

A. YOUR OWN INVOLVEMENT WITH THE WORLD BANK

Let's begin with some questions about your own involvement with the World Bank. Are you or have you been involved with the World Bank in . . . ? *Circle ONE answer for each line across:*

	<u>Currently Involved</u>	<u>Involved But Not Currently</u>	<u>Never Involve</u>
1. Lending services	1	2	3
2. Non-lending services	1	2	3

For how long have you been involved with the World Bank in . . . ? *Circle ONE answer for each line across:*

	<u>Less than 1 Year</u>	<u>1 - 3 Years</u>	<u>3 - 5 Years</u>	<u>> 5 Years</u>	<u>Not Involve</u>
3. <i>[Do not ask if answer to Question 1 is "Never"]</i> Lending services	1	2	3	4	5
4. <i>[Do not ask if answer to Question 2 is "Never"]</i> Non-lending services	1	2	3	4	5

About how frequently would you say you have personal contact -- face-to-face or telephone, etc. -- with each of the following World Bank Staffs? *Circle ONE answer for each line across:*

	Is the frequency . . .							
	<u>Daily</u>	<u>Weekly</u>	<u>Monthly</u>	<u>Quarterly</u>	<u>Semi-Annually</u>	<u>Annually</u>	<u>Less Often</u>	<u>Never</u>
5. Department Director, Country Operations Manager	1	2	3	4	5	6	7	8
6. Division Chief	1	2	3	4	5	6	7	8
7. Other Headquarters Staff	1	2	3	4	5	6	7	8
8. Resident Mission Staff	1	2	3	4	5	6	7	8

9. All in all, who generally initiates the contact? *Circle ONE answer:*

1. Almost all of the contact is initiated by the World Bank
2. Most of it by the World Bank
3. About half and half
4. Most of it by you
5. Almost all of it is initiated by you

How effective, overall, do you find each of the following methods as a means of communication with the World Bank? *Circle ONE answer for each line across:*

		This method is . . .					
		Extremely Effective	Very Effective	Somewhat Effective	A Little Effective	Not Effective At All	Never Used
10.	Telephone	1	2	3	4	5	6
11.	Fax or letters	1	2	3	4	5	6
12.	Informal work meetings	1	2	3	4	5	6
13.	Formal meetings	1	2	3	4	5	6
14.	Social meetings (e.g., get-togethers away from the workplace where the major purpose is not work)	1	2	3	4	5	6
15.	E-Mail	1	2	3	4	5	6
16.	Visits from HQ missions	1	2	3	4	5	6
17.	Visits to headquarters	1	2	3	4	5	6

B. THE WORLD BANK, IN GENERAL

We would like to now ask you some questions about the World Bank, in general. Let me start with a few about the Bank's primary objectives. Economic development, poverty alleviation, and environmental protection are three of the Bank's stated objectives. Are you aware of those objectives? *Circle ONE answer for each line across:*

Do you know that . . . ?

	Yes, You <u>Do</u>	No, You <u>Don't</u>
18. Economic development is an objective of the Bank	1	2
19. Poverty alleviation is an objective	1	2
20. Environmental protection is an objective	1	2

Now, how effective has the Bank been in facilitating the achievement of these objectives in your country? *Circle ONE answer for each line across:*

In my country, the Bank has been . . .

	Extremely <u>Effective</u>	Very <u>Effective</u>	Somewhat <u>Effective</u>	A Little <u>Effective</u>	Not <u>Effective</u> <u>At All</u>	Have <u>No</u> <u>Idea</u>
21. Economic development	1	2	3	4	5	6
22. Poverty alleviation	1	2	3	4	5	6
23. Environmental protection	1	2	3	4	5	6

More specifically, to what extent do you feel the World Bank has been successful in each of the following in your country? *Circle ONE answer for each line across:*

	To a <u>Very</u> <u>Great</u> <u>Extent</u>	To a <u>Great</u> <u>Extent</u>	To <u>Some</u> <u>Extent</u>	To <u>A Little</u> <u>Extent</u>	Not <u>at</u> <u>All</u>	Have <u>No</u> <u>Idea</u>
24. Promoting economic reforms	1	2	3	4	5	6
25. Investing in people (human resource development)	1	2	3	4	5	6
26. Managing the environment (environmental sustainability)	1	2	3	4	5	6
27. Creating an enabling environment for private sector development	1	2	3	4	5	6
28. Strengthening public sector institutions	1	2	3	4	5	6

29. How important do you feel the World Bank (lending or advice) is to your country's well being? *Circle ONE answer:*

1. Extremely important
2. Very important
3. Somewhat important
4. A little important
5. Not at all important

30. When the World Bank gives advice to your country, how often would you say that advice is accepted? *Circle ONE answer:*

1. The advice is almost always accepted by your country
2. Usually accepted
3. Sometimes accepted
4. A little accepted
5. Almost never accepted

31. How do you feel about the amount of donor coordination that occurs in your country? *Circle ONE answer:*

1. Much too much
2. Too much
3. About right
4. Too little
5. Much too little

32. How good a job do you feel the World Bank does in assessing the impact it has on the beneficiaries (the end users)? *Circle ONE answer:*

1. Excellent
2. Good
3. So-so
4. Poor
5. Very poor
6. Have no idea

A. How does your country and the World Bank get information from the beneficiaries? *Please write in the space provided below.*

33. To what extent are local NGOs influential in determining the activities the World Bank supports in your country? *Circle ONE answer:*

1. To a very great extent
2. To a great extent
3. To some extent
4. To a little extent
5. Not at all
6. No idea

To what extent do you agree or disagree with each of the following? *Circle ONE answer for each line across:*

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither Agree Nor Disagree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>	<u>Have No Idea</u>
34. The World Bank is client-focused	1	2	3	4	5	6
35. The Bank is efficient and cost effective	1	2	3	4	5	6
36. The Bank is committed to quality	1	2	3	4	5	6
37. The Bank is flexible	1	2	3	4	5	6
38. In general, the Bank policies and practices are easy to understand and implement	1	2	3	4	5	6
39. The World Bank generally does things quickly	1	2	3	4	5	6
40. The Consultative Group (CG) process works well in your country	1	2	3	4	5	6
41. The Bank is more interested in the number of loans rather than the successful implementation of project	1	2	3	4	5	6
42. The amount of paperwork required to work with the Bank is excessive	1	2	3	4	5	6
43. To what extent do you feel that the World Bank procurement guidelines are helpful in getting a quality job done at low cost? <i>Circle ONE answer:</i>						

1. They help a great deal
2. They help somewhat
3. They have no impact
4. They hurt somewhat
5. They hurt a great deal

B. Do you have any comments regarding the procurement guidelines or process? *Please write in the space provided below.*

44. When consultants are needed, does your country prefer to use external or local consultants?
Circle ONE answer:

1. Your country definitely prefers external consultants
2. Usually prefers external consultants
3. Has no preference either way
4. Usually prefers local consultants
5. Your country definitely prefers local consultants

C. RELATIONSHIPS AND COMMUNICATION ("DIALOGUES")

We would now like to ask you about the "human" side of the business, that is, your relationships and communications with the Bank and its employees.

How would you rate the World Bank and its employees with whom you deal on each of the following?
Circle ONE answer for each line across:

	<u>Excellent</u>	<u>Good</u>	<u>So-So</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Not Applicable, c No Idea</u>
45. Being clear in their communications to you as to how the Bank does business	1	2	3	4	5	6
46. Making a genuine effort to understand your country's needs and conditions	1	2	3	4	5	6
47. Listening to your ideas and views	1	2	3	4	5	6
48. Specifically seeking your input and involvement in the development of your country's assistance strategy	1	2	3	4	5	6
49. Seeking your input and involvement in the portfolio performance review for your country	1	2	3	4	5	6
50. Responding to your questions, concerns and suggestions in a timely way	1	2	3	4	5	6
51. Being accessible to you	1	2	3	4	5	6
52. Your being able to easily locate the appropriate person in the Bank with whom to deal	1	2	3	4	5	6
53. Treating you with respect and dignity	1	2	3	4	5	6
54. Keeping you informed of changes that affect you	1	2	3	4	5	6
55. Being "trusted advisors" to your country	1	2	3	4	5	6
56. Demonstrating strong intellectual/technical leadership	1	2	3	4	5	6
57. Following appropriate social, cultural rules of conduct	1	2	3	4	5	6

	<u>Excellent</u>	<u>Good</u>	<u>So-So</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Not Applicable, No Id</u>
58. Being straightforward with you (saying what they mean)	1	2	3	4	5	6
59. Your comfort in being straightforward with them	1	2	3	4	5	6
60. Overall, being easy to do business with	1	2	3	4	5	6
61. Being genuinely interested in your country's well-being	1	2	3	4	5	6
62. All in all, having competent employees	1	2	3	4	5	6
63. Providing assistance to local country counterparts	1	2	3	4	5	6
64. Providing staff continuity in the country assignment (not too much turnover)	1	2	3	4	5	6
65. Cooperating with other departments/units in the Bank in the best interests of your country	1	2	3	4	5	6
66. Overall, how would you rate communications between the World Bank and people in your country? <i>Circle ONE answer:</i>						

1. Excellent
2. Good
3. So-so
4. Poor
5. Very poor

C. Do you have any comments on the communications from the World Bank to you? *Please write in the space provided below.*

D. Do you have any comments on the communications from you or your country to the World Bank (listening to you)? *Please write in the space provided below.*

All in all, how would you rate the World Bank staff on each of the following? *Circle ONE answer for each line across:*

	<u>Excellent</u>	<u>Good</u>	<u>So-So</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Don' Know</u>
67. Having a technically competent staff	1	2	3	4	5	6
68. Having the right mix of skills	1	2	3	4	5	6
69. The interpersonal skills of its staff	1	2	3	4	5	6
70. Their knowledge of your country	1	2	3	4	5	6
71. Their knowledge of international best practices	1	2	3	4	5	6
72. Their innovativeness (applying their knowledge to your country needs)	1	2	3	4	5	6

E. Do you have any comments regarding World Bank staff effectiveness? *Please write in the space provided below.*

D. WORLD BANK PRODUCTS AND SERVICES

Listed below are a number of products and services provided by the World Bank. For each, we would like to know how important you feel each of these is to your country's development and how good a job the World Bank does in providing that product or service. First, how important is each of the following? *Circle ONE answer for each line across:*

		It is . . .					
		<u>Of</u> <u>Utmost</u> <u>Importance</u>	<u>Very</u> <u>Important</u>	<u>Of</u> <u>Some</u> <u>Importance</u>	<u>Of Little</u> <u>Importance</u>	<u>Of</u> <u>No</u> <u>Importance</u>	<u>Don'</u> <u>Know</u>
		1	2	3	4	5	6
73.	Policy-based lending	1	2	3	4	5	6
74.	Project lending	1	2	3	4	5	6
75.	Policy advice (short-term)	1	2	3	4	5	6
76.	Development strategy (long-term)	1	2	3	4	5	6
77.	Aid coordination	1	2	3	4	5	6
78.	Technical assistance	1	2	3	4	5	6
79.	Environmental assessment	1	2	3	4	5	6
80.	Poverty assessment	1	2	3	4	5	6
81.	Beneficiary assessment	1	2	3	4	5	6
82.	Private sector assessment	1	2	3	4	5	6

F. Are there any other products and services provided by the World Bank you feel are important to your country's development? *Please write in the space provided below.*

Now, how would you rate the World Bank on the job it has been doing in providing each of the following products and services? *Circle ONE answer for each line across:*

		This product/service is . . .					Not Appli- cable, + No Ide
		<u>Excellent</u>	<u>Good</u>	<u>So-So</u>	<u>Poor</u>	<u>Very Poor</u>	
83.	Policy-based lending	1	2	3	4	5	6
84.	Project lending	1	2	3	4	5	6
85.	Policy advice (short-term)	1	2	3	4	5	6
86.	Development strategy (long-term)	1	2	3	4	5	6
87.	Aid coordination	1	2	3	4	5	6
88.	Technical assistance	1	2	3	4	5	6
89.	Environmental assessment	1	2	3	4	5	6
90.	Poverty assessment	1	2	3	4	5	6
91.	Beneficiary assessment	1	2	3	4	5	6
92.	Private sector assessment	1	2	3	4	5	6

More specifically, how would you rate the quality (e.g., content, accuracy, addressing the right issues, responsiveness, etc.) of each of the following? *Circle ONE answer for each line across:*

		The quality is . . .					Have N Hearc About T
		<u>Excellent</u>	<u>Good</u>	<u>So-So</u>	<u>Poor</u>	<u>Very Poor</u>	
93.	Country Economic Memorandum (CEM)	1	2	3	4	5	6
94.	Economic and Sector Notes	1	2	3	4	5	6
95.	Public Expenditure Review (PER)	1	2	3	4	5	6
96.	Country Assistance Strategy (CAS)	1	2	3	4	5	6
97.	Policy Framework Paper (PFP)	1	2	3	4	5	6
98.	Sector Strategy Study	1	2	3	4	5	6
99.	Staff Appraisal Report (SAR)	1	2	3	4	5	6

	<u>Excellent</u>	<u>Good</u>	<u>So-So</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Have Not Heard About</u>
100. Project Implementation Plan (PIP)	1	2	3	4	5	6
101. Aide-Memoire (supervision reports)	1	2	3	4	5	6
102. Implementation Completion Report (ICR)	1	2	3	4	5	6
103. Project Performance Audit Report (PPAR)	1	2	3	4	5	6
104. Country Portfolio Performance Review (CPPR)	1	2	3	4	5	6

To what extent do you agree or disagree with each of the following statements about World Bank products/services? *Circle ONE answer for each line across:*

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither Agree Nor Disagree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
105. All in all, World Bank products/services have had a positive impact on your country	1	2	3	4	5
106. In general, the advice/information and assistance in development strategies provided by the World Bank products/services are useful	1	2	3	4	5
107. Overall, your country has sufficient input on World Bank-financed projects	1	2	3	4	5
108. All in all, World Bank products/services have the right amount of detail	1	2	3	4	5

G. If you disagree, why do you feel that way? *Please write in the space provided below.*

109. There are a number of areas in which the World Bank provides non-lending services. Overall, how would you rate the quality of the advice the World Bank provides to your country? *Circle ONE answer:*

1. Excellent
2. Good
3. So-so
4. Poor
5. Very poor
6. Don't know

110. How would you rate the format (as opposed to the content) of the written documents you receive from the World Bank? *Circle ONE answer:*

1. Excellent -- they are extremely easy to understand
2. Good
3. So-So
4. Poor
5. Very Poor -- they are extremely difficult to understand
6. Have never seen a written report from the World Bank

H. What suggestions would you make to improve the format of written documents you receive (e.g., translation, layout, graphics, etc.) *Please write in the space provided below.*

111. How easy is it to request and receive a specific study from the World Bank? *Circle ONE answer:*

1. Extremely easy
2. Very easy
3. Fairly easy
4. Difficult
5. Very difficult
6. Have never tried to request a report

I. If you feel it is difficult, what aspects of it are difficult? *Please write in the space provided below.*

J. Do you have any suggestions for improving the effectiveness of any of these World Bank products and services? *Please write in the space provided below.*

Product/Service

Suggestion

<hr/>	<hr/>

E. POLICY-BASED LENDING

Now, let us discuss policy-based lending. Have you been involved or are you aware of your country's involvement with the World Bank on policy-based lending?

IF "YES," PROCEED TO QUESTION 112

IF "NO," SKIP THIS SECTION AND PROCEED TO SECTION F, QUESTION 141

112. Overall, what impact do you feel the World Bank policy-based lending has had on your country? *Circle ONE answer for each line across:*

1. Very positive impact
2. Positive impact
3. Neither positive nor negative
4. Negative impact
5. Very negative impact

To what extent do you feel that the World Bank's Policy-based lending has had an impact on each of the following in your country? *Circle ONE answer for each line across:*

	<u>A Very Positive Impact</u>	<u>A Positive Impact</u>	<u>Neither Positive Nor Negative Impact</u>	<u>Negative Impact</u>	<u>Very Negativ Impact</u>
113. Overall economic development	1	2	3	4	5
114. Fiscal reform policy	1	2	3	4	5
115. Trade policy	1	2	3	4	5
116. Agricultural policy	1	2	3	4	5
117. Industrial development	1	2	3	4	5
118. Financial systems	1	2	3	4	5
119. Public enterprise reform and privatization	1	2	3	4	5
120. Social sector policy	1	2	3	4	5
121. Civil service reform	1	2	3	4	5
122. Pricing and subsidies policy	1	2	3	4	5

K. Are there any other areas where there has been an impact -- either positive or negative? *Please write in the space provided below.*

Area

Impact

_____	_____
_____	_____
_____	_____
_____	_____

L. For those areas with the most positive impact, why do you feel that way? *Please write in the space provided below.*

M. For those areas with a negative impact, why do you feel that way? *Please write in the space provided below.*

To what extent were the agreed-to policy actions precisely stated and targets quantified for each of the following? *Circle ONE answer for each line across:*

They were stated and quantified . . .

	To a Very Great Extent	To a Great Extent	To Some Extent	To a Little Extent	Not At All	Don't Know. Not Appical
123. Inflation rate	1	2	3	4	5	6
124. Interest rates	1	2	3	4	5	6
125. Exchange rates	1	2	3	4	5	6
126. Export growth	1	2	3	4	5	6
127. Level of public sector deficit	1	2	3	4	5	6
128. Social sector expenditures	1	2	3	4	5	6

129. How would you rate the World Bank on listening to and dealing with any concerns you or your country may have had in formulating the policy agenda? *Circle ONE answer:*

1. Excellent
2. Good
3. So-so
4. Poor
5. Very poor

N. If you said poor or very poor, why do you feel that way? *Please write in the space provided below.*

To what extent do you agree or disagree with each of the following statements about policy-based lending? *Circle ONE answer for each line across:*

	Strongly <u>Agree</u>	<u>Agree</u>	Neither Agree Nor <u>Disagree</u>	<u>Disagree</u>	Strongly <u>Disagree</u>
130. The appropriate World Bank personnel are involved in identifying the components to be included in policy-based lending	1	2	3	4	5
131. The appropriate officials from your country participate in policy-based lending formulation	1	2	3	4	5
132. All in all, the World Bank adequately considers the impact on the poor when formulating a policy agenda with your government	1	2	3	4	5
133. All in all, the World Bank policy-based lending process is thorough -- rarely are important details omitted	1	2	3	4	5
134. Your government has generally been able to implement the covenants agreed upon in policy-based lending	1	2	3	4	5
135. The World Bank ensures that the reform agenda has a broad base support in your country	1	2	3	4	5
136. The processing of policy-based lending takes much longer than it reasonably should	1	2	3	4	5
137. If your government could not implement the identified covenants, was it more of the Bank's fault (e.g., poorly designed, too ambitious, etc.) or more of your country's (e.g., social/political resistance to implementation, lack of follow-up, etc.)? <i>Circle ONE answer:</i>					

1. Primarily the Bank's fault
2. Mostly the Bank's fault
3. About half and half
4. Mostly your country's fault
5. Primarily your country's fault
6. Your country has always been able to implement the identified components

The next two questions deal with the Tranche release of funds.

138. First, how do you feel about the Bank's enforcement of conditionalities regarding the release of funds? *Circle ONE answer:*

1. The Bank is far too lenient (not very concerned if the conditionalities have not really been met)
2. Too lenient
3. About right
4. Too strict
5. Far too strict (it remains inflexible even if the conditionalities with the biggest impact have been met)

139. Once, agreement has been reached that the funds should be released, how effective would you say the Bank is in disbursing the funds to your country? *Circle ONE answer:*

1. Extremely effective
2. Very effective
3. Somewhat effective
4. A little effective
5. Not effective at all

140. Have you been aware of any policy loans for which a tranche release was postponed or cancelled for non compliance? *Circle ONE answer:*

1. No
2. Yes

O. If "Yes," did you understand the reasons -- were they justified? Could they have been avoided? *Please write in the space provided below.*

F. THE LENDING CYCLE

This section deals with the stages of the lending cycle; identification and preparation, appraisal, negotiations, implementation, and evaluation. Have you had or do you now have any involvement with the World Bank on any of these stages? *IF RESPONDENT IS NOT OR HAS NOT BEEN INVOLVED DURING THE PROJECT CYCLE, SKIP TO SECTION G, QUESTION 203.*

First some overall questions. How would you rate the overall job being done by the World Bank on each of the following stages? *Circle ONE answer for each line across:*

	<u>Excellent</u>	<u>Good</u>	<u>So-So</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Have No Ide</u>
141. Identification and preparation	1	2	3	4	5	6
142. Appraisal	1	2	3	4	5	6
143. Negotiations	1	2	3	4	5	6
144. Implementation	1	2	3	4	5	6
145. Completion and evaluation	1	2	3	4	5	6

P. We will be asking you about each stage separately in the following sections. But first, do you have any suggestions on how the World Bank can streamline the cycle as a whole? *Please write in the space provided below.*

146. To what extent do you agree or disagree: The elapsed time from project identification to the Board of Directors' approval is reasonable. *Circle ONE answer:*

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. No idea

PROJECT IDENTIFICATION AND PREPARATION

Now let's talk about project identification and preparation. By project identification and preparation we mean the first phase of the cycle -- the phase that is concerned with identifying areas that appear suitable for World Bank lending, and that the government is interested in having considered. In this phase, the technical, financial, economic, and environmental aspects are explored and solutions determined. Have you had or are you now involved with the World Bank in this phase? *IF RESPONDENT IS NOT OR HAS NOT BEEN INVOLVED IN PROJECT IDENTIFICATION AND PREPARATION, SKIP TO PROJECT APPRAISAL, QUESTION 165.*

During the project identification and preparation phase, the Bank and its client country take into consideration a number of areas of special emphasis. We would like to know if you feel the Bank gives sufficient consideration to the impact on each of the following areas. Do you feel they give much too much consideration, too much, the right amount, too little, or much too little consideration? (We know you may not be certain about this, but we would like your best estimate.) *Circle ONE answer for each line across:*

The Bank considers this area . . .

	<u>Much Too Much</u>	<u>Too Much</u>	<u>About the Right Amount</u>	<u>Too Little</u>	<u>Much Too Little</u>	<u>No Idea</u>
147. Local capacity (Human Resources)	1	2	3	4	5	6
148. Institutional capacity	1	2	3	4	5	6
149. Financial/budgetary constraints	1	2	3	4	5	6
150. Social equity/poverty alleviation	1	2	3	4	5	6
151. Women's issues	1	2	3	4	5	6
152. Impact on the environment	1	2	3	4	5	6
153. Private sector development	1	2	3	4	5	6
154. Beneficiary participation	1	2	3	4	5	6

Q. Are there any other areas that you feel the World Bank should consider during project identification? *Please write in the space provided below.*

To what extent do you agree or disagree with each of the following? *Circle ONE answer for each line across:*

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither Agree Nor Disagree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
155. The appropriate World Bank personnel participate in project identification and preparation	1	2	3	4	5
156. The appropriate officials from your country participate in project identification and preparation	1	2	3	4	5
157. All in all, the World Bank project identification and preparation process considers the appropriate issues	1	2	3	4	5
158. All in all, the World Bank project identification and preparation process is thorough -- rarely are important details omitted	1	2	3	4	5
159. The projects identified for assistance by the World Bank generally have a good chance of being successfully implemented	1	2	3	4	5
160. The World Bank seeks from potential stakeholders in your country the right amount of participation in project identification and preparation	1	2	3	4	5
161. In general, the projects identified are worth implementing	1	2	3	4	5
162. The World Bank is doing a good job developing a capability in your country to identify and prepare projects	1	2	3	4	5
163. The identification and preparation process takes much longer than it reasonably should	1	2	3	4	5

164. Are projects generally identified by the World Bank or by your country? *Circle ONE answer:*

1. Almost always identified by the World Bank
2. Usually by the World Bank
3. About half and half
4. Usually by your country
5. Almost always by your country

R. Do you have any additional comments about the project identification and preparation phase any suggestions as to how it might be improved? *Please write in the space provided below.*

PROJECT APPRAISAL

We will now ask about the project appraisal phase. This phase results in a comprehensive review of all aspects of the project and lays the foundation for implementing and evaluating the project. Have you had or do you now have any involvement with the World Bank on project appraisals? **IF RESPONDENT SAYS "NO," SKIP TO PROJECT NEGOTIATION, QUESTION 171.**

To what extent do you agree or disagree with each of the following? *Circle ONE answer for each line across:*

	Strongly <u>Agree</u>	<u>Agree</u>	Neither Agree Nor <u>Disagree</u>	<u>Disagree</u>	Strongly <u>Disagr</u>
165. The appropriate World Bank personnel participate in project appraisal	1	2	3	4	5
166. World Bank project appraisal covers the appropriate topics	1	2	3	4	5
167. The World Bank is objective and unbiased in its project appraisals	1	2	3	4	5
168. The World Bank seeks from the potential stakeholders in your country the right amount of participation in project appraisal	1	2	3	4	5
169. The project appraisal process takes much longer than it reasonably should	1	2	3	4	5
170. The major flaws in the project are detected during project appraisal	1	2	3	4	5

S. If there are major flaws that usually go undetected, what are they and how can they be eliminated? *Please write in the space provided below.*

T. Do you have any additional comments regarding the project appraisal phase and how it can be improved? *Please write in the space provided below.*

PROJECT NEGOTIATION

Now let's discuss project negotiation. By project negotiation we mean the period when the World Bank and the country are seeking agreement on the measures necessary to assure the success of the project. These agreements are converted into legal obligations set out in the loan documents. Have you had or do you now have any involvement with the World Bank on project negotiation? *IF RESPONDENT IS NOT OR HAS NOT BEEN INVOLVED IN PROJECT NEGOTIATION, SKIP TO PROJECT IMPLEMENTATION, QUESTION 182.*

To what extent do you agree or disagree with each of the following regarding project negotiation? *Circle ONE answer for each line across:*

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither Agree Nor Disagree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
171. The appropriate World Bank personnel participate in project negotiation	1	2	3	4	5
172. The appropriate officials from your country participate in project negotiation	1	2	3	4	5
173. Your country is well prepared for project negotiation	1	2	3	4	5
174. The World Bank people are well prepared for the negotiation	1	2	3	4	5
175. Your country is given adequate time and material (documentation) by the World Bank to be properly prepared for negotiation	1	2	3	4	5
176. The priorities and objectives of your country are given serious consideration during the negotiation process	1	2	3	4	5
177. People from your country are treated with respect and courtesy during the negotiation process	1	2	3	4	5
178. The World Bank is flexible and tries to accommodate most of the requests presented by the country negotiation team	1	2	3	4	5
179. The project negotiation process takes much longer than it reasonably should	1	2	3	4	5

180. Do you feel it is a good idea to have negotiation take place in the field? *Circle ONE answer:*

1. Yes, it is definitely a good idea
2. Yes, probably
3. Not sure
4. No, probably not
5. No, it is definitely not a good idea

181. Do you feel it is a good idea to combine appraisal and negotiation in the field? *Circle ONE answer:*

1. Yes, it is definitely a good idea
2. Yes, probably
3. Not sure
4. No, probably not
5. No, it is definitely not a good idea

U. Do you have any additional comments regarding the negotiation process and how it can be improved or shortened? *Please write in the space provided below.*

PROJECT IMPLEMENTATION

We will now discuss project implementation. This is the phase during which the project is actually being implemented. Have you had or do you now have any involvement with the World Bank during this stage? *IF RESPONDENT IS NOT OR HAS NOT BEEN INVOLVED IN PROJECT IMPLEMENTATION, SKIP TO PROJECT EVALUATION, QUESTION 193.*

To what extent do you agree or disagree with each of the following statements regarding project implementation? *Circle ONE answer for each line across:*

	Strongly <u>Agree</u>	<u>Agree</u>	Neither Agree Nor <u>Disagree</u>	<u>Disagree</u>	Strongly <u>Disagr</u>
182. Project supervision from the World Bank is effective and useful for your country	1	2	3	4	5
183. The appropriate country officials from your country are responsible for project implementation	1	2	3	4	5
184. The successful technical implementation of the project is very dependent on assistance received from the World Bank (disbursements, technical advice, etc.)	1	2	3	4	5
185. The World Bank demonstrates that it understands the institutional capacity constraints of your country regarding project implementation (budget, capacity, etc.)	1	2	3	4	5
186. In the case of unexpected changes during project implementation, you or your country are usually able to receive the right assistance from the World Bank (e.g., advice, resources, etc.)	1	2	3	4	5
187. During implementation, the World Bank is responsive to your country's requests	1	2	3	4	5
188. The project mid-term reviews during implementation are helpful	1	2	3	4	5
189. The implementation takes much longer than it reasonably should	1	2	3	4	5
190. The World Bank is doing a good job in helping develop the capability in your country for implementing projects	1	2	3	4	5

191. How do you feel about the amount of project supervision undertaken by the World Bank during implementation? *Circle ONE answer:*

1. It is much too much
2. Too much
3. About the right amount
4. Too little
5. Much too little

192. To what extent is your country taking follow-up steps agreed upon with the Bank to improve project implementation? *Circle ONE answer:*

1. To a very great extent
2. To a great extent
3. To some extent
4. To a little extent
5. Not at all

V. Do you have any additional comments regarding project implementation? *Please write in the space provided below.*

PROJECT COMPLETION AND IMPACT EVALUATION

Project completion and evaluation is the last phase during which a review and evaluation of the project is conducted and the results reported to the World Bank Board of Directors. Have you been or are you involved with project evaluations? *IF RESPONDENT IS NOT OR HAS NOT BEEN INVOLVED IN THE PROJECT EVALUATION SKIP TO SECTION G OTHER INSTITUTIONS, QUESTION 203.*

193. How frequently does your country conduct its own evaluation of projects? *Circle ONE answer:*
1. Almost all of the time
 2. Most of the time
 3. Sometimes
 4. A few times
 5. Never *(If never skip Question 194 AND W. and GO TO Question 195)*

194. To what extent are your country's evaluations similar to the World Bank's? *Circle ONE answer:*
1. They are almost always similar
 2. They are usually similar
 3. Almost half and half
 4. They are usually dissimilar
 5. They are almost always dissimilar

If answered 1, 2 skip W. and go to Question 195

W. In what ways have they been dissimilar? Why do you think this occurs? *Please write in the space provided below.*

To what extent do you agree or disagree with each of the following statements regarding project evaluation? *Circle ONE answer for each line across:*

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
195. The World Bank uses the appropriate performance criteria in project evaluations	1	2	3	4	5
196. Usually the project objectives established at appraisal are achieved	1	2	3	4	5
197. The World Bank seeks from project stakeholders from your country the right amount of participation in project evaluation	1	2	3	4	5
198. The appropriate World Bank personnel participate in project evaluation	1	2	3	4	5
199. The appropriate people from your country participate in project evaluation	1	2	3	4	5
200. The World Bank is doing a good job of helping your country develop the capacity and ability to sustain the projects which have been implemented	1	2	3	4	5
201. The World Bank uses the results of the project evaluation -- lessons learned -- in the design and implementation of future operations	1	2	3	4	5
202. Your country uses the results of the project evaluation -- lessons learned -- in the design and implementation of future operations	1	2	3	4	5

X. In what ways could the World Bank improve the transfer of knowledge -- lessons learned -- from project evaluations? *Please write in the space provided below.*

Y. Do you have any additional comments regarding project evaluation and how this can be improved? *Please write in the space provided below.*

G. OTHER DEVELOPMENT INSTITUTIONS

The World Bank is interested in applying best practices. To be able to do this one needs to know what are the best practices. To learn about this, we would like to ask you your views of donor institutions other than the World Bank.

203. Have you worked with any other donor institution over the last couple of years or so? *Circle ONE answer:*

1. Yes
2. No (*If no please skip to Section H, Question 211*)

Z. With which donor institution (other than the World Bank) have you worked most? *Please write in the space provided below.*

How would you rate the competence of that institution's staff on each of the following? *Circle ONE answer for each line across:*

	<u>Excellent</u>	<u>Good</u>	<u>So-So</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Don't Know</u>
204. Having a technically competent staff	1	2	3	4	5	6
205. Having the right mix of skills	1	2	3	4	5	6
206. The interpersonal skills of its staff	1	2	3	4	5	6
207. Their knowledge of your country	1	2	3	4	5	6
208. Their knowledge of international best practices	1	2	3	4	5	6
209. Their innovativeness (applying their knowledge to your country needs)	1	2	3	4	5	6

210. All things considered, how would you compare the effectiveness of that institution to that of the World Bank? *Circle ONE answer for each line across:*

1. All in all, the World Bank is much more effective
2. The World Bank is more effective
3. They are about the same
4. The World Bank is less effective
5. The World Bank is much less effective

AA. If you feel the World Bank is more effective or less effective, why do you feel that way? *Please write in the space provided below.*

H. WRAP UP

We will now close the interview with a few overall questions.

211. In summary, how satisfied are you with the World Bank's products, services and the way it deals with you, etc.? *Circle ONE answer:*

1. Very satisfied
2. Satisfied
3. Neither satisfied nor dissatisfied
4. Dissatisfied
5. Very dissatisfied

212. And, to what extent do you feel that the World Bank is genuinely committed to assisting your country's development? *Circle ONE answer:*

1. To a very great extent
2. To a great extent
3. To some extent
4. To a little extent
5. Not at all

213. To what extent do you feel there is agreement between what your country and the World Bank view as development objectives or sector priorities? *Circle ONE answer:*

1. There is agreement on all or almost all objectives and priorities
2. There is agreement on many
3. About half and half
4. There is disagreement on many
5. There is disagreement on all or almost all objectives and priorities

214. Over the last couple of years, have you noticed any change in the effectiveness of the World Bank? *Circle ONE answer:*

1. The World Bank is much more effective now
2. More effective now
3. About the same
4. Less effective now
5. Much less effective now
6. Did not deal with the World Bank 2 years ago

215. Over the last couple of years, have you noticed any change in how client-focused the World Bank is now? *Circle ONE answer:*

1. The World Bank is much more client-focused now
2. More client-focused now
3. About the same
4. Less client-focused now
5. Much less client-focused now
6. Did not deal with the World Bank 2 years ago

BB. If you feel the Bank has changed, in what ways has it changed? *Please write in the space provided below.*

216. To what extent do you feel the word "partnership" describes the relationship between the World Bank and your country? *Circle ONE answer:*

1. To a very great extent
2. To a great extent
3. To some extent
4. To a little extent
5. Not at all

217. All in all, to what extent have the efforts of the World Bank had a positive impact on the economic and social development of your country? *Circle ONE answer:*

1. To a very great extent
2. To a great extent
3. To some extent
4. To a little extent
5. Not at all

CC. Whether we have covered it or not in this interview, what have you been most pleased with in dealing with the World Bank? *Please write in the space provided below.*

DD. And, what have you been least pleased with? *Please write in the space provided below.*

THAT COMPLETES THIS INTERVIEW.

THANK YOU FOR YOUR COOPERATION AND CANDOR.