

## APPENDIX S: HUMAN RESOURCE PROPOSALS FOR IMPROVING STAFFING IN LICUS

Staff deployment proposals	Progress
<p>Technical promotion criteria to level GH and the managerial selection criteria to include “demonstrated ability to understand the challenges of the poorest countries and to work effectively in such environments.” Announced for implementation in 2003, until 2006 this element is to be considered in the promotion criteria. After 2006, demonstration of this competency is proposed as mandatory for promotion.</p>	<p>Generic criteria for GH technical positions under “qualifications, knowledge, experience and competencies” revised in 2004 as follows: Prior work experience should also include (i) work with significant impact in an LIC or (ii) a country office assignment.</p>
<p>Sector Boards to ensure planned rotation and secondment of senior and experienced task team leaders into supporting roles for LICs where needs are not met through the vacancy management system.</p>	<p>Strategic staffing reviews by Sector Boards to assess the health of the internal and external candidate pipeline, plan for cross-vice presidential unit assignments, plan for (re)-entry into the sector of selected staff, identify knowledge and skill gaps among sector staff, and anticipate vacancies plus plan for targeted external recruitment to strengthen skills, experience, and/or diversity of the sector. No specific mention of identifying staffing priorities for LICUS/LICs.</p>
<p>The Bank will examine ways of lessening the difficulties of safety and travel experienced by staff working on LICs.</p>	<p>The Review of Overseas Assignment Benefits points to the need to make some improvements in the benefits package, particularly in mitigating increased living costs and alleviating hardship conditions. A stronger differentiation of cost of living allowances is suggested to provide a better relation to type of posting, staff salary, grade profile, and family size. Meanwhile, changes to the locality premium are proposed to reflect better the hardship conditions and the shift to assigning more senior staff to overseas assignments. A locality premium of 5 percent for duty stations in LICUS with hardship premiums of 20 percent to 25 percent is also introduced, effective April 1, 2005. Rest and recreation travel for difficult locations is re-introduced.</p>
<p>Introduction of special collaboration between research units (DEC and anchors) and staff working on the poorest countries is proposed so that staff get an opportunity to participate in cutting-edge research and analytical work with the special “spotlight” it provides, including publication of their work.</p>	<p>No evidence.</p>
<p>Tangible actions would be supported by “softer” recognition programs, including spotlighting LIC teams in corporate events, meetings with senior management and the Board, and consideration of introducing specific recognition in the President’s Award for Excellence Program.</p>	<p>No evidence.</p>

Source: Interviews with the Bank’s Human Resource and other staff, 2005.



APPENDIX T: OPERATIONAL POLICIES AND BANK PROCEDURES RELEVANT  
TO LICUS

<b>OP/BP</b>	<b>Revised/updated</b>	<b>Coverage</b>
<i>OP/BP 2.30</i> <i>Development</i> <i>Cooperation and</i> <i>Conflict</i>	December 2003	Covers countries vulnerable to conflict, in conflict, or in transition from conflict. Emphasizes the Bank's focus on reconstruction and development, the importance of working with and through other development partners, especially the UN, and providing exceptional financial assistance to help countries emerging from conflict meet their transitional financial needs in a timely manner (OP 2.30 establishes the case for exceptional post-conflict assistance under IDA 13).
<i>OP/BP 8.50</i> <i>Emergency</i> <i>Recovery</i> <i>Assistance</i>	Revision under way	Currently covers emergencies defined as "extraordinary event of limited duration, such as war, civil disturbance, or natural disasters." The current objectives of emergency recovery assistance are "to restore assets and production levels in the disrupted economy." Revisions to this OP/BP that are under way include expanding coverage of the OP/BP to all events that (i) have caused, (ii) are likely to cause in the absence of immediate preventive action, or (iii) periodically cause a rapid and major adverse economic and social impact, which requires an urgent response from the government. Revisions to the objectives of economic recovery loans include (i) rebuilding and restoring physical assets; (ii) restoring production and economic activities; (iii) preserving human, institutional, and/or social capital; (iv) restoring social activities; (v) preserving or restoring essential services; and/or (vi) supporting preventive measures designed to mitigate or avert the effects of anticipated imminent or future emergencies.
<i>OP/BP 7.30</i> <i>De facto</i> <i>Governments</i>	July 2001	Covers operations in countries where a de facto government comes into or remains in power by means not provided for in the country's constitution. Ensures continued engagement as long as the Bank is satisfied that the government: is in effective control of the country; recognizes the country's past international obligations; is willing and able to assume all its predecessor's obligations and ensure continued implementation of Bank loans. New operations require an assessment of the financial/legal exposure of the Bank, the number of countries that have recognized the government, and the position of international organizations toward the de facto government.
<i>OP/BP 6.00</i> <i>Bank Financing</i>	August 2004	Applies to projects in countries for which the Bank has established country financing parameters. Allows for Bank loan proceeds to finance expenditures (including cost sharing, recurrent costs, local costs, and taxes and duties) necessary to meet the development objectives of operations supported by the loan.

Source: World Bank database.



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## APPENDIX U: SAFEGUARDS IN LICUS

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Background work was undertaken on safeguard compliance in Bank projects in LICUS as part of this review. The methodology, overall findings, and conclusions are presented below.

### Methodology

The Bank approved 217 projects in LICUS over fiscal 2000–05, of which 184 were assigned an Environmental Assessment (EA) category in accordance with OP 4.01.<sup>1</sup> A random sample of 25 projects was drawn for analysis, stratified by EA category, age,<sup>2</sup> and project size.<sup>3</sup> For each sample project, a desk review was made of at least the following documents: Project Appraisal Document; Integrated Safeguards Data Sheet; Environmental Impact Assessment (EIA)/Resettlement Action Plan/Indigenous Peoples' Development Plan (if used); Project Status Reports (PSRs)/supervision Aide Memoire; and ICRs (for completed projects). In selected cases, legal documents and/or Project Implementation Manuals were also consulted.

### Overall Findings

- *Quality of Safeguard Compliance at Entry.* Overall quality at entry with respect to safeguard policy compliance for the 25 randomly selected projects in LICUS and approved between fiscal 2000 and 2005 was rated at 88 percent moderately satisfactory or better, which shows that safeguards compliance is relatively good (compared with 70 percent for the community-driven development portfolio), though still somewhat short of the “zero tolerance” policy supposedly in effect.
- *Quality of Safeguard Compliance during Implementation.* For implementation, six Category C projects were not rated, as they did not have

issues requiring attention during project execution. For the remaining 19 projects, safeguards compliance during implementation was rated moderately satisfactory and better for only 37 percent of cases (compared with 35 percent for the CDD portfolio), indicating cause for concern.

- *Overall Rating.* The overall rating was a weighted average of the entry and implementation ratings, taking into account the time from Board approval and the seriousness of the safeguard issues being addressed. Overall, 84 percent of projects were rated moderately satisfactory or better.
- *Grants versus Loans.* Some of the LICUS have circumstances that make them ineligible for regular borrowing from the IBRD or IDA, and projects in these countries are funded through grants (from IDA, trust funds, GEF). Grants (or grant/loan combinations) financed 6 of the 25 sample projects. However, the hypothesis that grant-funded projects are reviewed less diligently for compliance with safeguard policies was not supported; in fact, 100 percent of projects with grants were moderately satisfactory or better on the overall rating compared with 78 percent for IDA credits.
- *Large versus Small Projects.* Larger projects appear to have better safeguard compliance (92 percent moderately satisfactory or better on the overall rating) than smaller ones (72 percent), possibly because the larger projects are in the larger countries, which have somewhat better institutional capacity.

### Conclusions

While quality at entry needs some improvement, safeguard compliance during implementation warrants much greater attention by the Bank and borrowers. Despite the 2001 changes to the

format of the PSR (now called ISR), which should encourage complete reporting on safeguard issues, reporting on safeguards during implementation remains sparse and inadequate. In the great majority of cases, little or nothing is said on the implementation of agreed-on safeguard measures or on any unforeseen problems. Looking beyond the PSRs to mission Aides Memoire or Back-to-Office reports does little to modify this finding.

For LICUS projects under implementation, Bank management should focus on improved safeguard

reporting and should assess the level of training needed for effective monitoring of safeguards. The provisions of emergency lending, which push more of the analysis into the implementation phase, do pose some dangers in light of the generally poor monitoring of compliance in this phase. Given the weak implementation capacity in most of the LICUS, particular attention needs to be given to the design, implementation and oversight of institutional strengthening, capacity development, and monitoring and evaluation systems, with respect to safeguards.

## APPENDIX V: KEY GUIDANCE NOTES FOR LICUS

Guidelines	Coverage	Status
Fragile States: Good Practices in Country Assistance Strategies	This paper draws together lessons from country strategy development and implementation in fragile states. The principles and approaches presented in the paper are not intended to be prescriptive, but rather to provide a basic framework and menu of tools to facilitate sharing lessons between countries and regions.	Released December 2005
Good Practice Note for Development Policy Lending in Fragile States	This note provides guidance to task teams in applying development policy lending in the context of fragile states. It argues that development policy lending is appropriate in LICUS that exhibit gradual improvement or those transitioning from conflict/political crisis, but not in LICUS that are experiencing deteriorating governance or prolonged conflict/political crisis.	Released June 2005
Guidelines for Preparation, Review and Clearance of LICUS Country Reengagement Notes (CRNs)	CRNs lay out a short-term strategy for countries where the World Bank is actively reengaging beyond the scope of a Watching Brief, but where it has not yet completed the analytical work and dialogue necessary to formulate a full assistance strategy; or where the conditions are not conducive to a normal TSS or CAS approach. The CRN will normally be followed within one year by an update, a TSS, or a CAS.	Released mid-2003
An Operational Note on Transitional Results Matrices (TRM)—Using Results-Based Frameworks in Fragile States	In settings that do not allow for a full PRSP process, the TRM provides a “quick-and-dirty” tool with which to identify key priorities, measure early results, provide a framework in which to embed assistance programs and capacity-building initiatives, and function as a vehicle for donor coordination in challenging situations—ranging from abundant resources and high expectations (Timor-Leste), to little money and a legacy of mistrust (Central African Republic).	Released January 2005
Fragile States: Early Warning Frameworks and Indicators	The note provides a preliminary framework for thinking about early warning indicators of state fragility. It argues that conflict is not a good predictor of state failure and that an alternative approach would be to examine a state’s four core functions as the basic framework for understanding state fragility and state failure: (i) resource generation; (ii) management and governance; (iii) accommodation of political dissent and maintenance of security; and (iv) provision of basic social services and infrastructure. A two-stage functional analysis could potentially yield an effective early warning framework: a risk assessment of a state’s structural weakness and a monitoring of short-term conjunctural events likely to precipitate failure. It suggests that, going forward, the focus should be on developing reliable short-term conjunctural indicators for each of the four functions because existing long-term structural indicators are already well developed.	Draft, December 2004
Synthesis Note on Leadership Workshops	Prepared in collaboration with the Poverty Reduction and Economic Management Network, the note summarizes the range of leadership activities undertaken in six countries, drawing on these experiences to identify enabling factors and critical choices for consideration when designing leadership interventions in LICUS. Separate leadership notes have been prepared for each of the six countries.	Released December 2004

Source: Guidance Notes, LICUS Unit, World Bank.



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## APPENDIX W: OVERVIEW OF THE WORLD BANK INSTITUTE'S LICUS ACTIVITIES

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The World Bank Institute (WBI) has steadily increased its activities in the three-year period, 2002–05, and has included work in more than 30 LICUS in governance, public finance, education, environment, health, and monitoring and evaluation. WBI's initiatives have focused mainly on rebuilding and strengthening basic economic, social, institutional, and governance policies, with particular attention to building capacity for better governance and improved service delivery. Weak capacity has presented considerable challenges in these fragile states, and World Bank country teams have turned to WBI to engage in capacity development activities to support the implementation of key reforms.

WBI is working with the government of Haiti, for example, to carry out a countrywide governance diagnostic survey as an input into the country's plan to develop a comprehensive anticorruption strategy. A similar survey has been completed in Guinea, where WBI is helping the government develop a long-term governance strategy. As part of the Bank's Africa Action Plan, WBI has committed to working with up to 10 African countries in devising strategies for improved governance. This will include diagnostic surveys in Burundi, the Democratic Republic of Congo, and Niger, among other countries.

WBI is also working with local training institutes to strengthen their capacity to scale up and support the implementation of key development objectives. In Chad, for example,

WBI is helping to strengthen local training institutes, which will play a critical role in helping to build the professionalism of the country's revenue management institutions, ranging from the finance ministry to independent oversight and auditing bodies. In Lao PDR, WBI is working with the national civil servants' training institute, which has the objective of building capacity at the central and provincial levels to implement priority reforms under the PRSP. In addition to training trainers and updating their curricula in public financial management, economic development, and project analysis, WBI has also facilitated twinning arrangements between Lao PDR and international institutions such as the Korea Development Institute.

Other WBI work in LICUS has included leadership training, thematic learning programs, and technical assistance. WBI has jointly organized with the country team a series of leadership events in the Central African Republic aimed at engaging multiple stakeholders in short-term action planning to implement the agreed priorities under the PRSP, and engaging national leaders in an experience-sharing and peer-learning event with fellow leaders who have themselves managed similar situations. Similarly, two leadership events for senior government officials in Tajikistan have been organized to expose leaders to international experience and best practices in promoting key reforms. A third workshop will focus on issues of public sector management and administrative/public expenditure reform.

*Source:* WBI staff, World Bank.



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## APPENDIX X: OVERVIEW OF THE DEVELOPMENT ECONOMICS VICE PRESIDENCY'S LICUS ACTIVITIES

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Development Economics Vice Presidency (DEC) work on sources of conflict and responses to post-conflict situations is ongoing across the research complex and involves significant collaboration with the International Peace Research Institute in Oslo and with Oxford University. A large part of the research has been funded by the Norwegian government. Current work touches on a number of topics. A sample of the papers under way is highlighted here.

### Types and Aspects of Conflict

- Transitional Justice and Sustainable Peace
- Manifestations of Violence: Civil Wars, Coups, and Others
- Population Size, Concentration, and Civil War. A Geographically Disaggregated Analysis
- What Is Civil War?

### Fragile States and Peace Building

- Interim Institutions and the Development Process: Strategies for Pro-Poor Judicial Reform in Cambodia
- Beyond Fractionalization: Mapping Ethnicity onto Nationalist Insurgencies
- Military Expenditure in Post-Conflict Societies
- Post-Conflict Risks of Conflict Resumption
- Post-Conflict Risks
- The Long-Term Legacy of the Khmer Rouge Period in Cambodia
- Poverty, Social Divisions, and Conflict in Nepal
- DDR and Optimal Aid Allocation in Post-Conflict Countries
- Cheap Guns, More War? The Economics of Small Arms

- Propensity to Civil Disobedience and the Probability of an Armed Struggle in Niger Delta Region of Nigeria
- Neighboring States, Conflict, and Instability
- Systems of Violence in Post-Conflict Societies
- Alternative Measures and Estimates of Peace-Building Success
- Disarming Fears of Diversity: Ethnic Heterogeneity and State Militarization, 1988–2002

### Democracy and Conflict

- Moral Hazard, Adverse Selection, and Power Sharing
- Democratic Jihad? Military Intervention and Democracy
- Credible Commitment and Insurgency in Democracies and Autocracies
- Walking the Tightrope: Extending the Franchise in the Presence of Political Competition
- Political Institutions, Horizontal Inequalities, and Civil Conflict

### Macro- and Microeconomic Policy Choices in Post-Conflict Countries

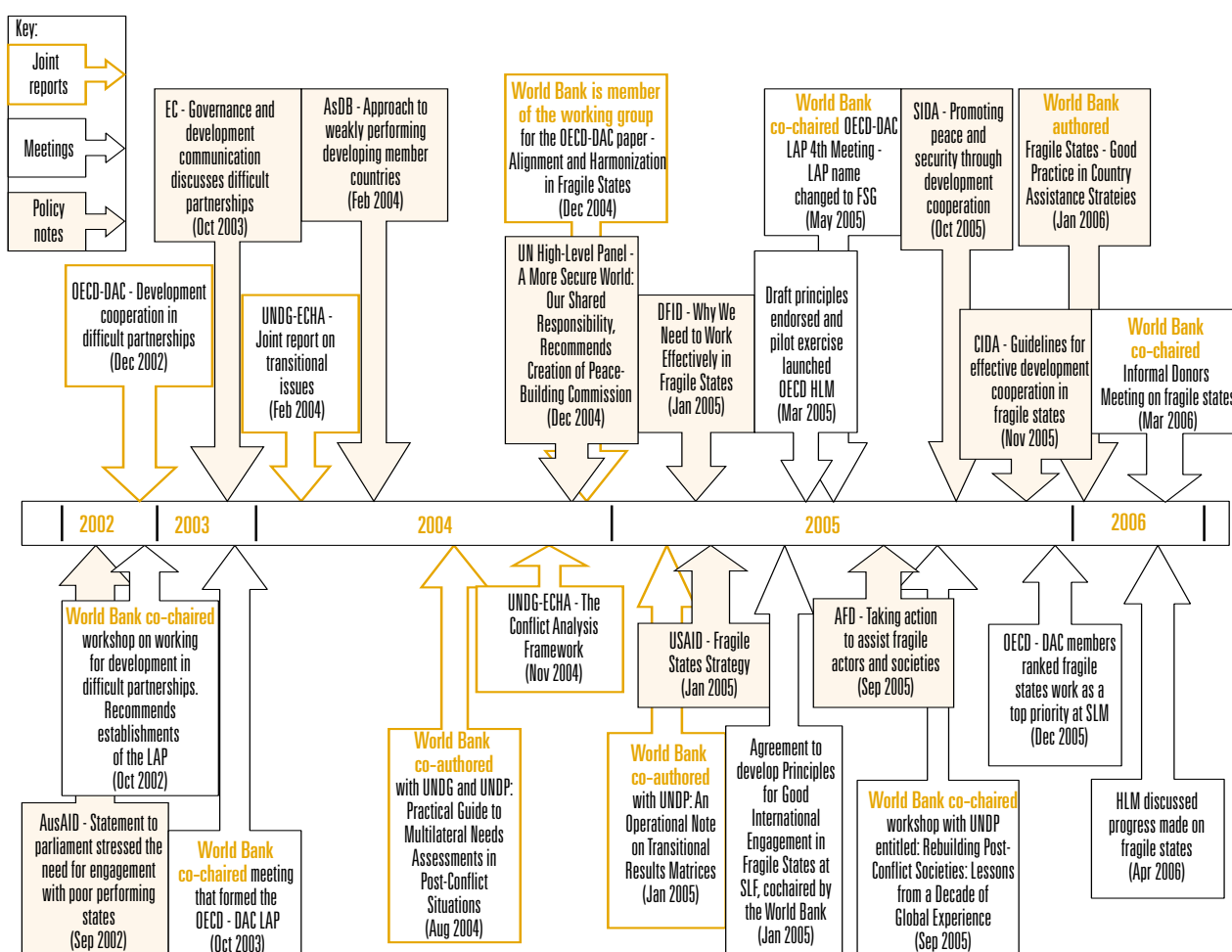
- Rwandan Crop Failure and Rural Coping Mechanisms
- Post-Conflict Capital Flight and Return
- Are Non-Poor Households Always Less Vulnerable? The Case of Households Exposed to Protracted Civil War in Southern Sudan
- The Demand for Money around the End of Civil Wars
- Scaling-Up Aid, Real Exchange Rate, and Catch-up Growth in Post-Conflict Countries
- The Aftermath of Civil Wars: An Event-Study Approach to Post-Conflict Transitions

Source: DEC staff, World Bank.



## APPENDIX Y: DONOR RELATIONSHIPS

### Calendar of major events and key policy papers on fragile states, 2002–06



Source: LICUS Unit, OPCS, World Bank.

Note: AFD = Agence Française de Développement (French Development Agency), AsDB = Asian Development Bank, AusAID = Australian Agency for International Development, DFID = U.K. Department for International Development, EC = European Commission, FSG = Fragile States Group, HLM = High-level meeting, LAP = Learning and Advisory Process (changed name to Fragile States Group in May 2005), OECD-DAC = Organisation for Economic Co-operation and Development, Development Assistance Committee, SIDA = Swedish International Development Agency, SLF = Senior-level forum, UN-ECHA = United Nations Executive Committee on Humanitarian Assistance, UNDG = United Nations Development Group, UNDP = United Nations Development Programme, USAID = United States Agency for International Development.



## APPENDIX Z: STAKEHOLDER PERCEPTIONS BASED ON SURVEY RESULTS

As part of this review, three groups of stakeholders were surveyed—Bank staff (including both those in the field and at headquarters), other donors (including international donors and international NGOs), and in-country stakeholders (including government officials, local NGO staff, academics/researchers, and private sector individuals). The aim of the survey was to elicit stakeholder views on the relevance and effectiveness of the Bank’s LICUS approach. The Bank staff survey was administered to 1,237 Bank staff working on the 25 LICUS. Bank staff included country staff, sector staff, and network anchor staff as covered in the standard distribution lists of staff working on LICUS. Other donor staff and in-country stakeholders were identified by country directors of each of the 25 LICUS. The survey was sent to all 141 other donor staff and 146 in-country stakeholders identified by the respective country directors. If Bank staff and donor staff worked on more than one LICUS country, they were instructed to answer the survey for the LICUS which they most focused on.

Table Z.1 presents the response rates for each stakeholder group. Thirty-one percent of Bank staff (382), 35 percent (49) of other donor staff,

**Table Z.1: Response Rate**

	<b>Open surveys<sup>a</sup></b>	<b>Total sample</b>	<b>Response rate (%)</b>
In-country	24	146	16.4
Donors	49	141	34.8
Bank staff	382	1,237	30.9

a. Number of stakeholders who started the survey but who may not necessarily have completed it, although most did.

and 16 percent (24) of in-country stakeholders responded to the survey. A few adjustments were made to the final data for the analysis: (i) if local NGOs attempted the donor survey, they were moved to the in-country stakeholder group; (ii) stakeholders that attempted only the profile section or less were dropped from the analysis. The two adjustments resulted in 328 Bank staff, 43 donor, and 25 in-country stakeholder surveys. Tables Z.2 and Z.3 present the details by each question for each stakeholder group. *The response rate calculations in this review drop all missing entries, “not applicable” entries, and “do not know” entries from the denominator.*

**Table Z.2: Responses by Stakeholder Group (total number of respondents)**

Question	Response	World Bank	Donors	In-country	
<b>I. Respondent Profile</b> (not reported here)					
<b>II. Your Views about the Effectiveness of World Bank Support</b>					
Q1	To what extent do you think World Bank lending and grant support through projects or programs to the LICUS country you most focus on/your country				
Q1.a	Has been timely?	To a large extent	109	4	3
		To a moderate extent	118	21	10
		To a slight extent	50	10	6
		Not at all	22	5	2
		Do not know	24	2	2
		Missing	5	1	2
Q1.b	Has had an influence on government policies?	To a large extent	66	7	7
		To a moderate extent	126	18	8
		To a slight extent	86	12	6
		Not at all	23	5	1
		Do not know	19	0	1
		Missing	8	1	2
Q1.c	Has been coordinated with other donor support?	To a large extent	132	6	4
		To a moderate extent	105	18	9
		To a slight extent	56	14	8
		Not at all	10	4	0
		Do not know	16	0	2
		Missing	9	1	2
Q1.d	Has achieved its intended results?	To a large extent	32	2	1
		To a moderate extent	144	12	9
		To a slight extent	82	20	11
		Not at all	13	4	1
		Do not know	49	4	2
		Missing	8	1	1
Q2	To what extent do you think World Bank nonlending support through analytical work to the LICUS country you most focus on/your country				
Q2.a	Has been timely?	To a large extent	92	9	6
		To a moderate extent	134	24	9
		To a slight extent	47	4	5
		Not at all	15	1	1
		Do not know	33	4	2
		Missing	7	1	2
Q2.b	Has had an influence on government policies?	To a large extent	52	6	6
		To a moderate extent	123	17	8
		To a slight extent	86	13	6

Question	Response	World Bank	Donors	In-country
	Not at all	24	4	2
	Do not know	33	2	0
	Missing	10	1	3
Q2.c	Has been coordinated with other donor support?			
	To a large extent	93	8	2
	To a moderate extent	105	16	9
	To a slight extent	79	10	7
	Not at all	9	7	1
	Do not know	31	1	4
	Missing	11	1	2
Q2.d	Has achieved its intended results?			
	To a large extent	32	3	3
	To a moderate extent	121	12	7
	To a slight extent	93	20	11
	Not at all	16	3	0
	Do not know	52	4	3
	Missing	14	1	1
Q2.e	Has had an influence on the Bank's own assistance strategy for the country?			
	To a large extent	105	10	6
	To a moderate extent	130	15	8
	To a slight extent	32	6	3
	Not at all	15	2	0
	Do not know	33	9	6
	Missing	13	1	2
Q3	To what extent do you think World Bank nonlending support through policy dialogue to the LICUS country you most focus on/your country			
Q3.a	Has been timely?			
	To a large extent	103	9	3
	To a moderate extent	128	20	10
	To a slight extent	45	8	6
	Not at all	10	2	2
	Do not know	26	3	1
	Missing	16	1	3
Q3.b	Has had an influence on government policies?			
	To a large extent	52	6	3
	To a moderate extent	136	17	11
	To a slight extent	80	12	5
	Not at all	17	6	2
	Do not know	22	1	2
	Missing	21	1	2
Q3.c	Has been coordinated with other donor support?			
	To a large extent	98	10	0
	To a moderate extent	122	14	9
	To a slight extent	55	13	9
	Not at all	9	3	1

(Continues on the following page.)

**Table Z.2: Responses by Stakeholder Group (total number of respondents) (continued)**

Question	Response	World Bank	Donors	In-country	
Q3.d Has achieved its intended results?	Do not know	25	2	4	
	Missing	19	1	2	
	To a large extent	24	1	1	
	To a moderate extent	134	18	7	
	To a slight extent	89	17	7	
	Not at all	16	2	2	
	Do not know	45	3	5	
	Missing	20	2	3	
Q3.e Has had an influence on the Bank's own assistance strategy for the country?	To a large extent	96	9	3	
	To a moderate extent	123	16	7	
	To a slight extent	47	5	7	
	Not at all	12	4	1	
	Do not know	28	8	5	
	Missing	22	1	2	
Q4 To what extent do you think World Bank non-lending support through technical assistance to the LICUS country you most focus on/your country	Q4.a Has been timely?	To a large extent	74	4	6
		To a moderate extent	129	23	7
		To a slight extent	53	5	6
		Not at all	14	4	2
		Do not know	34	6	1
		Missing	24	1	3
		Q4.b Has had an influence on government policies?	To a large extent	36	5
To a moderate extent	117		12	8	
To a slight extent	97		16	8	
Not at all	21		6	0	
Do not know	32		3	3	
Missing	25		1	2	
Q4.c Has been coordinated with other donor support?	To a large extent	72	4	0	
	To a moderate extent	103	19	7	
	To a slight extent	82	12	12	
	Not at all	8	4	0	
	Do not know	36	3	4	
	Missing	27	1	2	
Q4.d Has achieved its intended results?	To a large extent	30	1	2	
	To a moderate extent	113	12	8	
	To a slight extent	96	19	9	
	Not at all	17	5	0	
	Do not know	47	5	4	
	Missing	25	1	2	

Question		Response	World Bank	Donors	In-country
Q4.e	Has had an influence on the Bank's own assistance strategy for the country?	To a large extent	53	4	3
		To a moderate extent	130	18	9
		To a slight extent	66	5	3
		Not at all	16	3	0
		Do not know	36	11	7
		Missing	27	2	3
Q5	To what extent has the World Bank's work in the LICUS country you most focus on/your country been adequately grounded in an understanding of the country's politics?	To a large extent	113	11	6
		To a moderate extent	135	18	12
		To a slight extent	47	10	4
		Not at all	10	3	1
		Do not know	10	0	0
		Missing	13	1	2
Q6	To what extent has the World Bank supported a focused reform agenda consisting of key actions and reforms in the LICUS country you most focus on/your country?	To a large extent	100	13	8
		To a moderate extent	127	13	9
		To a slight extent	53	10	2
		Not at all	10	3	2
		Do not know	16	3	1
		Missing	22	1	3
Q7	In general, what contribution have the reforms supported by the World Bank made to development in the LICUS country you most focus on/your country?	Large positive contribution	60	6	4
		Small positive contribution	202	27	16
		No contribution	16	3	1
		Small negative contribution	2	1	0
		Large negative contribution	0	1	0
		Do not know	27	4	1
		Missing	21	1	3
Q8	If the World Bank has used nongovernmental or semi-autonomous arrangements to deliver services, what effect have they had on service delivery in the LICUS country you most focus on/your country?	Large positive effect	51	10	7
		Small positive effect	115	11	13
		No effect	15	3	0
		Small negative effect	7	2	1
		Large negative effect	2	0	0
		Do not know	55	9	1
		Not Applicable	54	6	1
		Missing	29	2	2
Q9	What effect have the nongovernmental or semi-autonomous arrangements supported by the World Bank had on the development of long-term government capacity in the LICUS country you most focus on?	Large positive effect	25	5	3
		Small positive effect	97	10	16
		No effect	48	10	1
		Small negative effect	12	1	1
		Large negative effect	7	0	0
		Do not know	56	9	1
		Missing	83	8	3

(Continues on the following page.)

**Table Z.2: Responses by Stakeholder Group (total number of respondents) (continued)**

Question		Response	World Bank	Donors	In-country
Q10	Overall, what contribution has the World Bank's assistance made in helping to develop long-term government capacity in the LICUS country you most focus on/your country?	Large positive contribution	54	5	6
		Small positive contribution	199	26	14
		No contribution	20	8	2
		Small negative contribution	3	0	0
		Large negative contribution	0	1	0
		Do not know	23	1	1
		Missing	29	2	2
Q11	To what extent has the World Bank adequately pursued collaboration with other donors in the LICUS country you most focus on/your country?	To a large extent	147	11	4
		To a moderate extent	109	15	13
		To a slight extent	30	10	3
		Not at all	0	3	0
		Do not know	15	1	3
Q12	To what extent has the World Bank adequately pursued collaboration with international partners in the diplomatic, peace-building, and peace-keeping areas in the LICUS country you most focus on/your country?	To a large extent	116	9	7
		To a moderate extent	85	8	10
		To a slight extent	42	9	1
		Not at all	9	1	0
		Do not know	30	5	4
		Missing	29	6	2
Q13	To what extent has the World Bank clearly defined what constitutes "success" in the LICUS country you most focus on/your country?	To a large extent	45	2	3
		To a moderate extent	144	16	13
		To a slight extent	57	7	3
		Not at all	29	8	1
		Do not know	25	5	3
Q14	To what extent has the World Bank defined clear and monitorable indicators to measure "success" in the LICUS country you most focus on/your country?	To a large extent	48	7	5
		To a moderate extent	128	11	10
		To a slight extent	74	8	5
		Not at all	19	5	0
		Do not know	24	9	2
Q15	With what frequency has progress toward "success" been monitored by the World Bank in the LICUS country you most focus on/your country?	Missing	35	3	3
		Frequently or twice a year	101	11	9
		Once a year	93	12	6
		Once in 2 years	30	2	2
		Never	19	5	1
		Don't know	23	6	2
		NA since no indicator	4	2	1
		New project	3	1	0
Adhoc	4	1	0		

Question	Response	World Bank	Donors	In-country	
	Based on project agreement	1	0	0	
	Missing	50	3	4	
<b>III. Your Views about the Relevance and Evolution of the World Bank's Approach</b>					
Q1	In the last three years, to what extent has the World Bank's approach to development been relevant to the key issues facing the LICUS country you most focus on/your country?	To a large extent	110	13	2
		To a moderate extent	115	14	12
		To a slight extent	50	8	3
		Not at all	5	3	0
		Do not know	14	0	2
		Not applicable	2	2	1
	Missing	32	3	5	
Q2	Still thinking about the last three years, what change has there been in the World Bank's approach to development in the LICUS country you most focus on/your country?				
Q2.a	Effectiveness of lending and grant support (through projects or programs)	Large positive change	58	5	4
		Small positive change	143	16	14
		No change	42	10	3
		Small negative change	4	2	0
		Large negative change	1	0	0
		Do not know	26	5	0
	Missing	54	5	4	
Q2.b	Effectiveness of nonlending support (through analytical work, policy dialogue, and technical assistance)	Large positive change	60	10	4
		Small positive change	139	17	14
		No change	45	6	1
		Small negative change	4	1	0
		Large negative change	0	1	1
		Do not know	27	4	2
	Missing	53	4	3	
Q2.c	Grounding of World Bank work in an understanding of the country's politics	Large positive change	70	11	8
		Small positive change	114	16	7
		No change	64	7	3
		Small negative change	6	2	1
		Large negative change	0	1	0
		Do not know	22	2	2
	Missing	52	4	4	
Q2.d	Support for a more focused reform agenda consisting of key actions and reforms	Large positive change	67	10	7
		Small positive change	118	14	9
		No change	66	8	4
		Small negative change	3	2	0
		Large negative change	1	1	0

(Continues on the following page.)

**Table Z.2: Responses by Stakeholder Group (total number of respondents) (continued)**

Question	Response	World Bank	Donors	In-country
Q2.e Attention to building long-term government capacity	Do not know	21	3	1
	Missing	52	5	4
	Large positive change	60	5	6
	Small positive change	124	19	12
	No change	67	9	3
	Small negative change	6	1	0
	Do not know	18	4	1
	Missing	53	5	3
Q2.f Effectiveness in pursuing donor collaboration by the World Bank	Large positive change	97	12	5
	Small positive change	120	14	11
	No change	33	6	1
	Small negative change	1	1	0
	Large negative change	1	0	0
	Do not know	23	5	3
	Missing	53	5	5
<b>IV. Your Knowledge of the World Bank's LICUS Approach</b>				
Q1 To what extent are you familiar with the World Bank's LICUS approach?	To a large extent	82	7	3
	To a moderate extent	132	16	10
	To a slight extent	55	11	6
	Not at all	15	4	2
	Missing	44	5	4
<b>V. Your Overall Impressions</b>				
Q1 In your opinion, to what extent are World Bank staff who work on the LICUS country you most focus on/your country competent?	To a large extent	132	22	7
	To a moderate extent	99	8	11
	To a slight extent	27	3	3
	Not at all	3	2	0
	Do not know	19	3	0
	Missing	48	5	4
Q2 What contribution has the World Bank's field office made in supporting the development of the LICUS country you most focus on/your country?	Large positive contribution	150	14	5
	Small positive contribution	101	16	16
	No contribution	11	4	0
	Small negative contribution	4	2	0
	Large negative contribution	0	1	0
	Do not know	14	1	0
	Missing	48	5	4

<b>Question</b>	<b>Response</b>	<b>World Bank</b>	<b>Donors</b>	<b>In-country</b>	
Q3	What contribution have the visiting World Bank missions made in supporting the development of the LICUS country you most focus on/your country?	Large positive contribution	123	9	10
		Small positive contribution	118	19	10
		No contribution	6	4	1
		Small negative contribution	5	2	0
		Do not know	25	4	1
		Missing	51	5	3
Q4	What contribution has the World Bank's overall program made in supporting the development of the LICUS country you most focus on/your country?	Large positive contribution	83	11	7
		Small positive contribution	159	20	13
		No contribution	14	1	2
		Small negative contribution	1	1	0
		Large negative contribution	0	1	0
		Do not know	17	4	0
Q5	In comparison with other donors, has the contribution of the World Bank's overall program in supporting the development of the LICUS country you most focus on/your country been:	Greater	148	14	5
		Equal	64	12	9
		Smaller	30	10	4
		Do not know	24	2	4
		Missing	62	5	3
Q6	Without World Bank support, do you think the development of the LICUS country you most focus on/your country would have been:	Greater	2	1	0
		Equal	32	8	5
		Smaller	205	27	14
		Do not know	26	2	3
		Missing	63	5	3
Total number of respondents			328	43	25

**Table Z.3: Responses of the World Bank Staff on Internal World Bank Support for LICUS Work**

Question	Response	World Bank (N = 328)	
Q1	To what extent do you think the Bank's operational policies and procedures listed below are adapted to the low capacity or higher risk environment of the LICUS country you most focus on?		
Q1.a	Project preparation	To a large extent	40
		To a moderate extent	86
		To a slight extent	66
		Not at all	51
		Don't know	20
		Missing	65
Q1.b	Project supervision	To a large extent	43
		To a moderate extent	77
		To a slight extent	70
		Not at all	46
		Don't know	24
		Missing	68
Q1.c	Procurement procedures	To a large extent	27
		To a moderate extent	61
		To a slight extent	75
		Not at all	67
		Don't know	30
		Missing	68
Q1.d	Financial management procedures	To a large extent	32
		To a moderate extent	66
		To a slight extent	79
		Not at all	50
		Don't know	34
		Missing	67
Q1.e	Legal framework	To a large extent	28
		To a moderate extent	62
		To a slight extent	72
		Not at all	54
		Don't know	43
		Missing	69
Q2	Is the overall level of Bank Budget (BB) available to the LICUS country you most focus on adequate given the opportunities and challenges facing the country?	More than adequate	11
		Adequate	68
		Less than adequate	159
		Don't know	21
		Missing	69

Question	Response	World Bank (N = 328)
Q3	To what extent has the Bank's lending and grant support (through projects or programs) in the country you most focus on been given adequate Bank budget and senior management attention for the following:	
Q3.a	Been given adequate Bank Budget (BB) relative to other priorities	To a large extent 45 To a moderate extent 77 To a slight extent 69 Not at all 45 Don't know 25 Missing 67
Q3.b	Attracted adequate senior management attention or involvement	To a large extent 66 To a moderate extent 81 To a slight extent 75 Not at all 18 Don't know 19 Missing 69
Q4	To what extent has the Bank's non-lending support (through analytical work, policy dialogue, and technical assistance) in the country you most focus on been given adequate Bank budget and senior management attention for the following:	
Q4.a	Been given adequate Bank Budget (BB) relative to other priorities	To a large extent 34 To a moderate extent 83 To a slight extent 74 Not at all 34 Don't know 30 Missing 73
Q4.b	Attracted adequate senior management attention or involvement	To a large extent 44 To a moderate extent 84 To a slight extent 75 Not at all 20 Don't know 32 Missing 73
Q5	When working on a LICUS country, what has been your experience in each of the following human resource matters? Have the following improved, remained the same, or worsened:	
Q5.a	Your overall career prospects in the Bank (promotions, obtaining good jobs in the future, etc.)	Improved 41 Remained the same 134 Worsened 38 Don't know 49 Missing 66

(Continues on the following page.)

**Table Z.3: Responses of the World Bank Staff on Internal World Bank Support for LICUS Work (continued)**

Question	Response	World Bank (N = 328)
Q5.b Your overall financial compensation (salary increases, hardship allowances, etc.)	Improved	23
	Remained the same	186
	Worsened	21
	Don't know	32
	Missing	66
Q5.c Realism in expectations by Bank Management about what can be accomplished	Improved	41
	Remained the same	149
	Worsened	39
	Don't know	32
	Missing	67
Q5.d Level of support from Bank Management	Improved	50
	Remained the same	155
	Worsened	33
	Don't know	22
	Missing	68
Q5.e Efforts made by the Bank to ensure your personal security and safety	Improved	91
	Remained the same	126
	Worsened	20
	Don't know	24
	Missing	67
Q6 To what extent has the Bank's LICUS Unit been effective with regard to:		
Q6.a Providing access to Trust Funds for LICUS	To a large extent	40
	To a moderate extent	57
	To a slight extent	37
	Not at all	28
	Don't know	93
	Missing	73
Q6.b Providing substantive support for country strategy development and implementation	To a large extent	35
	To a moderate extent	55
	To a slight extent	48
	Not at all	29
	Don't know	87
	Missing	74
Q6.c Providing substantive support for projects	To a large extent	19
	To a moderate extent	55
	To a slight extent	46
	Not at all	44
	Don't know	89
	Missing	75

Question	Response	World Bank (N = 328)
Q6.d Providing substantive support for research or analytical work	To a large extent	20
	To a moderate extent	52
	To a slight extent	53
	Not at all	44
	Don't know	85
	Missing	74
Q6.e Unlocking procedural or policy difficulties at Headquarters	To a large extent	13
	To a moderate extent	47
	To a slight extent	52
	Not at all	50
	Don't know	91
	Missing	75
Q6.f Facilitating donor collaboration and harmonization advice	To a large extent	33
	To a moderate extent	42
	To a slight extent	45
	Not at all	43
	Don't know	92
	Missing	73
Q6.g Getting visibility and support from Senior Management	To a large extent	25
	To a moderate extent	55
	To a slight extent	42
	Not at all	38
	Don't know	91
	Missing	77
Q7 To what extent is the technical input you get from WBI:		
Q7.a Sufficient	To a large extent	17
	To a moderate extent	37
	To a slight extent	38
	Not at all	77
	Don't know	82
	Missing	77
Q7.b Of good quality	To a large extent	23
	To a moderate extent	40
	To a slight extent	32
	Not at all	64
	Don't know	90
	Missing	79
Q7.c Timely	To a large extent	20
	To a moderate extent	34
	To a slight extent	34

(Continues on the following page.)

**Table Z.3: Responses of the World Bank Staff on Internal World Bank Support for LICUS Work (continued)**

Question		Response	World Bank (N = 328)
		Not at all	70
		Don't know	93
		Missing	77
Q8	To what extent is the technical input you get from DEC:		
Q8.a	Sufficient	To a large extent	10
		To a moderate extent	26
		To a slight extent	34
		Not at all	62
		Don't know	111
		Missing	85
Q8.b	Of good quality	To a large extent	20
		To a moderate extent	38
		To a slight extent	20
		Not at all	47
		Don't know	117
		Missing	86
Q8.c	Timely	To a large extent	10
		To a moderate extent	21
		To a slight extent	31
		Not at all	61
		Don't know	116
		Missing	89
Q9	Does the support of the Bank's LICUS Unit complement, duplicate, or conflict with that of the Conflict Prevention and Reconstruction Unit?	Complementary support	33
		Some duplication	34
		Lot of duplication	14
		Conflicting/contradiction	11
		Don't know	156
		Missing	80