates and Technologies. Improving efficiency is important for SDI given the scale of the surveys (10-15 countries) repeated every 2-3 years.[ii] Several upstream activities have been undertaken in 2012 to facilitate speedy scale-up in 2013. The following tools are ready as a package for use in each new SDI country: education and health survey instruments (translated into French and Portuguese), education and health field manuals (translated into French and Portuguese); templates for rapid adaptation of training materials for enumerator training workshops; sample TORs for survey firms; sample TORs for fieldwork coordinators; sample timelines for SDI implementation for adaptation to each SDI country; sample budget templates for individual SDI country budgets; examples of Sampling Notes with guidance on sampling strategy for education and health surveys. All these materials are available upon request.

> *"This is path-breaking work that could make a huge difference to the delivery of health and education services in Africa. As you rightly say, "you manage what you measure" so it's hard to overstate the contribution this initiative could make to improving services for poor people."*
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> *Peer Reviewer Comments, December, 2011.*

SDI is moving toward judicious use of mobile technology in data collection (also commonly known as Computer-assisted Personal Interviewing, CAPI). Advice was sought from leaders in the field in and outside the Bank (for example, a report was commissioned from the Berkeley iSchool and advice was sought from the Bank's Development Research Data Group on the use of mobile technology in data collection and to provide a decision framework on the relevant issues as the SDI team selects the right mobile technology, platform, device; and cost model for procurement.

Computer programming expertise is being used automate and to expedite the data cleaning process, and perform quality assurance checks on the datasets from survey partners (to reduce the lag between data collection and generating a clean dataset; and data documentation (to reduce the lag between cleaning data and making it publicly available).

Innovative use of Information and Communications Technology. An expert consultation was conducted to inform the innovative use of ICT for impactful dissemination when SDI data become available. This includes consultation with the Bank's Innovation Hub and ex-MIT Media Lab graduates[iii], advice on data visualization from Development Gateway, and in Kenya, Mapping4Results and Kenya Open Data Initiative (KODI).

Partnerships for Influential Data Use: Given the Africa-wide scale of SDI, the SDI team to aims to engage in partnerships with intermediaries who have access to specialized CSOs (involved with relevant issue-based advocacy), media organizations and journalists to boost awareness of the indicators and quality of service delivery. Examples in Kenya include: HIVOS; the Africa Media Initiative, the Open Institute and the Kenya Open Data Initiative (KODI).

Africa Media Initiative and the Open Institute	AMI acts as a catalyst for transformational change within the media sector, to strengthen the private and independent media sector so that it plays its full role in promoting social development and economic growth as well as in empowering citizens to hold governments and other institutions to account for better democratic governance. SDI is in the process of brokering agreements with AMI fellows to use SDI during their term as AMI fellows. ***Dialogue with the Open Institute has been initiated to act as a broker for SDI between Kenyan media when SDI is launched and can host activities in the " Month of Service Delivery in the Media".***
HIVOS	HIVOS-Kenya aims to further the use and dissemination of these Service Delivery Indicators to support the domestic accountability cycle by actively involving local civil society organizations, policy makers and citizens. Efforts also explicitly target media and research institutions. Journalists will be encouraged to widely publicize findings, analyses and comparisons, as well as the stories behind the data; research institutes and think tanks approached to dig deeper and find the source of reported inadequacies; and CSOs, campaigners and lobbyists are involved to advocate for the improved effectiveness of public spending and accountability in the health and education sectors. To this end, ***HIVOS will organize a grant competition that reaches out to these groups, rewarding strong proposals that seek to use the World Bank's data to vie for improvements in the delivery of quality public services.***
Kenya Open Data Initiative (KODI)	This initiative makes key government data freely available to the public through a single online portal, a first in Africa. As of November 2011, there are close to 390 datasets that have been uploaded to the site. ***Once the SDI data are released, SDI will have links on the KODI website. This promised to be a wide dissemination vehicle for SDI data, with over 17,000 page views and over 2,500 dataset downloaded and embedded to various websites and portals to date.***

Communications. Kenya is the first country where there will be a highly visible release of the SDI data. A Communications Package (see box below) has been developed and this package will be used as a template for future data launches. Communications materials that have been developed for SDI so far include: SDI brochures (mini and maxi sizes), SDI Banners for SDI events; an SDI video-clip from Tanzania and Senegal where the first SDI surveys have been conducted (link available on request).

Country Outreach Plan for SDI Launch

The communications plan (envisioned as a template for future country rollouts) includes the following:

Live-streamed launch event: The launch event will includes Ministers and senior government officials, parliamentarians, representatives of civil society organizations and non-governmental organizations.

Social media: Besides online moderation of the live-streamed event and active promotion through Facebook, Twitter, and other channels, the social media plan will include blog posts by invited bloggers who have large on-line following.

Broadcast media: Radio and television outreach is being planned, and chief spokespeople will receive media training.

Print Media: An Op Ed will be placed in prominent African newspapers.

Print products: The SDI Country Report for Kenya, Technical Reports for Tanzania and Senegal as well as SDI information brochures will be available for the launch.

Web and multimedia: The SDI web page will be launched. The website will include on-line links to the SDI Country Report for Kenya, Technical reports for Kenya, Tanzania and Senegal, the press release, a web feature story, and a multimedia piece (possibly a slideshow or a series of short interview clips).

AERC Collaboration for Capacity Building. The research community and African think tanks are important end users of data generated through SDI. SDI special sessions where conducted at the December 2011 and June 2012 AERC conferences.[iv] In collaboration with the AERC, Bank resources are being mobilized for SDI-related capacity building efforts that AERC will implement. These resources will be used to implement the following capacity building activities in each SDI country:

Basic SDI-Analysis Training Courses (10-day course for 15 participants per country in three countries).	90 trained students/researchers/analysts per country with basic knowledge to access and effectively use the web-based SDI data for key policy issues.
	On-line training modules (available on-line) for future re-use by students and researchers.
Advanced SDI-Analysis Technical Workshops (3-day workshop for 30 participants per country in three countries).	90 students/researchers/analysts per country with advanced capability in generating policy-relevant analysis using SDI data.
	Online training modules (available on-line) for future re-use by students and researchers.
	SDI-Analysis Policy Notes generated from technical meetings and/or workshops. This research will be presented at the Policy Seminars.
Mini-grants to students/researchers/ analysts to execute policy-relevant analyses (about 20 grants of size $5k-10k).	15-20 mini grants awarded per country.
	10 "Service Delivery Policy Notes" generated from grantees.

Implementation Progress: SDI Countries

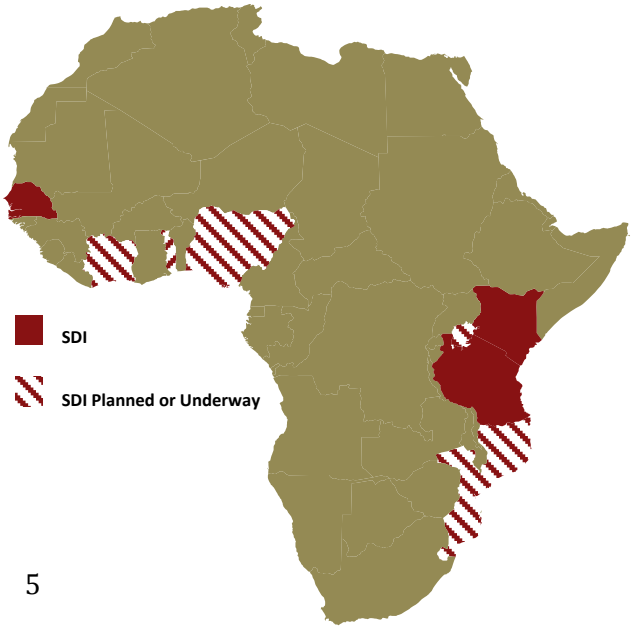
The SDI country selection criteria were discussed at the May 2012 Steering Committee meeting.[v] They were endorsed with a few points of clarification relating to the country contextual factors to be considered. The countries that are currently being implemented are: Kenya, Nigeria, Mozambique, Togo, Uganda, and Tanzania (second round). The timeline of events in 2011/12 are shown in Annex I and the planned timeline of events for 2013/14 are shown in Annex II.

Tanzania and Senegal. The SDI results for Tanzania and Senegal have been released to select audiences. For example, the results were presented at a closed meeting of the Tanzanian Cabinet. The Prime Minister was struck by the poor results, noting that they have made substantial investments in recently years into financing inputs (teacher training and classroom construction). In fact, in 2012 Tanzania met the MDG Goal for primary school enrollment, yet the SDI indicators show stark quality weaknesses suggesting that the expansion in access have come at the expense of quality. In Senegal several presentations were made shortly after the recent elections and while the new government appointments were being made. In both countries the presentations coincided with appointment of incoming Ministers of Education, and they fully appreciated the surveys for highlighting the quality shortcomings in the education system, and that reform efforts should be geared not only toward expanding access but also to improving quality.

Kenya. The education SDI survey has been implemented in June-July 2012, and the health survey in November-December 2012. As mentioned, through this process, the survey instruments have been revised to take into account lessons from the pilot countries and to ensure that the technical merit of the survey results are beyond question. In December 2012 a Data Consultation Meeting was conducted with the Ministry of Education, and a Technical Report is being prepared by selected SDI Technical Panel members by end of January 2013 and disseminated at workshop in Nairobi in February 2013.

Nigeria. How can SDI data be useful in Nigeria?

- Concerns about education quality are frequently voiced and well known in Nigeria. SDI surveys will not only generate new information, but also different information—by systematically looking into the black box of service delivery and advancing understanding of the reasons for lackluster health and education outcomes.
- Where interventions to improve quality are implemented (by government or the World Bank), SDI data will allow the markers of progress to be tracked so that timely course corrections can be made. SDI instruments are nimble enough to be repeated every 2-3 years.
- Finally, the State Minister for Health, Muhammad Pate—a strong champion of SDI—recently said that SDI will likely yield "some inconvenient truths" about service delivery in Nigeria's health sector. His vision is that SDI will be implemented in <u>all</u> states to spur



competition and ultimately improve effectiveness of public spending and health outcomes.

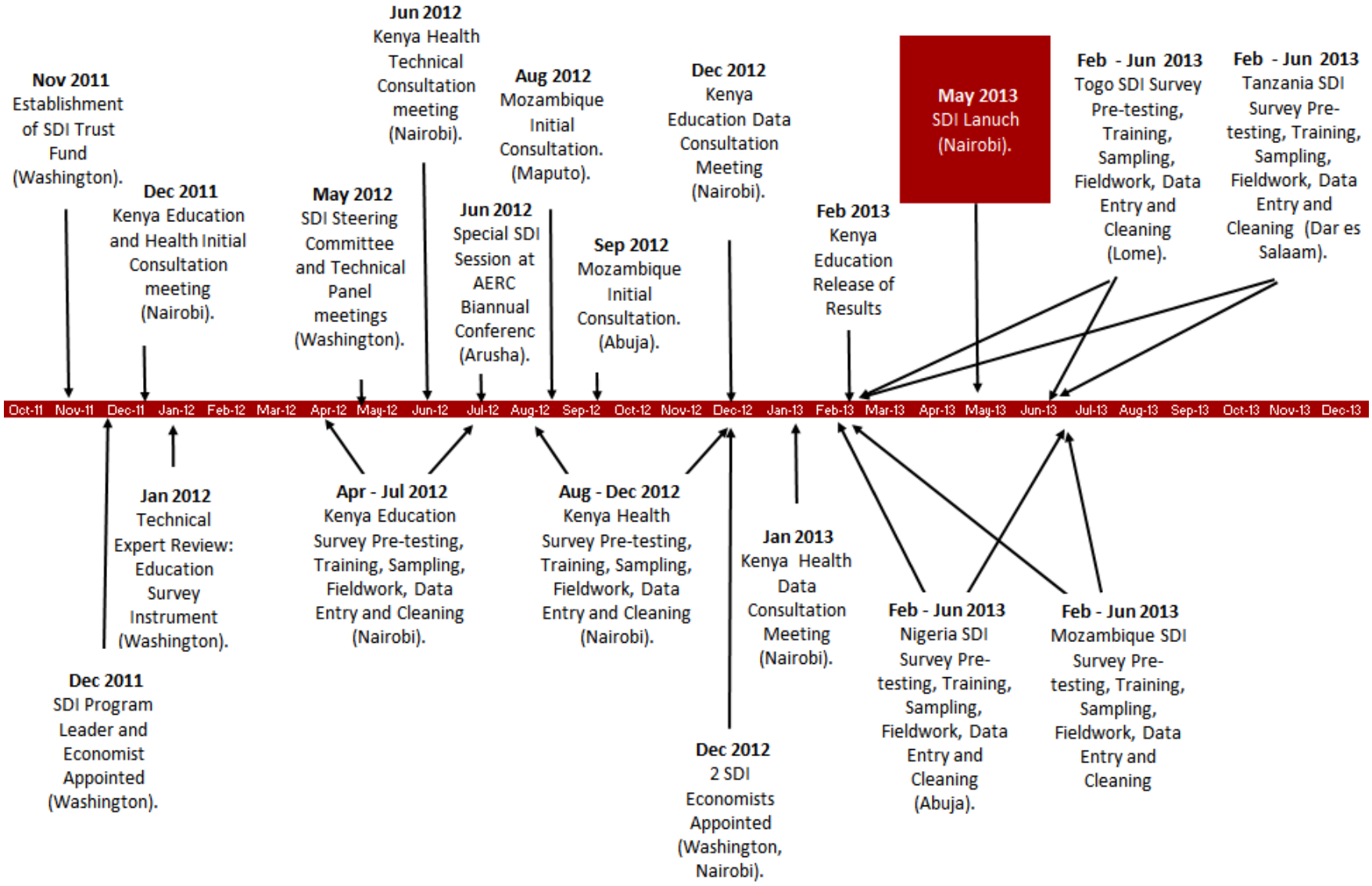
***Mozambique, Togo, Uganda and Tanzania*.** The **timeline in Annex II shows steps taken in** the respective countries toward implementation of SDI over the next 6 months:

Stakeholder Consultations: These consultations usually entail consultation with: government (Ministries of Finance and Planning; Ministries of Education and Health; Statistical Authorities); non-governmental entities interested in accountability for public spending; think tanks that are likely survey implementing partners; development partners and media or NGOs involved with media projects.

Technical Consultation meetings: These are done separately in the education and health sectors for health with technical specialists where the survey instruments are reviewed in detail to arrive at instruments that have been adapted for the country context, while preserving the comparability of the surveys—a critical aspects of SDI surveys. The Technical consultation also involved assembly of the sampling framework so that by this time the survey firm is procured, and enumerator training and fieldwork can take place.

*Implementing partner*s: Consistent with the SDI partnership with the AERC), implementation will be by national think tanks, who are often affiliates of the AERC. Examples include: REPOA (Tanzania), CRES (Senegal), KIPPRA (Kenya), NISER (Nigeria), with quality assurance by the SDI Team. In exceptional situations complementary input from private survey firms may be sought.

Annex I. Timeline of Events in 2011/2012



Annex II. Planned Timeline of Events in 2013/2014

Activity	Month								
	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13
KENYA									
Consultation									
Adaptation of survey instrument									
Sampling									
Permissions									
Contracting and Recruitment									
Training									
Data Entry Programming; Data Entry Taining									
Field work and Data Entry									
Data Cleaning									
Data Cleaning	HE								
Analysis	HE	HE, ED	HE, ED						
Dissemination	ED	HE							
Launch									
Capacity Building in Data Analysis									
Senior Policy Seminar									
Week of Service Delivery in the media									
	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13
NIGERIA									
Consultation									
Adaptation of survey instrument									
Sampling									
Permissions									
Contracting and Recruitment									

Training									
Data Entry Programming; Data Entry Taining									
Field work and Data Entry									
Data Cleaning									
Analysis									
Dissemination									
Launch									
Capacity Building in Data Analysis									
Senior Policy Seminar									
Week of Service Delivery in the media									
	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13
MOZAMBIQUE									
Consultation									
Adaptation of survey instrument									
Sampling									
Permissions									
Contracting and Recruitment									
Training									
Data Entry Programming; Data Entry Taining									
Field work and Data Entry									
Data Cleaning									
Analysis									
Dissemination									
Launch									
Capacity Building in Data Analysis									
Senior Policy Seminar									
Week of Service Delivery in the media									

	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13
TOGO									
Consultation									
Adaptation of survey instrument									
Sampling									
Permissions									
Contracting and Recruitment									
Training									
Data Entry Programming; Data Entry Taining									
Field work and Data Entry									
Data Cleaning									
Analysis									
Dissemination									
Launch									
Capacity Building in Data Analysis									
Senior Policy Seminar									
Week of Service Delivery in the media									
	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13
UGANDA									
Consultation									
Adaptation of survey instrument									
Sampling									
Permissions									
Contracting and Recruitment									
Training									
Data Entry Programming; Data Entry Taining									
Field work and Data Entry									

Data Cleaning									
Analysis									
Dissemination									
Launch									
Capacity Building in Data Analysis									
Senior Policy Seminar									
Week of Service Delivery in the media									

[i] Examples include: (i) Classroom observation module: Consultancy (education economics professor Tessa Bold); (ii) Technical Consultation for teacher assessment and pupil assessment modules: Consultancies (psychometricians William Lorie, Fernando Cartright) coupled with Expert Review Meeting (see meeting report); and (iv) Review primary school curricula and design of teacher assessment and pupil assessment modules: Consultancies (David Johnson, Andrew Cunningham; see report).

[ii] Some issues that arise are: reducing error along the data pipeline; efficient implementation of double data entry requires data entry to start in the field; data entry in field prone to error; field-based data entry always delayed in SDI survey experience.

[iii] A report was commissioned (Mike Best, ex-MIT Media Lab) "ICT-enabled Dissemination for the Service Delivery Indicators".

[iv] The June 2012 conference AERC *Service Delivery in the Social Sectors* was the theme of the one-day plenary of the biannual conference of the African Economic Research Consortium (AERC) in Arusha, on the heels of the AfDB Annual Meetings. The session panelists included Ministers of Finance and Health, Central Bank Governors etc. and is generating interest among the AERC research community, an important user of SDI data.

[v] The country criteria are considered:

- The existence of local institutions capable of implementing the survey with sufficiently high quality.
- Contextual factors that influence the likely impact of the project at the country level.
- The significance of the country as a relevant comparison to other countries (taking into account factors such as country size, level of development, political stability, governance structure, post-conflict situation, etc.).
- Geographical location (East, West, Central and South) to ensure the pan-African vision of the project.
- Main language (first implement the project in Anglophone and Francophone countries to capitalize on existing tools developed during the pilot phase and subsequently add Lusophone countries).